ADOPTED BUDGET
FY 2018-2019

GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT

GOLDEN GATE BRIDGE HIGHWAY AND TRANSPORTATION DISTRICT

FISCAL YEAR 18/19 ADOPTED BUDGET

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Special thanks to the District Officers, the Deputy General Managers and their respective staff

The Budget Office would like to give a special thank you to **Rick Driscoll** as he retires after 30 years with the District and 14 years in the Budget Office. Thank you for your service, dedication and attention to detail to make this book happen every year.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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California

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation award to the Golden Gate Bridge, Highway and Transportation District for its annual budget for the fiscal year beginning July 1, 2017. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.

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This year's book was specifically designed to highlight the advantages of the electronic version over the paper copy. The electronic version of this book has hyperlinked Tables of Contents and is fully searchable by word. It is also less expensive to produce and distribute. We encourage you to take advantage of the electronic copy of this book which is available to all on our website: www.goldengate.org.

GENERAL MANAGER'S MESSAGE

The Bay Area is in the midst of a period of robust economic growth that has been underway now for almost a decade. The bustling economy has led to record low unemployment, so the Bay Area, and the Golden Gate corridor, are experiencing increased traffic and associated congestion during lengthening morning and evening commute periods. This presents challenges and opportunities for the Golden Gate Bridge, Highway and Transportation District's (District) Bridge, Bus and Ferry operations.

Weekdays from 5:00 a.m. until 9:00 a.m., 20 percent of all trips from Marin and Sonoma Counties into San Francisco are on the District's buses and ferries. During the peak hour, the percentage is even higher. Bus and ferry transit, subsidized principally by Bridge tolls, reduces congestion and speeds up travel for those who need to drive in the U.S. Highway 101 corridor, and it removes thousands of cars from the streets of San Francisco every day. This reduces greenhouse gas emissions and contributes to the overall quality of life in the community. While these efforts help, more needs to be done to reduce the growing congestion associated with the heated economy.

Periods of congestion on U.S. Highway 101 now extend well beyond the times of carpool lane operations in the North Bay, and congestion has increased in downtown San Francisco. Consequently, bus travel times have increased which affects both ridership and the cost of providing service. The District is working with our transportation partners to explore strategies and encourage action to speed up travel and increase average vehicle occupancy in the corridor.

9,000 times a day a passenger gets on or off a bus at the San Rafael Transit Center (SRTC), which is served by Marin Transit, Marin Airporter, Sonoma County Airporter, Greyhound and the District, so the SRTC is vital to North Bay travel and congestion relief. Further, this past year Sonoma Marin Area Rail Transit (SMART) commenced service and stops at a platform across the street from the SRTC, further enhancing its functionality. As the owner of the SRTC, this past year the District engaged a consultant team to embark upon a public process to evaluate, environmentally clear and ultimately design a new SRTC to replace the current facility that will be bisected by SMART's extension from San Rafael to Larkspur. As part of this process, in October the District executed a Memorandum of Understanding (MOU) with the City of San Rafael that describes the cooperative roles of the parties regarding the environmental review, planning, design and approval of the SRTC replacement.

This past year the District also executed several agreements and real estate transactions with SMART to facilitate SMART's construction of their Larkspur extension which will greatly benefit North Bay travelers.

Ferry ridership between Larkspur and San Francisco is at capacity during commute periods. Many trips leave the dock full, and commuters arriving before a ferry departure sometimes must wait for the next boat. The District has added a handful of trips during the last few years but is facing the economic and environmental challenges associated with greatly increasing ferry service.

As part of our continuing efforts to "green" our fleet, this past fiscal year the District repowered one of our existing ferry boats, the M.S. Marin, with new, cleaner engines. Also, the District recently commenced a demonstration project, working with the engine manufacturer, to use renewable diesel in one of our ferry boats. Renewable diesel produces significantly less greenhouse gas emissions as compared to low Sulphur diesel. This is the first commuter ferry boat on the Bay to use renewable diesel. The purpose of the project is to ascertain whether or not renewable diesel creates any maintenance (warranty) and operational issues with the engines.

Weekend traffic congestion at the Bridge is also a concern. Tourism and visitation to the Bay Area is up, and motorists queuing for the very limited number of parking spaces available at Vista Point at the north end of the Bridge can back up onto the Bridge causing considerable traffic congestion and delays northbound on the Golden Gate Bridge. That congestion, on summertime weekends, can extend well into San Francisco, significantly impacting travel on the west side of San Francisco.

Vista Point is a State Roadside Rest Area and is under the jurisdiction of Caltrans, so the District has partnered with Caltrans and received permission from Caltrans to manage traffic at Vista Point during peak visitation times in 2018. At peak times, the District restricts private automobiles at Vista Point, and only tour buses are allowed. This has greatly improved traffic flow across the Bridge. The District is partnering with the National Park Service, The Presidio Trust and the San Francisco Municipal Transportation Agency (SFMTA) to explore longer term ways to improve the visitor experience at the site in light of increased tourism.

In addition to serving as a vital transportation artery, the Golden Gate Bridge is a symbol of our community. Those of us entrusted with protecting and preserving the Bridge for future generations are proud of our ongoing efforts. The District's maintenance staff is focused on refurbishing and painting the south approach viaduct over the bay trail. In April, bridge inspectors very visibly scaled down the outside of the towers as part of the biennial bridge inspection. Additional wind tunnel testing was conducted this past year to measure the effect of high winds on different types of construction platforms and provide guidelines for how the seismic retrofit contractor will be able to access the Bridge for the upcoming final retrofit phase of work.

Efforts are underway to replace the District's toll collection equipment. Next fiscal year, the District will advertise the construction contract for a new overhead structure, just south of the toll plaza, called a Toll Gantry which will house the new toll collection equipment.

The construction of a suicide deterrent system (Net) is ongoing at the Golden Gate Bridge, but it will take several years to complete. Meanwhile, the District has increased sidewalk patrols in order to save lives. In 2017, 278 people came to the Bridge to harm themselves. Of those, 245 were stopped and taken off of the Bridge for a psychiatric hold at a local hospital, but sadly 33 jumped from the Bridge and died.

On the revenue front, the fourth year of the five-year toll increase went into effect on July 1, 2017, increasing the toll by $0.25. This increase generated approximately an additional $4 million annually in revenue to help offset the District's ongoing expenses. The Board also authorized a five-year fare increase for all bus and ferry riders, beginning July 1, 2017. The District will receive approximately $1.5 million in new annual revenue from fares through this increase.

The passage of Senate Bill 1 (SB 1) provides a significant investment in California's transportation infrastructure as well as additional funding to support transit. The District is a direct beneficiary of the additional transit funding, and the District is excited to pursue SB 1 monies as part of the funding package for the upcoming final retrofit project.

The passage of Senate Bill 595, coupled the Bay Area Toll Authority's (BATA) action in January, places before voters on June 5th a proposed toll increase on the state-owned Bay Area bridges. This measure, dubbed Regional Measure 3, includes $30 million of funding for the SRTC replacement.

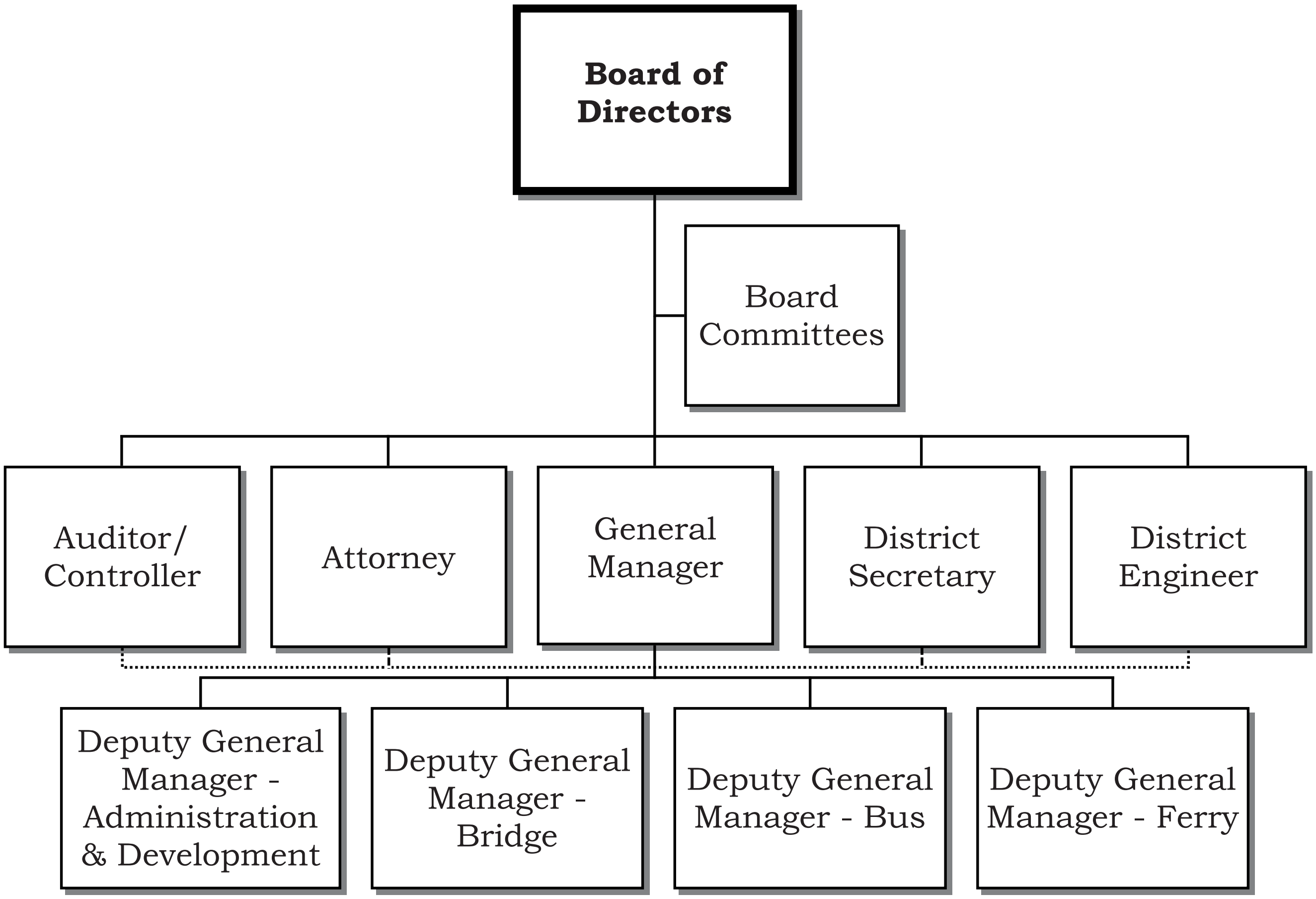
Senate Bill 622 signed by the Governor on September 30, 2017, updated the Bridge District's procurement threshold for the formal bidding of public works contracts. The current threshold was last updated in 1955, so this effort was arguably overdue and streamlines the delivery of projects.

Working together with our partner agencies, Bridge users, Bus and Ferry riders to ensure our collective success is paramount to supporting the communities we serve. I would like to sincerely thank and recognize our employees who help keep the Bay Area moving, whether on the Golden Gate Bridge, Golden Gate Transit Buses or Golden Gate Ferries. Lastly, I want to thank our customers for their continued support.

Denis Mulligan

Denis J. Mulligan
General Manager

DISTRICT ORGANIZATIONAL CHART



THE GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT PROFILE

The Golden Gate Bridge, Highway and Transportation District (District) is a special district of the State of California which operates and maintains the Golden Gate Bridge (Bridge) and two unified public transit systems – Golden Gate Transit (GGT) and Golden Gate Ferry (GGF) connecting the counties of Marin, Sonoma, San Francisco and Contra Costa. The District provides these public services under authority of California State Law.

Mission Statement

The District's mission is to provide safe and reliable operation, maintenance and enhancement of the Golden Gate Bridge and to provide transportation services, as resources allow, for customers within the U.S. Highway 101 Golden Gate Corridor.

The District was formed under authority of the Golden Gate Bridge and Highway Act of 1923, and incorporated on December 4, 1928, to include within its boundaries the City and County of San Francisco, the counties of Marin, Sonoma, Del Norte, most of Napa and part of Mendocino counties. The District is governed by a 19-member Board of Directors who are appointed by the elected representatives of their constituent counties. Nearly 830 employees are employed by the District, working in one of three operating divisions (Bridge, GGT, GGF) or in the administrative division.

On November 10, 1969, the California State Legislature passed Assembly Bill 584 authorizing the District to develop a transportation facility plan for implementing a mass transportation program in the Golden Gate Highway 101 Corridor. This was to include any and all forms of transit, including ferry. The mandate was to reduce traffic congestion across Golden Gate Bridge using only surplus Bridge tolls to subsidize intercounty/regional public transit services.

On August 15, 1970, the District inaugurated GGF service between Sausalito and San Francisco. Service was added between Larkspur and San Francisco on December 13, 1976. Since March 31, 2000, dedicated San Francisco Giants Baseball ferry service has been provided between Larkspur and the Giants waterfront ballpark in downtown San Francisco. On March 6, 2017, the District began weekday commute Golden Gate Ferry service between Tiburon and San Francisco. Today, the fleet is comprised of seven vessels serving nearly 2.5 million passengers annually. On January 1, 1972, the District introduced GGT basic bus service and on January 3, 1972, GGT commute service began. GGT also provides local bus service within Marin County under contract with Marin Transit. January 1, 2012, marked GGT's 40th anniversary. Today, GGT serves 4.8 million regional and local customers annually with an active fleet of 178 clean diesel and diesel/electric hybrid buses.

On December 10, 1971, Assembly Bill 919 was passed requiring the District to develop a long range transportation program for the corridor. The result was the creation of the integrated bus and ferry system – GGT and GGF.

Since its opening to traffic on May 28, 1937, the Golden Gate Bridge has been recognized as an engineering marvel. Once the longest suspension span ever built, today it ranks 9th in the world. With its graceful art deco styling and inspiring natural setting, it is an international icon and a destination for more than 10 million annual visitors.

FY 18/19 ADOPTED BUDGET OVERVIEW

The FY 18/19 Adopted Budget is a policy document that identifies the strategic direction and priorities of the Board of Directors for the fiscal year. The adopted budget is the implementation tool for the Board's policy directions and initiatives that were developed in its long-term Strategic Financial Planning process. It carries out the stated mission of the District within the bounds of the Strategic Financial Plan. The Adopted FY 18/19 Budget includes:

- Operating Budget revenues of $226.2 million
- Operating Budget expenditures of $230.1 million
- Projected Operating Deficit of $3.9 million
- Capital Budget revenues of $13.3 million
- Capital Budget expenditures of $26.5 million
- District reserves of $17.1 million will be used to fund the FY 18/19 Operating and Capital Budget.

The FY 18/19 Adopted Budget estimates an operating deficit of $3.9 million. If the District is not able to balance the budget during the fiscal year by reducing expenses and increasing revenues, the operating deficit will reduce the amount of funding that will be set aside for future capital projects. The projected operating deficit is primarily attributable to higher cost of living, medical insurance, fuel, general liability insurance and re-funding commercial paper debt service. These increases are offset by higher toll revenues resulting from a twenty-five cent toll increase in July 2018 (FasTrak toll increased from$6.75 to $7.00 and the Pay-By-Plate increased from $7.75 to $8.00 for the majority of Bridge traffic), the five-year fare increase as approved by the Board, State and Federal Operating Assistance, and Investment Income.

This report is a summary of the budget development process and general overview of the FY 18/19 Adopted Budget.

Overview of Operating Budget

The FY 18/19 Adopted Operating Budget of $230.1 million is $17.4 million, or 8.2%, more than the FY 17/18 Actual expenses of $212.7 million. This 8.2% increase can be broken down into the following categories: Fully funding vacant positions, re-funding commercial paper debt service due to the indenture service requirement, the increased cost of salaries and benefits and District-wide technology programs. The budget includes a 3% wage increase for Coalition-represented and non-represented employees or the amount specified in their ratified Memorandum of Understanding that covers FY 18/19. The Adopted Budget does not include budgeted wage increase for ATU employees due to their MOU being in negotiation.

Revenue is estimated to be $226.2 million for an increase of approximately $8.0 million, or 3.7%, from FY 17/18 Actual revenue of $218.2 million. This increase is primarily the result of increases in Toll Revenues ($5.1 million), Transit Fares ($1.0 million), State and Federal Operating Assistance ($2.2 million), and Other Operating Income ($0.1 million). However, those increases are offset by a slight decrease in Marin County Transit Contract (MCTD) ($0.2 million) and Investment Income ($0.2 million). The State Operating Assistance includes additional revenues due to the passage of Senate Bill 1 and reimbursement of the emergency repair of Alexander Avenue.

This budget also includes changes to the District reserves structure and the Table of Organization. The Adopted Budget has a $13.5 million projected positive impact on the District's financial reserves. This is primarily due to increases in toll and transit revenues.

The FY 18/19 Adopted Budget takes into account the 2014 Strategic Financial Plan approved October 2015. Every year, the Strategic Financial Plan is reviewed and updated. The FY 18/19 Adopted Budget is a baseline budget that takes into account various Financial Plan initiatives, yet also continues to reflect current service levels in the Bridge, Bus and Ferry operations. It keeps operations running at current levels while the Board and staff determine the timing and magnitude of the Strategic Financial Plan initiatives to be implemented with the goals of reducing the District's long-term deficit, guiding the District to a healthy, sustainable financial condition and ensuring replenishment of the necessary reserve accounts.

Capital Budget Overview

The FY 18/19 Adopted Capital Budget includes total anticipated expenditures of $26.5 million, funded with $13.2 million District funds and $13.3 million federal, state and local grant funds. It supports the implementation of 61 (21 new and 40 continuing) projects necessary to maintain existing services and facilities and to implement high priority safety and security projects. The $26.5 million Adopted Capital Budget, based on the percentage, is allocated to the following projects: 6% Golden Gate Bridge Seismic Retrofit; 61% Bridge Division; 5% Bus Division; 22% Ferry Division; and 6% for Information Systems and other District Division projects. The Adopted Capital Budget contains Actual FY 17/18 project expenditures (See Appendix C). It is expected that 12 projects will be completed in FY 17/18.

In an effort to reduce the number of new projects in the FY 18/19 budget, each division prioritized its capital projects. Higher priority projects were included in the FY 18/19 budget to allow project managers to continue working and focusing their efforts on those projects. The remaining projects were included in the FY 19/20 capital project list, which consists of projects that are ready to be included in the FY 18/19 budget pending the availability of staff resources to initiate the project. The passage of the budget will authorize the General Manager to move capital projects from the FY 19/20 list to the FY 18/19 budget.

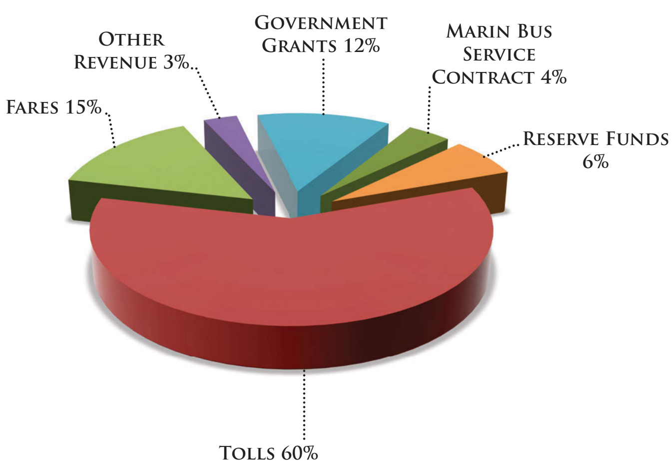
Use of Reserves

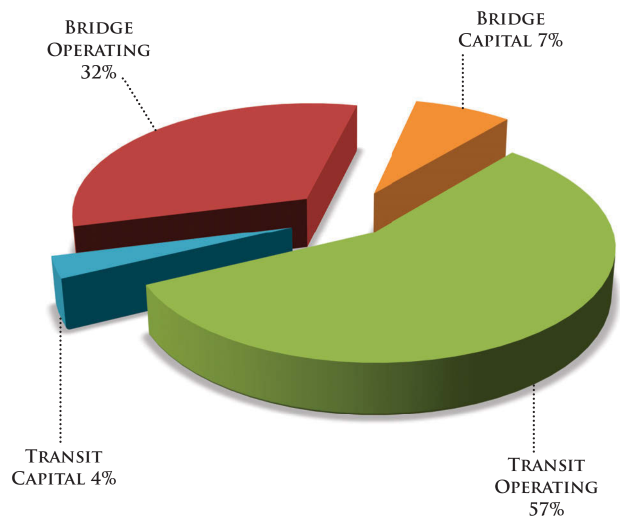
The FY 18/19 Adopted Operating Budget is estimated to produce an operating deficit of $3.9 million and the Capital Budget is estimated to use $13.2 million in District funds for a net decrease reserve impact of $17.1 million. As an offset to this $17.1 million reserve spending, the FY 18/19 Adopted Budget also includes $30.6 million in transfers to reserves resulting in a net reserve increase of $13.5 million. A balanced Adopted Budget is structured to raise and spend Capital Reserves. The District will use the initiatives in the Financial Plan to keep future agency budgets balanced.

Revenue Sources and Expense Allocation FY 18/19 Adopted Operating and Capital Budget (In Millions)

Source of Revenues	
Tolls	$151.7
Fares	37.4
Other Revenue	8.0
Government Grants	32.0
Marin Bus Service Contract	10.4
Reserve Funds	17.1
Total	**$256.6**

Type of Expense	
Transit Operating	$146.2
Transit Capital*	8.1
Bridge Operating	83.9
Bridge Capital*	18.4
Total	**$256.6**





*District Division capital projects are apportioned to Transit and Bridge in the same manner as District expenses allocation.

FY 18/19 Adopted Operating and Capital Budget Three-Year Comparison (In Millions)

	Actual FY 16/17	Actual FY 17/18	Adopted FY 18/19
Revenue			
Bridge Tolls	$143.0	$146.6	$151.7
Transit Fares	35.4	36.4	37.4
Other*	17.6	18.7	18.4
Operating Assistance	19.0	16.5	18.7
Operating Revenue Sub-total	$215.0	$218.2	$226.2
Capital Grants	10.0	18.8	13.3
Total Revenue	**$225.0**	**$237.0**	**$239.5**
Expenses			
Labor and Fringes	$128.8	$131.9	$143.7
Services/Supplies/Other	47.4	51.6	57.1
Contribution to Capital & Other Reserves	30.2	29.2	29.3
Operating Expenses Sub-total	$206.4	$212.7	$230.1
Capital Project Expense	19.5	40.7	26.5
Total Expenses	**$225.9**	**$253.4**	**$256.6**
Total Revenue Over/(Under) Total Expense	**($0.9)**	**($16.4)**	**($17.1)**

Net Impact on District Reserves Three-Year Comparison (In Millions)

	Actual FY 16/17	Actual FY 17/18	Adopted FY 18/19
Total Revenue Over/(Under) Total Expense	**($0.9)**	**($16.4)**	**($17.1)**
Transfers to District Reserves			
District Capital Contribution**	$21.0	$21.0	$21.0
Bridge Self-Insurance Against Losses	1.3	1.3	1.3
Depreciation	9.2	8.2	8.3
Sub-Total Transfers to Reserves	**$31.5**	**$30.5**	**$30.6**
Impact on Reserves	**$30.6**	**$14.1**	**$13.5**
Transfers to OPEB (Other Postemployment Benefits) Trust	**$1.5**	**$1.8**	**$1.5**

* Other revenue consists of Investment Income, Advertising, Contract Revenue, Parking, and Regional Measure 2 (RM2) funding.

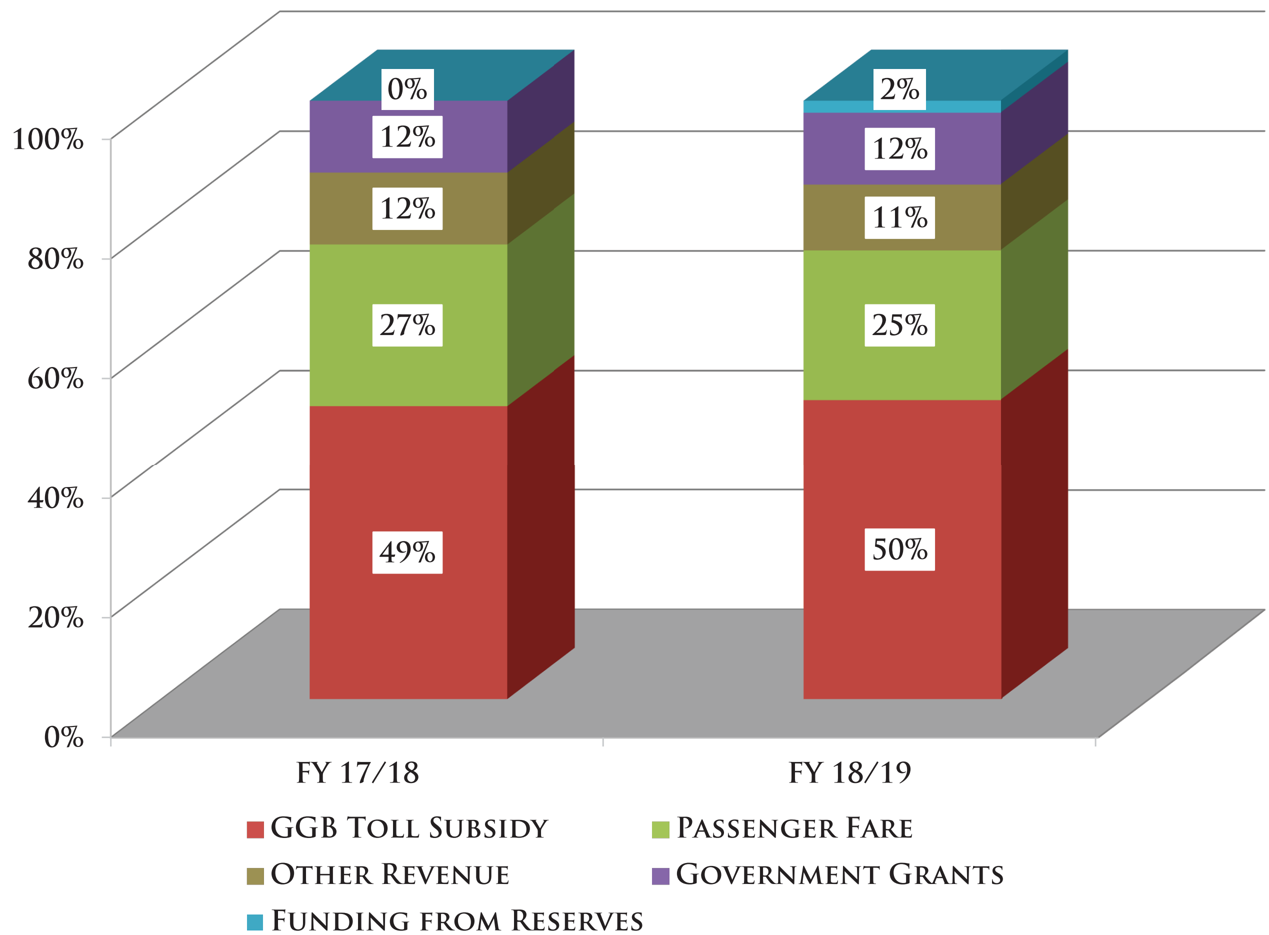
** See Capital Contribution section on page 38 for more detail.

TRANSIT SYSTEM FUNDING

The total subsidy required to fund the transit system is projected to increase from $64.0 million in FY 17/18 to $74.2 million in FY 18/19.

The following table displays how the toll subsidy and other revenues are allocated for the FY 17/18 Actual expenses and Adopted FY 18/19 Budget.

	How Golden Gate Transit was Funded in FY 17/18 (In Millions)				How Golden Gate Transit is Estimated to be Funded in FY 18/19 (In Millions)			
	Bus Division	Ferry Division	Total Transit	% of Cost	Bus Division	Ferry Division	Total Transit	% of Cost
GGB Toll Subsidy	$48.9	$15.1	$64.0	49%	$56.1	$18.1	$74.2	50%
Passenger Fare	15.1	21.3	36.4	27%	15.6	21.8	37.4	25%
Other Revenue	14.5	1.4	15.9	12%	14.6	1.3	15.9	11%
Government Grants	13.8	2.7	16.5	12%	15.6	3.1	18.7	12%
Reserve Funds	0.0	0.0	0.0	0%	2.7	1.2	3.9	2%
Total	**$92.3**	**$40.5**	**$132.8**	**100%**	**$104.6**	**$45.5**	**$150.1**	**100%**



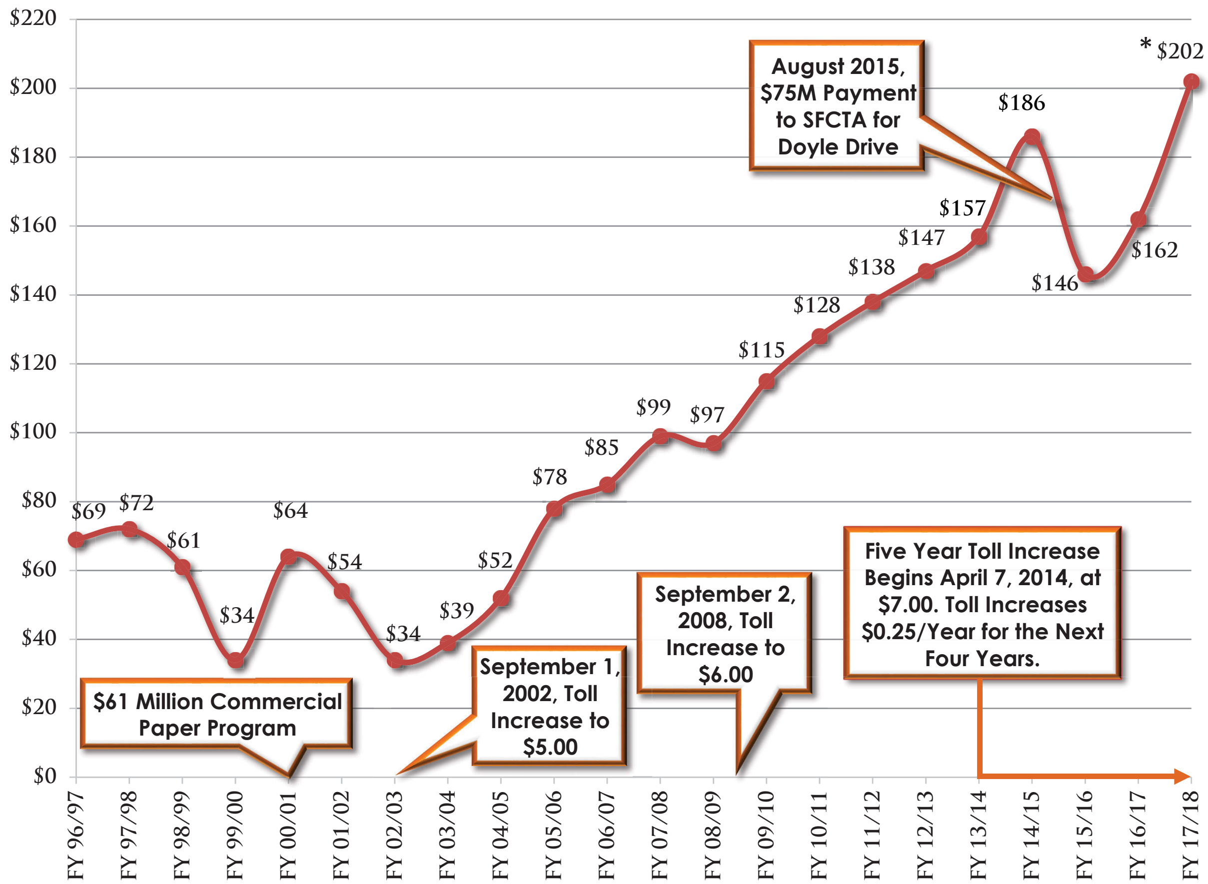
DISTRICT FINANCIAL SITUATION

Financial Reserves: Impact of Fiscal Year 17/18 (Unaudited)

On June 30, 2018, the District expects to finish the FY 17/18 operating budget year (which includes a $21 million transfer to the capital reserves) with expenses approximately $5.5 million under actual revenues.

The District's short-term and long-term financial situations have been improved because the Board has taken steps over the previous years to increase revenues and decrease expenses. To increase revenues the Board implemented a toll increase, increased carpool and multi-axle vehicle tolls, instituted successive transit fare increases and conducted discussions with local and regional partners that produced millions more in contract and grant revenue. To decrease expenses, in the recent past the Board instituted administrative and program staff reductions, salary freezes, medical plan reforms, bus transit service reductions and ferry service restructuring. In addition, the Board has implemented new technologies that will reduce operating expenses. The Board has previously passed long-term Strategic Financial Plans in 2002 and 2009. In October 2014, the Board passed the 2014 Strategic Financial Plan which contains initiatives to balance revenues and expenses over the long term. This is discussed in greater detail at the end of this section.

Reserve Funds Available for Capital Projects
Fiscal Years Begin July 1st
(All Numbers in Millions)



* Note: Graph amounts represent beginning of the year balances. See Appendix A for more details.

Impact of FY 18/19 Adopted Budget

The FY 18/19 Adopted Budget continues the Board's efforts toward achieving long-term financial sustainability. It builds on the actions taken in previous years to increase revenues and reduce operating costs. The FY 18/19 Adopted Operating Budget is estimated to produce a deficit of $3.9 million and the Capital Budget is estimated to use $13.2 million in District funds.

Due to provisions that add to capital reserves, the reserves available for capital and operating are projected to decrease less than expected given the large outflow (See Appendix A). As an offset to the Capital reserve spending of $17.1 million, the FY 18/19 Adopted Budget also includes $30.6 million in transfers to reserves resulting in a net reserve increase of approximately $13.5 million.

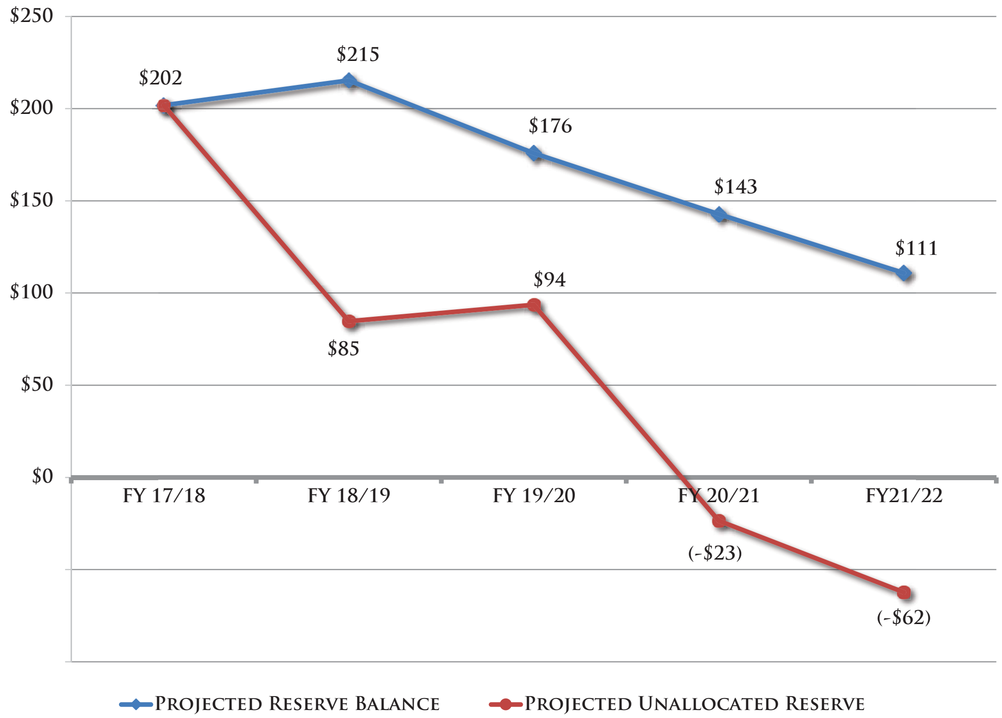
The District's share of the capital budget is funded by reserves. Capital budgets are designed to be balanced over the long-term, which is the objective of the long-term financial plan. The $21 million Capital Contribution included as an expense in the operating budget is designed to cover these costs. Since the operating budget is projected to have a $3.9 million deficit, it is expected that $17.1 million of the $21.0 million will be available to transfer to the capital reserves.

The District accumulates reserves through balanced operating budgets. The projected $3.9 million deficit is not sustainable in the long run as it will reduce the amount of capital funding. In the next year, the District will work through the Strategic Plan to reduce expenses and increase revenue sufficient to balance future operating budgets.

The reserves produced by the operating budget are set aside until the Board allocates them to fund the District share of the cost of capital projects or to cover temporary operating budget deficits. After funds are allocated by the Board, they are spent over several years depending on the particular multi-year spending pattern of the capital budget. The graph on the following page, *Projected Reserves for Capital Projects*, represents a projection of how the current total of capital reserves (as presented on the previous page) would be allocated (see *Projected Unallocated Reserve* line) and spent out (*Projected Reserve Balance* line) if capital projects are undertaken as laid out in the 10-Year Capital Plan (See Appendix E). Several factors have a significant impact on the rate at which reserves are allocated and thus impact the amount of reserves available. These factors include acquiring additional operating funds, capital grant funds and/or delaying/eliminating projects from the 10-Year Capital Plan.

In accordance with GASB 68, $119 million of CalPERS unfunded pension liability was recognized effective June 30, 2017. The graph on the following page does not include the impact of the GASB 68 requirement. The reason being that those funds are set aside to cover liabilities that are decades into the future and the District is on track to pay down those liabilities prior to them coming due. Also, in accordance with GASB 68, $111 million of ATU unfunded pension liability was recognized June 30, 2017. The ATU pension is independent, thus the District is not legally liable for the unfunded liability. The ATU Pension Trust's financial reports also show the unfunded liability. Nonetheless, GASB 68 requires the District to report it in order for the ATU Pension Trust's unfunded liability to be clearly noted. In both cases, the District counts the funds that offset the unfunded pension liabilities on the District's balance sheet as available for capital projects.

Projected Reserves for Capital Projects (All Numbers in Millions)



Note: Graph amounts represent beginning of the year balances, but do not represent GASB 68 and GASB 75 accounting changes.

Board Restricted Reserves

The Board has created four designated reserves, Bridge Self-Insurance Reserve (BSIR), Capital Plan Reserve, the Operating Reserve and the Emergency Reserves. The latter three are discussed in footnotes in Appendix A. The BSIR was created by the Board in FY 05/06. The BSIR was intended to be built up to $25 million and would be used to offset the need to insure the loss of toll revenue in the event of an emergency. This budget includes the $1.3 million contribution, based on the Board's annual approval to contribute to this reserve, for a total of $17.2 million to fund the reserve in place of purchasing insurance.

Commercial Paper Notes Program

On July 12, 2000, the District issued commercial paper notes in Series A and Series B in an amount of $30.5 million for each series, for a total of $61 million, to provide funds for the Golden Gate Bridge Seismic Retrofit Project and the renovation of the main cables of the Bridge. Under this program, the District is able to issue commercial paper notes at prevailing interest rates for a period of maturity not to exceed 270 days. The commercial paper notes are secured by a pledge of the District's revenues and two dedicated reserves, and additionally secured by a line of credit.

The authorization to issue commercial paper is initiated by the Board either by resolution or by an indenture and/or an issuing and paying agreement entered into by the District. There is no legal debt limit except the pledge of revenues pursuant to and in a manner consistent with Subsection 27300 of the Bridge and Highway District Act, being Part 3 of Division 16 of the Streets and Highways Code of the State of California.

Standard & Poor's and Fitch began rating the District in 2000 when the District issued commercial paper for the first time. The District continues to have the highest credit rating (AA- and A+) in the nation for a single toll facility. These are implied credit ratings as the District has no outstanding long-term debt. The District has no plans at this time to increase the current $61 million in commercial paper notes.

In connection with the sale of the commercial paper, the District has secured a Line of Credit with JP Morgan to guarantee the payment of interest when due. As additional security, the District established both an Operating Reserve Fund and a Debt Service Reserve Fund, both of which have been and will remain fully funded throughout the Commercial Paper Program (CP Program). (See Appendix B for details on the budget covenant.)

The FY 18/19 Adopted Budget provides that the $61 million remains outstanding throughout FY 18/19 and does not provide for further borrowing. In addition, the FY 18/19 Adopted Budget fully funds the maintenance of the commercial paper program, including long-term arrangements with Goldman Sachs and Morgan Stanley, to market the commercial paper and JP Morgan to provide a line of credit. Total commercial paper program costs as a percentage of the total commercial paper notes outstanding are summarized in the table below.

Commercial Paper Program Costs as a Percentage of Notes Outstanding

	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Adopted
Average Annual Interest Rate**	0.07%	0.13%	0.70%	1.18%	2.90%*
CP Program Related Costs	0.70%	0.73%	0.74%	0.78%	0.80%
Total CP Program Costs as a % of Total CP Notes Outstanding	**0.77%**	**0.86%**	**1.44%**	**1.96%**	**3.70%**

Note: CP Program Related Costs include line of credit fees, rating agency fees, dealer costs, and various bank fees. As required by the indenture, FY 18/19 Adopted Budget reflects the average interest rate for the preceding 12 months.

*The indenture requires the increase in budget authority of 2%.

**See page 34 for Interest Expense.

Long-Term Strategic Financial Planning

In May of 2009, as a result of projected increases in financial obligations, the Board established the Financial Planning Advisory Committee to create a plan to address the projected financial deficit. The Financial Plan for Achieving Long-Term Financial Stability (Plan) was drafted by the Advisory Committee and approved by the Board on October 30, 2009. The Plan contained 35 initiatives of which 22 were completed. The others were either moved to the new plan or deferred by Board action. In November 2013, the Advisory Committee was reconvened and drafted the 2014 Strategic Financial Plan (2014 Plan) with 45 initiatives. The 2014 Plan was approved on October 24, 2014.

Guiding Principles of the 2014 Plan

- Uphold the Mission Statement of the District to provide reliable transportation services and operations for customers within the U.S. Highway 101 Golden Gate Corridor.
- Identify general priorities to guide implementation work on each initiative in recognition that staff resources are limited and not all initiatives can be completed simultaneously.
- Include both expense reductions and additional revenue generation. The focus of the expense reduction initiatives will be on improving efficiency of current activities in such a way that savings result from the efficiencies and in finding new ways to provide the core services of the District. Outright elimination of any services will be minimized as much as possible.
- Seek to keep existing projects currently underway at the District moving forward, on schedule and, to the degree possible, undertake new initiatives that are set forth by the Committee and ultimately adopted by the Board of Directors.

The 2014 Plan has become part of the Board's regular financial planning cycle and is monitored, reviewed and updated annually with completed, dropped or added initiatives. The 2014 Plan, when compared to each updated projection, is an essential means to monitor the progress of reducing the deficit. The 2014 Plan utilizes the current five- and ten-year period projections submitted annually to the Board. The use of these financial projections enables the 2014 Plan to provide estimates of each initiative's impact on the projected deficit. All Plan initiatives must be approved by the Board on an individual basis.

Financial Plan Initiatives Implemented in FY 17/18

Financial Plan Initiative No. 5: Implement Time Collection and Payroll Automation Throughout the District. This initiative to implement a system to automate payroll and time collection is complete. It will allow for accurate and real time information. It will reduce one (1) FTE in Payroll.

Financial Plan Initiative No. 9: Non-Represented Employees. This initiative intended to promote efficiencies in the areas of health plan design and employee premium contributions. This initiative is complete with the Coalition Labor Negotiations being complete.

Financial Plan Initiative No. 11: Coalition Labor Negotiations. This initiative advances health plan design, employee premium contributions and work rule efficiencies. This initiative was implemented with the finalization of the Coalition Labor Negotiations in FY 16/17.

Financial Plan Initiative No. 29. Partner with Marin Transit to Reduce the Cost to the District of Regional Paratransit Service. This initiative was implemented after staff negotiated a lower rate to reduce the costs in partnership with Marin Transit.

Financial Plan Initiatives to be Implemented in FY 18/19

Financial Initiative No. 10: ATU Labor Negotiations. This initiative is intended to promote efficiencies and cost savings in the areas of health, pension, workers' compensation, absenteeism and work rule efficiencies. (Negotiations in 2014 & 2018).

Financial Plan Initiative No. 17: Implement Administrative Efficiencies. Implement opportunities to reduce costs, including increased use of technology and streamlining administration processes. Net reduction of 1-2 FTEs.

Financial Plan Initiative No. 18: Management Efficiencies. Evaluate opportunities to reduce managing positions by approximately 10% as a goal through attrition. Reduction of 3-5 FTEs.

Financial Plan Initiative No. 19: Winter Holiday Facility Closures. This initiative evaluates the practicality of closing facilities for non-operational functions during the Winter holiday period. In FY 16/17, staff implemented the pilot phase of this initiative on a voluntary basis and will look to formalize this policy for the Non-Represented employees in FY 18/19.

Financial Plan Initiative No. 26: Green Initiatives. Explore cost savings on installation of solar panels, wind power and other green initiatives in District Facilities. The implementation of solar is underway and two bus e-charging stations have been installed at the San Rafael Facility.

Financial Plan Initiative No. 32: Replace Existing Ferry Terminal Gangways and Piers. This initiative is to create operating efficiency by replacing the gangways and piers at all of the Ferry terminals. This initiative is underway with the Sausalito portion currently underway with procuring construction contracts and the San Francisco portion of the project is currently under design.

Financial Plan Initiative No. 30: Review and Implement Multi-year Toll Increase Plan when Current Plan Ends in June 2018. This initiative is to review and implement multi-year toll increase plan when current plan ends in June 2018.

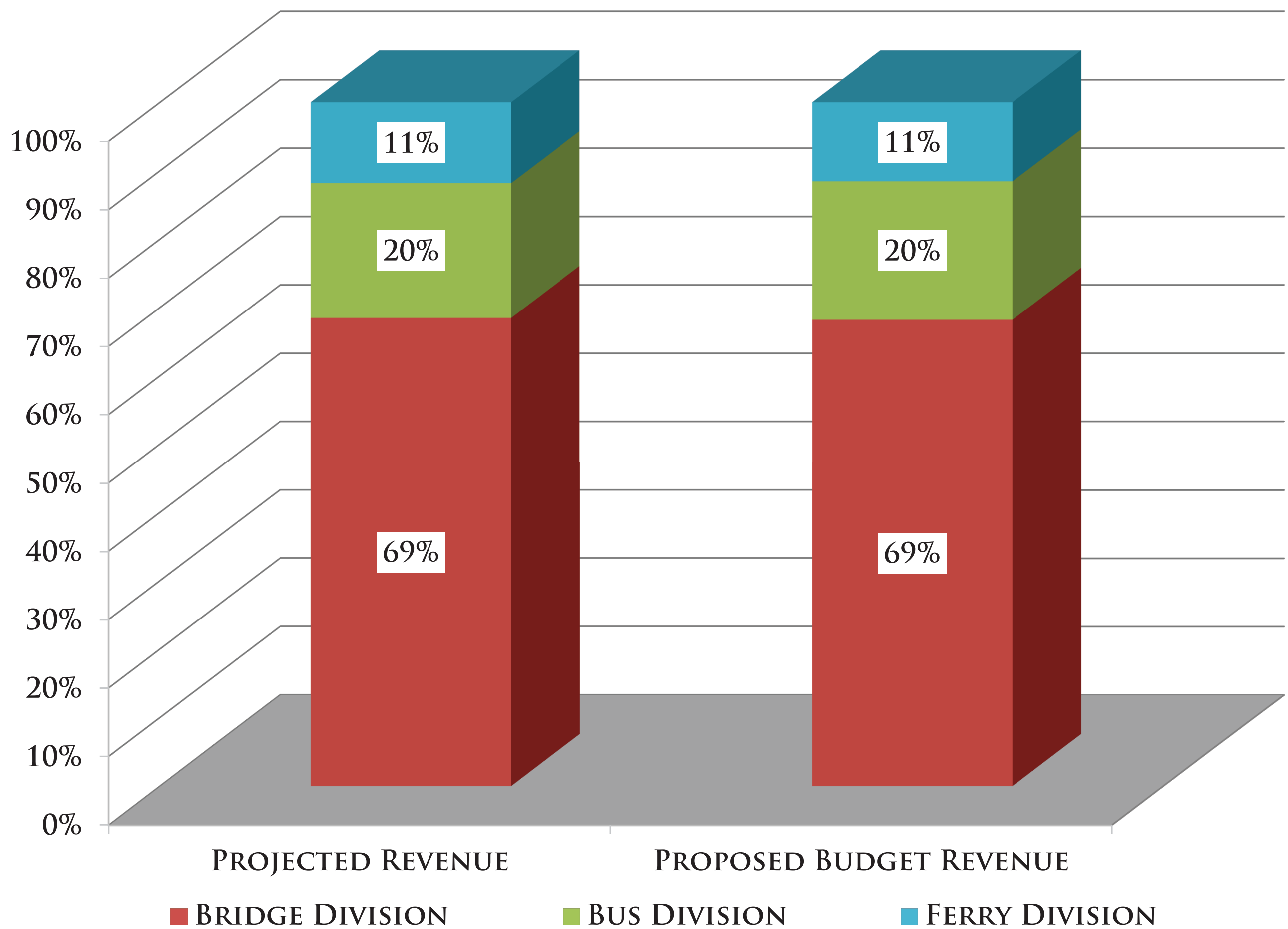
Financial Plan Initiative No. 37B: Address the Increased Demand for Larkspur Ferry Service. Explore the environmental review process to expand the Larkspur Ferry Service beyond the allowable 42 trips a day.

FY 18/19 Projection vs. FY 18/19 Adopted Budget - Revenue

The following exhibit compares the latest projected revenues for FY 18/19 contained in the Long-Term Projections with the FY 18/19 Adopted Budget revenues. The FY 18/19 Adopted Budget revenue is approximately $5.6 million less than projected.

FY 18/19 Projection Compared to FY 18/19 Adopted Budget Revenues 10-Year Projection (In Millions)

	Projected Revenue	Adopted Budget Revenue	Variance	
Bridge Division	$158.7	$154.3	($4.4)	(3%)
Bus Division	45.7	45.8	0.1	0%
Ferry Division	27.4	26.1	(1.3)	(5%)
Total	**$231.8**	**$226.2**	**($5.6)**	**(2%)**

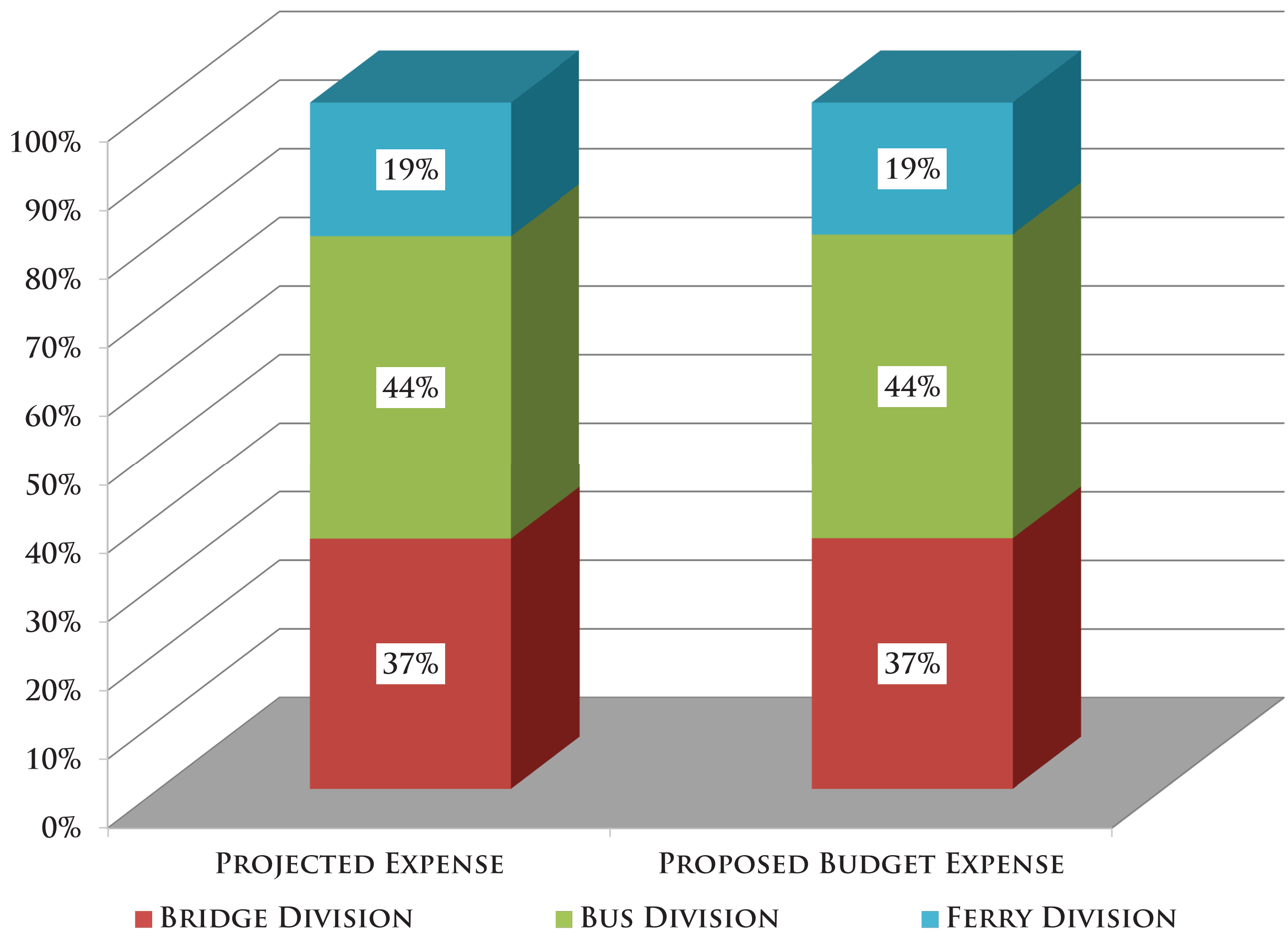


FY 18/19 Projection vs. FY 18/19 Adopted Budget - Expense

The following exhibit compares the latest projected expenses for FY 18/19 contained in the Long-Term Projections with the FY 18/19 Adopted Budget expenses. The FY 18/19 Adopted Budget is approximately $3.5 million more than projected.

FY 18/19 Projection Compared to FY 18/19 Adopted Budget Expenses
10-Year Projection
(In Millions)

	Projected Expense	Adopted Budget Expense	Variance	
Bridge Division	$82.5	$83.9	$1.4	2%
Bus Division	100.0	101.9	1.9	2%
Ferry Division	44.1	44.3	0.2	0%
Total	**$226.6**	**$230.1**	**$3.5**	**2%**



THE BUDGET PLANNING AND DEVELOPMENT PROCESS

Basis of Budgeting: The District Budget process is designed to identify goals and objectives and to allocate resources accordingly. The basis of budgeting is the same as the basis of accounting. The District's financial statements, and the Operating and Capital Budgets, are prepared on an accrual basis in accordance with generally accepted accounting principles of the Governmental Accounting Standards Board (GASB). An "accrual basis" is a method of accounting that recognizes expense when incurred and revenue when earned, rather than when payment is made or received. The District is structured as a single enterprise fund and is operated similarly to private business enterprises. The District provides transportation services to the public and is financed primarily through Bridge tolls and passenger fares.

Performance Review: Budget performance is monitored and controlled throughout the year by the Budget Office and Operating Divisions using exception reporting and variance analysis. The budget for the upcoming fiscal year is approved by the Board of Directors at the end of the budget process in June. When necessary, budget adjustments are recommended and approved by the Board of Directors.

Process and Timeline: The budget process begins in December 2017, with a review of District and division level goals and objectives with the Budget staff, General Manager and Auditor-Controller. The Budget and Program Analysis Office and the Capital and Grant Programs Office are responsible for the distribution of budget instructions and materials for the operating and capital budgets, as well as the long-range capital program. These offices work together to coordinate their efforts and facilitate a budget process that is focused on achieving the District's short-term and long-term goals and objectives.

Budget Structure: The FY 18/19 Adopted Budget identifies the strategic directions and priorities of the Board of Directors and is structured to reflect the goals of the Board's long-term strategic planning process. It incorporates actions taken by the Board resulting from that process, such as the multi-year goal to reduce operating costs and an additional five-year toll and fare increase plan. In addition, the FY 18/19 Adopted Budget includes full funding of expense for accrual of retiree health benefits (Other Postemployment Benefits, or OPEB).

Operating Budget Procedure: The operating budget is prepared initially at the department level, then the division level and finally at the total agency level. The Budget Office prepares and distributes historical and year-to-date actuals and projections in the form of budget worksheets. Department and organization budgets are then prepared, reviewed by division management and then submitted to the Budget Office for analysis. The Budget Office and Auditor-Controller conduct an extensive review of the requested budgets, validate current and projected expenditures and identify outstanding issues for consideration during reviews with the General Manager. Budget requests must include justifications in order to remain or be added to the budget.

Division Capital Plans: Working closely with the Budget Office, the Capital and Grant Programs Office is responsible for preparing the Capital Budget. At the start of the budget process, each Division is asked to update their current capital project lists and nominate potential projects for inclusion in next year's budget. The capital projects undergo several levels of careful evaluation and discussion with the Auditor-Controller, Deputy General Managers, District Engineer and the General Manager. Due to limitations in both funding and staff resources, each project is vetted and prioritized based on several criteria, including but not limited to each Division's workplan and need, grant funding deadlines, safety and ADA compliance. The results of these discussions ultimately determine which projects will be included in next year's budget and their proposed budget amounts.

Review Process: The completed division budgets are then reviewed at the policy level by the Executive Team consisting of the General Manager, District Officers and the Deputy General Managers. The Executive Team reviews and analyzes operating and capital budgets to ensure that they meet the goals and objectives for the upcoming budget year. This review of budget requests may result in adjustments in order to maximize District resources.

Capital Project Funding: In general, it is the District's policy to secure the maximum amount of external funds possible and to spend these funds prior to relying on internal funds for capital projects. The Adopted FY 18/19 Capital Budget includes $13.3 million in Federal, State and Other Local funding and $13.2 million in District funding. This represents a Federal/State/Other Local funding percentage of 50% and a District funding percentage of 50%.

Board Approval: Once the operating and capital budgets have been thoroughly reviewed and approved by the General Manager and the Auditor-Controller, they are formally presented to the Finance-Auditing Committee. This Finance-Auditing Committee meeting marks the initial discussions which culminate with the final adoption by the Board of Directors. The budget is scheduled for Board consideration before the end of the fiscal year preceding the new budget year. The FY 18/19 Adopted Budget is presented to the Finance-Auditing Committee in May 2018, and adopted by the Board of Directors in June 2018.

Budget Preparation and Process Calendar for FY 18/19

Dates	Activity
December 21, 2017	General Manager, Auditor-Controller and Budget Office review District's goals and objectives, establish budget expense targets and timelines.
Jan 19 – Feb 2, 2018	Budget Kickoff Meetings with Departments: Budget Office submits budget calendar to Executive Team. Budget packets are distributed to the Deputy General Managers (DGMs) and Executive Team.
Feb 2 – Mar 2, 2018	Departments work on Goals, Estimated Accomplishments, Review of Division Profile and Performance Standards. Budget Office, Capital and Grant Programs Office, and DGMs work together to develop operating and capital budgets.
February 2, 2018	Operating and capital budgets are submitted to the Budget Office and Capital and Grant Programs Office for review and consolidation.
Mar 12 – Mar 16, 2018	CFO meets with DGMs to review proposed budgets.
Mar 26 – Mar 29, 2018	DGMs, CFO, Director of Budgets and Director of Capital and Grant Programs Office meet with General Manager to discuss Division budgets and Division goals.
Apr 2 – May 8, 2018	Budget Office prepares the Proposed Budget document
May 17, 2018	Budget presented and reviewed by the Finance-Auditing Committee
May 17 – June 22, 2018	Budget Discussion and possible Board Approval
June 22, 2018	FY 18/19 Proposed Budget adopted by the Board of Directors
August 24, 2018	Final Adopted Budget is published

FY 18/19 ADOPTED BUDGET POLICIES

Balanced Budget: The District is committed to a long-term balanced budget defined as all current operating and capital expenditures to be funded by current revenue and Federal, State and Local grants. When necessary, additional funding is drawn from District reserves. A balanced budget is a budget in which the expenditures incurred during a fiscal year are matched by revenues.

Long-Range Financial Planning: The District has a long-range plan that is updated on an annual basis. The current financial planning process begins with an updated District projection followed by an annual review process. This process includes developing solutions to eliminate the financial deficit if applicable.

Typically on an annual basis, the Board of Directors attend a Strategic Plan Special Session or Workshop in which staff presents the current long-term plan and develops strategies for implementing deficit reduction plans and projects. Every year, immediately following adoption of the current budget, Finance staff develop a long range 5- and 10-year projection, which is used in the Board Special Session or Workshop review and discussion. Please refer to District Financial Situation on page 17 of the budget document for a more in-depth discussion of the District's financial situation.

Sources of Revenue: Sources of revenues for the District are Bridge tolls, fares from bus and ferry patrons, grants from Federal, State, and local agencies, contract services and investment income. Tolls fund not only the majority of the Bridge operations, but they also subsidize the District's transportation operations in the Bus and Ferry Divisions. Please refer to Transit System Funding on page 16 of the budget document for a more detailed overview of the toll subsidy for the Bus and Ferry Divisions.

The District is unique among transit operations as it provides Bus and Ferry transit services without support of direct property tax, sales tax measures or dedicated general funds. As a result, the District uses the toll revenue to subsidize the District's regional and transbay transit services in conjunction with State and local funds received from Marin and Sonoma counties. The District closely monitors toll, transit fare, and State and local funding revenues to guard against revenue shortfalls which could result in disruptions in service.

Capital Improvement Plan: Each year the District develops an annual and multi-year capital improvement plan. This capital improvement plan is part of the budget development process. Multi-year capital plans are included in Appendix E of the budget document. At least 50% of the District's Adopted FY 18/19 capital projects are funded by capital grants; the remaining 50% of projects are funded through District capital reserves.

Budgetary Expenditure Control: The District closely monitors expenses to ensure fiscal stability and accountability. Each Division must operate within each budgeted line item. If a Division is over its budget in an expense, budget transfers are required to ensure funding is available for the overage. These are handled through an approval from the General Manager for transfers less than $50,000 and Board approval for transfers more than $50,000.

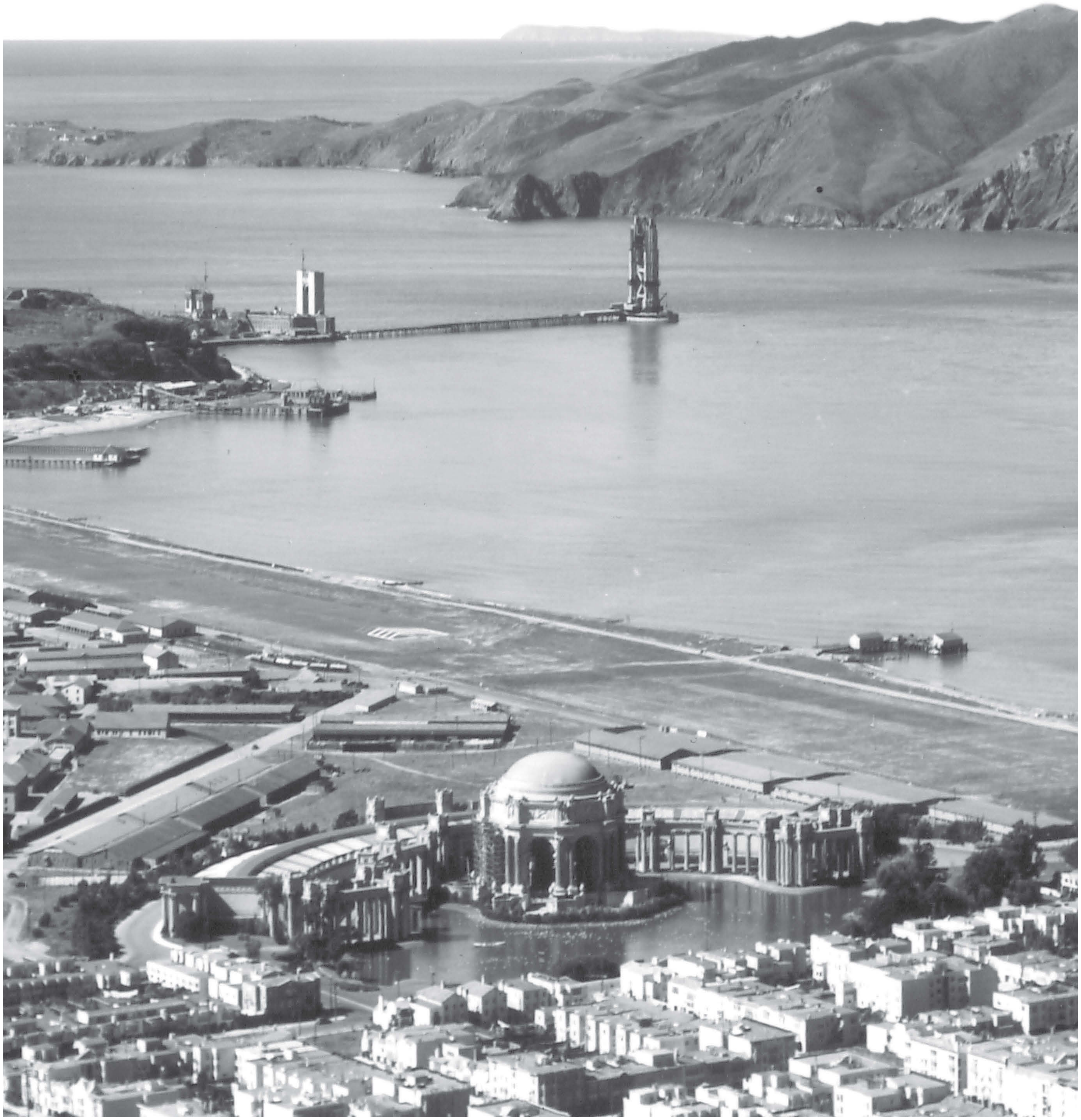
Special Reserve Accounts:

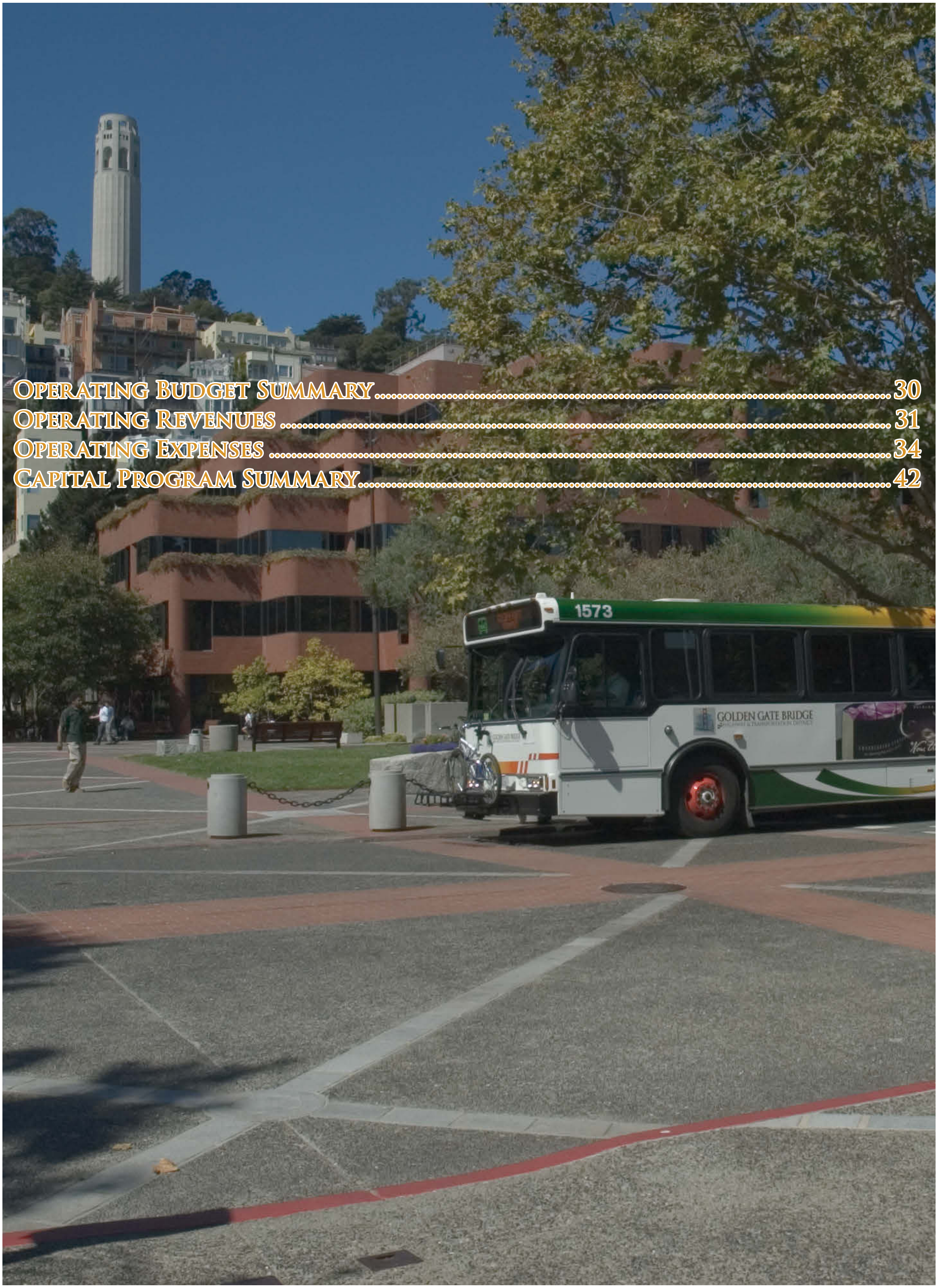
Operating Reserve – Board policy funds the operating reserve at 7.5% of the operating budget or to cover the expected operating deficit, whichever is larger.

Emergency Reserve – Board policy funds the emergency reserve at 3.5% of the operating budget to enable the amount kept in reserve for emergencies to remain relative to the size of the District's operations.

Debt Issuance and Management – See *Commercial Paper Notes Program* under the *District Financial Situation* for definition and discussion of the District's Commercial Paper Program.

Board Designated Reserves – Board policy funds the Bridge Self-Insurance Loss Reserve and the Capital Plan Reserve. See *Board Restricted Reserves* under *District Financial Situation* for definition and discussion of these specific Board Designated Funds.

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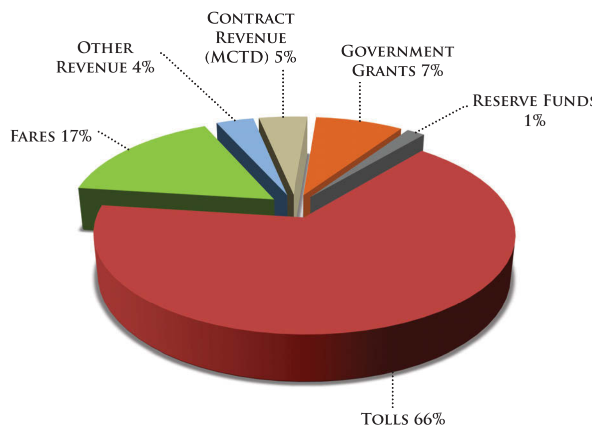
GOLDEN GATE BRIDGE

OPERATING BUDGET SUMMARY

The FY 18/19 Adopted Operating Budget of $230.1 million has a deficit of approximately $3.9 million. The following tables and graphs provide information on the sources of funding and areas of expenditures in the FY 18/19 Adopted Operating Budget.

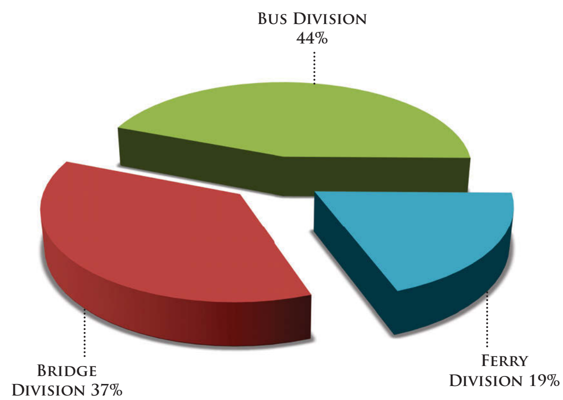
Where Will the Money Come From to Operate GGBH&TD In FY 18/19?

	FY 18/19	% of Total
Tolls	$151.7	66%
Fares	37.4	17%
Other Revenue	8.0	4%
Contract Revenue (MCTD)	10.4	5%
Government Grants	18.7	7%
Reserve Funds*	3.9	1%
Total	**$230.1**	**100%**



Where Will the Money Go to Operate GGBH&TD In FY 18/19?

	FY 18/19	% of Total
Bridge Division	$83.9	37%
Bus Division	101.9	44%
Ferry Division	44.3	19%
Total	**$230.1**	**100%**



Revenues Over Expenses*	**$0**

*Operating budget deficit funded with Reserve Funds from Bridge tolls.

OPERATING REVENUES

Operating revenues are expected to increase approximately $8.0 million to $226.2 million from FY 17/18 Actual of $218.2 million. This increase is primarily the result of higher toll revenues, transit fares, State and Federal Operating Assistance, Other Operating Income and Investment Income, offset by a slight decrease in Marin Local Service Contract revenue.

Principal Categories of Revenue

Bridge Tolls: Bridge toll revenues are projected to be $151.7 million, which is $5.1 million more than FY 17/18 Actual. The Bridge toll will increase by twenty-five cents accounting for the increase in revenue. Bridge vehicle traffic is projected to increase 1.0%.

Transit Fares: In March 2017, the Board approved a five-year fare program for Bus transit and Ferry fare increase. For FY 18/19, Bus Transit fare revenue is estimated to increase $440,000. Bus ridership is projected to increase 0.9% due to ridership recovery from FY 17/18. Ferry Transit fare revenue is projected to increase $560,000 due to the fare increase. Ferry ridership is forecasted to slightly increase by 0.5% for FY 18/19.

Other Operating Income: Other Operating Income includes the continuation of approximately $2.8 million in Regional Measure 2 (RM2) funds from the Metropolitan Transportation Commission (MTC) to assist in subsidizing Bus Routes 40, 40X, 72X and 101. The Adopted Budget assumes an increase in other operating revenues due to billable bus engine work requested by Marin Transit.

State Operating Assistance: A net increase of $1.8 million is expected in Operating Assistance in FY 18/19. State Operating Assistance is composed of two funding sources: 1.) State Transit Assistance (STA) program projected to be $4.7 million, including additional SB 1 funds; and 2.) Transportation Development Act (TDA) funds of $13.6 million. See page 33 for a detailed overview of STA/TDA funding.

Federal Operating Income: FY 18/19 includes $383,000 in Federal funding from an FTA grant for a marketing "Building Ridership" promotion and Transit Asset Management program.

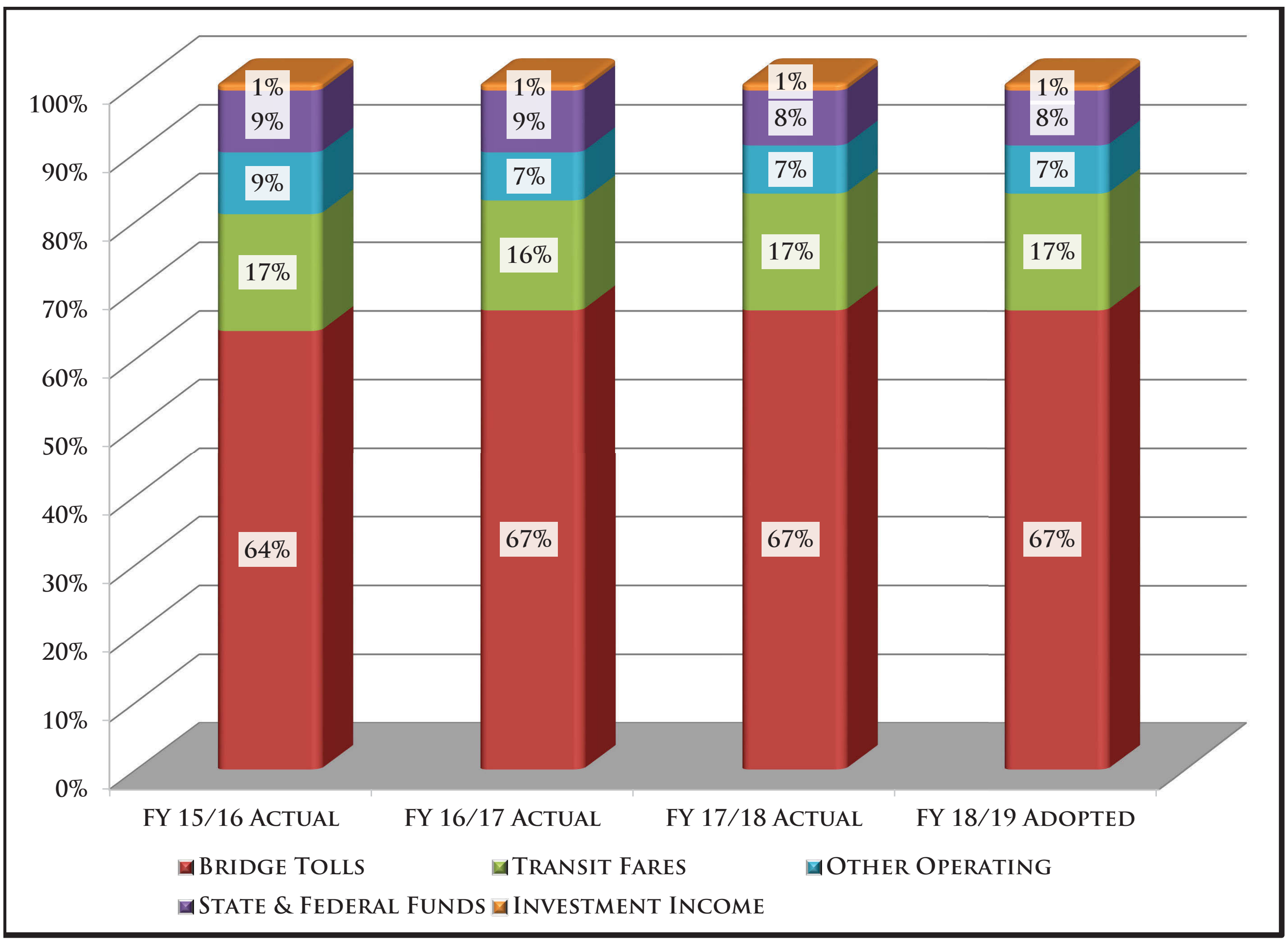
Contract Revenue (MCTD): Effective July 1, 2015, the District implemented a new five-year intergovernmental agreement with the Marin County Transit District to provide local intra-county bus service within Marin County through June 30, 2020. The District has projected the receipt of a Marin County Local Service payment of $10.4 million for FY 18/19.

Investment Income: Actual Investment Income consists of both interest income and market valuation gains and losses relating to the District's overall investment portfolio. The total investment return on the investment portfolio was 0.85% for FY 17/18 Actual versus FY 18/19 Adopted Budget of 0.82%, resulting in a $200,000 decrease from FY 17/18 Actual. The decrease is largely due to $2.5 million in market valuation losses realized in FY 17/18 and projected lower interest rates in FY 18/19. It is District policy not to budget for market valuation gains and losses.

Operating Revenues

Revenues	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Actual	FY 18/19 Adopted Budget
Toll Revenues	$143,028,555	$146,600,000	$146,567,882	$151,688,500
Transit Fares	35,417,752	37,525,000	36,398,898	37,400,200
Other Operating Income	5,427,767	5,248,800	5,903,770	5,984,600
State Operating Assistance	18,737,122	18,570,100	16,510,119	18,319,800
Federal Operating Income	231,647	387,800	34,575	383,000
Contract Revenue (MCTD)	10,209,962	9,800,200	10,581,277	10,435,000
Investment Income	1,969,370	2,500,000	2,214,782	2,000,000
Total Revenues	**$215,022,175**	**$220,631,900**	**$218,211,303**	**$226,211,100**
Percent Change		**2.6%**	**(1.1%)**	**3.7%**

Chart of Operating Revenues



Investment Income

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Adopted Budget
Interest Earned	$2,504,590	$3,450,043	$4,716,780	$2,000,000
Market Gains and Losses	$1,317,574	($1,480,673)	($2,501,998)	$0
Investment Income	$3,822,164	$1,969,370	$2,214,782	$2,000,000
Average Investment Portfolio at Cost	$206,203,778	$236,750,418	$260,370,676	$245,105,572
Average Investment Return	**1.85%**	**0.83%**	**0.85%**	**0.82%**

State Operating Income

State Operating Income Funding Source	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Actual	FY 18/19 Adopted Budget
Transit Development Act				
Marin County's Apportionment	$7,594,363	$7,507,100	$7,507,125	$7,706,900
Sonoma County's Apportionment	5,354,409	5,652,900	5,588,106	5,947,000
State Transit Assistance (STA)				
MTC for Administering Clipper[SM] Grant	$10,000	$10,000	$10,000	$10,000
Revenue-Based Funds	5,321,929	4,776,000	2,608,727	3,051,100
Population-Based Funds - North Cities	377,829	528,800	577,595	323,200
Population-Based Funds - County Block Grant	-	-	-	1,147,200
Regional Paratransit				
Marin County	$42,344	$60,400	$60,404	$96,900
Sonoma County	31,424	34,900	37,537	37,500
S/T State Assistance Transit Operations	**$18,732,298**	**$18,570,100**	**$16,389,494**	**$18,319,800**
STA Lifeline	**4,824**	**-**	**5,798**	**-**
State of California - FEMA	**-**	**-**	**100,234**	**-**
State of California - CAL OES	**-**	**-**	**14,593**	**-**
Total State Operating Revenue	**$18,737,122**	**$18,570,100**	**$16,510,119**	**$18,319,800**
Percent Change		**(1%)**	**(11%)**	**11%**

OPERATING EXPENSES

The FY 18/19 Adopted Operating Expense Budget is $230.1 million (including a $21 million contribution to reserves for future capital projects). This is an increase of 8.2% over FY 17/18 Actual Expenses and 4.8% over the FY 17/18 Budget.

Operating Expenses

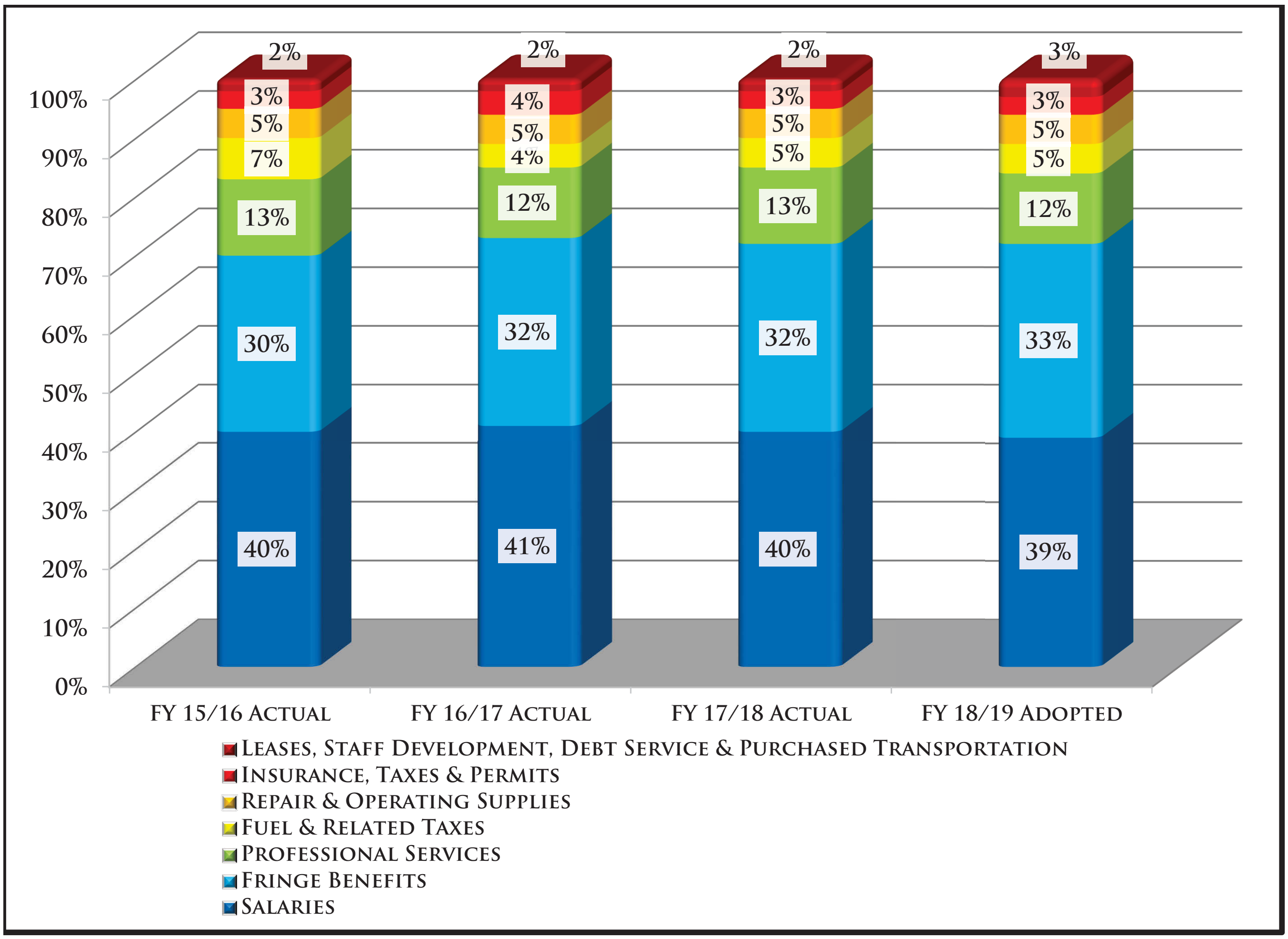
Expenses	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Actual	FY 18/19 Adopted Budget
Salaries	$72,273,639	$74,119,500	$73,376,706	$78,144,800
Fringe Benefits	56,525,874	$59,806,400	58,571,758	65,546,600
Professional Services	20,634,585	25,274,700	23,128,192	23,603,200
Fuel & Related Taxes	8,009,038	10,193,300	9,426,832	11,181,900
Repair & Operating Supplies	8,717,583	9,847,100	9,543,766	9,978,200
Insurance, Taxes & Permits	6,815,581	6,090,500	5,328,529	6,426,500
Purchased Transportation	1,385,915	1,982,500	1,815,338	2,102,200
Other	798,607	1,012,600	996,450	1,306,800
Leases & Rental	690,123	598,500	618,949	708,800
Debt Svc - Interest Expense	426,000	710,000	717,000	1,770,000
Subtotal Expenses	**$176,276,945**	**$189,635,100**	**$183,523,520**	**$200,769,000**
Percent Change		**7.6%**	**(3.2%)**	**9.4%**
Capital Contribution	21,000,000	21,000,000	21,000,000	21,000,000
Depreciation	9,180,959	8,871,600	8,156,660	8,327,800
Total Expenses	**$206,457,904**	**$219,506,700**	**$212,680,180**	**$230,096,800**
Percent Change		**6.3%**	**(3.1%)**	**8.2%**

Expense Budget Assumptions:

- Assumes a 3% salary increase for non-represented employees and Coalition-represented employees unless specified otherwise in their ratified Memorandum of Understanding (MOU). No budgeted salary increase is included for ATU-represented employees whose MOU is under negotiation.
- Includes Pension contributions for PERS, ATU, MEBA and IBU.
- Medical insurance costs increase due to re-funding of vacancies and increase in annual costs.

- Workers' Compensation expense is budgeted based upon historical experience.
- A percentage of Engineering Capital Labor expenses are transferred to the capital projects reducing the operating budget.
- $2.35/gallon for fuel costs has been projected for all Divisions.
- All fiscal years show the transfer of District Division expense by its respective line item.
- As required by the commercial paper indenture, FY 18/19 Adopted Budget interest expense reflects the average interest rate for the preceding 12 months ending March 30th plus 2%.
- Capital Contribution of $21 million is included in the FY 18/19 Adopted Budget to fund the 10-year Capital Plan.
- The District's contribution to Other Postemployment Benefits (OPEB) is included in the line item of Fringe Benefits.

Chart of Operating Expenses
(Excludes Capital Contribution & Depreciation)



Summary of Changes to Expenses

On a net basis, the FY 18/19 Adopted Operating Budget shows an increase of 8.2% over FY 17/18 Actual Expenses. The 8.2% increase can be broken down into the following categories: a 3% wage increase for Coalition represented and non-represented employees, or as ratified in their respective Memorandum of Understanding, fully funding vacant positions, increased fringe benefits, fuel at $2.35 per gallon and re-funding commercial paper debt service due to the indenture service requirement.

The following is a summary of changes to the FY 18/19 Adopted Budget from FY 17/18 Actual Expenses.

Summary of Changes to Expenses

Expense (In Millions)	% Change (from Actuals)	Description
$212.7		**FY 17/18 Actual Expenses**
$4.7	2.2%	Salary Increase; Re-funding Vacant Positions
$7.0	3.4%	Fringe Benefit Increase; Re-funding Vacant Positions
$0.5	0.2%	Professional, Maintenance & Security Services
$1.7	0.8%	Fuel & Related Taxes
$0.4	0.2%	Repair & Operating Supplies
$1.1	0.5%	Insurance, Taxes & Permits
$0.3	0.1%	Purchased Transportation
$0.3	0.1%	Other
$0.1	0.1%	Leases & Rental
$1.1	0.5%	Debt Service - Interest Expense
$0.2	0.1%	Capital Contributions/Depreciation
$230.1	**8.2%**	**Total FY 18/19 Adopted Operating Budget**

A detailed discussion of expense changes can be found under each Division's summary pages.

Significant Categories of Expense

The following is a more detailed discussion of how the following key categories of expenses are presented in the Adopted FY 18/19 Budget:

1. Average Cost of Toll Transactions
2. Other Postemployment Benefits (OPEB)
3. Workers' Compensation
4. Indirect Cost Allocation (ICAP)
5. Capital Contribution
6. Pension Contribution

1. Average Cost of Toll Transactions

In 2013, the District implemented all electronic tolling to collect tolls at the Bridge. The average cost per toll transaction includes the costs for the technology and collection of tolls divided by the number of annual toll transactions. The percentage of toll revenue used for collecting tolls represents how much of the toll revenue is needed to collect tolls. The increase for FY 17/18 is attributed to an increase in fees paid to the DMV, the Customer Service Center, and fewer legal reimbursements.

	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual
Average Cost/Toll Transaction	$0.51	$0.50	$0.51	$0.52
Percentage of Toll Revenue Used for Collecting Tolls	7.99%	7.55%	7.39%	7.30%

2. Other Postemployment Benefits (OPEB)

In accordance with Government Accounting Standards (GASB) issued Statement No.75, *Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions*, ("OPEB"), the District accrues the cost of retiree health benefits based on the Actuarially Determined Contribution (ADC) for OPEB. The ADC consists of two parts: 1.) An amount that covers the current normal cost of benefits as they are earned during active employment; and, 2.) An amount that amortizes the unfunded OPEB liability for prior service.

The FY 18/19 Adopted Budget OPEB expense is based on the actuarial valuation as of July 1, 2017. The ADC for FY 17/18 was $12.3 million which is the total District expense. This differs from the Actual of $12.1 million because that expense represents a net operating cost. The remaining difference represents OPEB expenses charged to capital projects. The Adopted FY 18/19 Budget fully funds the ADC payment of $12.7 million.

OPEB Expense by Operating Division

Division	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Actual	FY 18/19 Adopted Budget
Bridge	$2,652,740	$2,884,100	$2,884,360	$2,991,600
Bus	7,411,794	7,679,800	7,617,456	7,978,100
Ferry	1,438,014	1,546,400	1,561,069	1,732,300
Total	**$11,502,548**	**$12,110,300**	**$12,062,885**	**$12,702,000**

3. Workers' Compensation

The Workers' Compensation estimates are based on historical incident trends and current management practices that have reduced the District's liability. The following table shows the actual claim costs for FY 17/18 are less than anticipated based on past year trends. FY 18/19 is expected to follow its 5-year average trends. The net totals are reflected in the FY 17/18 Actual.

Workers' Compensation Expenses

	FY 17/18 Adopted Budget	FY 17/18 Estimated Claims	FY 17/18 Estimated (Credits)/ Adjustments	FY 17/18 Actual Net Total	FY 18/19 Adopted Budget
Total District	**$6,000,000**	**$5,548,469**	**($1,315,306)**	**$4,233,163**	**$6,000,000**

4. Indirect Cost Allocation Plan (ICAP)

The indirect cost allocation plan (ICAP) was developed and implemented in FY 07/08 in order to identify and capitalize administrative costs associated with and in support of various capital projects. Capitalization of labor, benefits and indirect costs are transferred from operating to capital. As a result, the salary and benefit categories are displayed in each Division as a net expense of capitalization of labor and indirect costs. The following chart outlines District Division's gross salaries and benefits, the capitalized labor and indirect costs, and the resulting net salaries and benefits expense.

Indirect Cost Allocation Plan Expenses

	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Actual	FY 18/19 Adopted Budget
District Division's Gross Salaries & Benefits	$24,495,637	$26,765,700	$25,417,273	$29,942,400
Capitalized Salaries & Benefits	(2,033,242)	(3,568,000)	(2,901,993)	(4,422,400)
Capitalized Indirect Costs	(1,124,680)	(1,834,400)	(1,855,752)	(3,116,000)
Net Operating Salaries, Benefits & Indirect Costs	**$21,337,715**	**$21,363,300**	**$20,659,528**	**$22,404,000**

5. Capital Contribution

The Adopted Budget includes the Capital Contribution, which is a transfer of $21 million to future capital reserves. This transfer, instituted by the Board in 2003, provides funding (including local match) for future capital projects. The annual contribution is based on the District-funded portion of the 10-year Capital Plan requirements. For FY 18/19, the Capital Contribution of $21 million is distributed to each Division according to its percentage share of District-funded capital projects from the 10-Year Capital Plan. The FY 17/18 capital contribution will remain at $21 million, instead of dropping to $19 million as shown in the September 2017 "5- and 10-Year Projection Report," because of subsequent information about larger than projected long-term costs of the Suicide Deterrent System project and the Seismic Retrofit project.

The following is a distribution by Operating Division. (The District Division's portion is allocated using the District Allocation percentages.)

Capital Contribution Expenses

Division	FY 17/18 Budget		FY 18/19 Adopted Budget	
Bridge	$15,000,000	71%	$15,000,000	71%
Bus	2,000,000	10%	2,000,000	10%
Ferry	4,000,000	19%	4,000,000	19%
Total	**$21,000,000**	**100%**	**$21,000,000**	**100%**

6. Pension Contribution

All eligible District employees participate in a pension retirement system dependent on their union affiliation. Miscellaneous (represented and non-represented) employees participate in CalPERS; it offers a defined benefit plan which provides benefits that are calculated using a defined formula. Depending on their CalPERS tier, the employee contribution rate can range from 6.5% - 8% of their salary towards their pension. The projected FY 18/19 CalPERS District employer contribution rate is 30.757%, amounting to $14.1 million. The Amalgamated Transit Union (ATU) bus operators have a 7% employee contribution rate for their defined pension benefit plan. The ATU employer contribution rate for FY 18/19 is 22.165%, amounting to $5.5 million. The District pension contribution rate for FY 18/19 is approximately 22% to 24.5%, amounting to $700,000 for Inland Boatmen's Union (IBU). For Marine Engineer's Beneficial Association (MEBA) the District contributes 14.34%, amounting to approximately $335,000 for FY 18/19.

District Pension Contribution Expenses (In Thousands)

	Contribution to Pension			Employer Contribution Rate	Employee Contribution Rate	Funding Level (MV/AL)*		
Pension Plan	Actual FY 16/17	Actual FY 17/18	Adopted FY 18/19	Adopted FY 18/19	Adopted FY 18/19	Percentage	Valuation Date	Valuation Discount Rate
CalPERS	$11.5	$11.4	$14.1	30.757%	2.5% @ 55 - 8% 2.0% @ 60 - 7% 2.0% @ 62 - 6.5%	68.2%	6/30/16	7.375%
ATU	4.3	5.0	5.5	22.165%	7%	58.3%	1/1/17	7%
IBU	0.7	0.9	0.7	22%-24.5%**	2%	70.8%	7/1/18	6.5%
MEBA	0.3	0.4	0.3	14.34%	1%	90.2%	1/1/17	6.75%
Total	**$16.8**	**$17.7**	**$20.6**					

*MV=Market Value of Assets/AL=Actuarial Liability

**Deckhand, 22% and Ticket Agent Casuals, 24.5% (assumes 10% 2018 rehabilitation plan surcharge). Subject to 2.5% employee wage deferral.

FY 18/19 Adopted Budget Position Changes

Division Summary of Changes to the Table of Organization

Positions by Division	FY 16/17 Year-End	FY 17/18 Adopted Budget	FY 17/18 Year-End	FY 18/19 Adopted Budget
Bridge	179	179	179	179
Bus	401	401	401	402
Ferry	97	97	98	101
District	143	143	143	146
Total	**820**	**820**	**821**	**828**

The Division-level details of the Table of Organization can be found in each Division's sections. By the end of FY 18/19, there will be an additional seven net increase of positions in the organization: Eight (8) additions, one (1) elimination, and one (1) reclassification. The Table of Organization changes for the FY 18/19 budget process are discussed in detail below.

Bus Division

New Positions:

Building Maintenance Mechanic (1 position) – Add a Building Maintenance Mechanic due to the advanced age of the facilities and the increased scope of work for this work unit whose responsibilities span over 14 facilities, 3 bus wash facilities, and five geographically diverse locations.

Ferry Division

New Positions:

Seasonal Ferry Supervisor (1 position) – Add a Ferry Supervisor due to increase need for customer service in Sausalito.

Seasonal Terminal Assistant (1 position) – Add a Seasonal Terminal Assistant due to increased need for customer service in Sausalito.

Terminal Assistant (1 position) – Add a Full-Time Terminal Assistant to assist in San Francisco in coordinating passengers due to the addition of service to and from a third destination, Tiburon.

Day Ferry Mechanic (1 position) – Add a Ferry Mechanic due to the increased workload in vessel maintenance and to enable more repairs to be done in-house.

Position Eliminations:

Seasonal Vessel Master (1 position) – Eliminate one vacant position. The current staffing does not need this position.

District Division

New Positions:

Senior Civil Engineer (2 positions) – Add two full-time positions to support the various engineering capital projects due to the increase need Districtwide for engineering services. These positions will be funded through Capital Projects.

Engineering Design Technician (1 position) – Add one full-time position to support the increase needs in CAD drawings for the increased demand and number of capital projects.

Position Reclassifications:

DBE Analyst to DBE Program Administrator (1 position) – Reclassify one DBE Analyst to DBE Program Administrator. This filled position is being reclassified due to the change in the requirements of the DBE program and increased workload for the requirements of the District for the DBE program.

CAPITAL PROGRAM SUMMARY

The FY 18/19 Capital Program (Program) is developed jointly by the General Manager, Auditor-Controller, District Engineer, Operating Divisions and the Capital and Grant Programs Office. The Program allocates financial resources to maintain and improve the District's level of service and infrastructure by acquiring, constructing, rehabilitating and replacing revenue and non-revenue vehicles, facilities and major equipment. Expenditures on capital equipment costing $5,000 or more and capital improvement projects with total budgets of $5,000 and over are included in the Program. Capital improvement projects generally occur in phases over multiple years. The Program focuses on advancing and completing projects to maintain or improve existing operations within the financial constraints of the District.

The total for the Program is $480.5 million and is funded with grants ($314.7 million, or 66%, in grant funds $165.8 million, or 34% in District funds. See FY 18/19 Capital Expenditures by Fund Source table on the following page). Including single and multi-year projects, the Program anticipates $26.5 million in expenditures in the FY 18/19 Capital Budget, which is funded with $ 13.2 million, or 50%, District funds and $13.3 million, or 50%, Federal, State and local grant funds. The FY 18/19 Budget provides financial resources in the following distribution:

- 6% of expenditures fund Bridge Seismic Retrofit activities;
- 61% fund Bridge projects;
- 5% fund Bus projects;
- 22% fund Ferry projects; and,
- 6% fund the District's various other projects.

This Program will implement 21 new projects and 40 continuing projects to maintain existing services and facilities and to further implement high-priority safety and security projects, including modifications to existing facilities and vessels (Please refer to the Division sections for more details on the new and continuing projects for FY 18/19). Twelve (12) capital projects will be completed in FY 17/18 (Please see Appendix C for a list of all of the projects in the FY 17/18 Capital Budget).

The Adopted FY 18/19 Capital Budget will include accounting adjustments to reflect final total expenditures for FY 17/18. The Final Program also includes projects that are carried over to FY 18/19 that were anticipated for completion in FY 17/18. A discussion of each Division's FY 18/19 Adopted Capital Budget is contained in the individual Division chapters of this budget document.

FY 18/19 Capital Expenditures by Division*

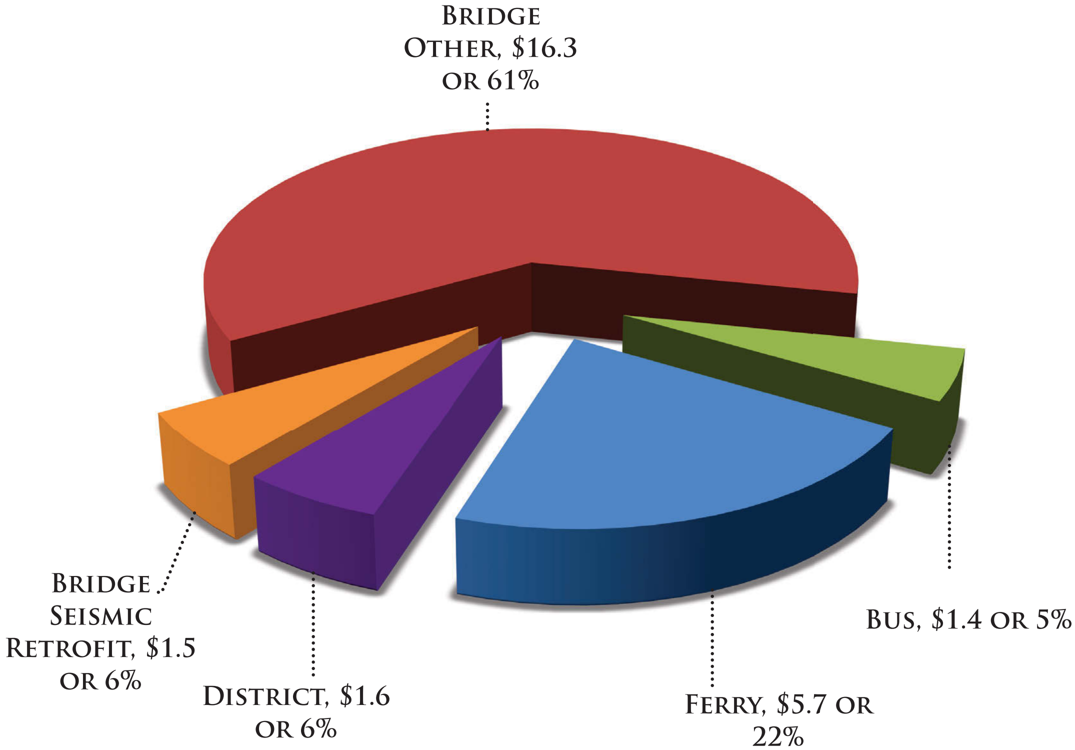
	Total Project	Prior Years	FY 18/19 Budget	Future Years
Bridge - Seismic Retrofit	$52,451,000	$31,866,000	$1,500,000	$19,085,000
Bridge - Other	243,285,000	30,942,000	16,282,000	196,061,000
Bus	81,775,000	1,579,000	1,356,000	78,840,000
Ferry	92,750,000	17,675,000	5,745,000	69,330,000
District	10,219,000	3,423,000	1,587,000	5,209,000
Total Expenditures	**$480,480,000**	**$85,485,000**	**$26,470,000**	**$368,525,000**

FY 18/19 Capital Expenditures by Fund Source*

	Total Project	Prior Years	FY 18/19 Budget	Future Years
District	$165,758,000	$30,949,000	$13,234,000	$121,575,000
Federal	297,323,000	51,428,000	12,254,000	233,641,000
State	17,165,000	3,086,000	967,000	13,112,000
Other Local	234,000	22,000	15,000	197,000
Total Expenditures	**$480,480,000**	**$85,485,000**	**$26,470,000**	**$368,525,000**

*All dollar amounts are rounded to the nearest hundred.

FY 18/19 Capital Budget by Division
Total FY 18/19 Capital Budget = $26.5 Million
(Rounded to Millions)



FY 18/19 Capital Budget by Fund Source
Total FY 18/19 Capital Budget = $26.5 Million
(Rounded to Millions)

Capital Projects Increasing Through the FY 18/19 Budget Process

Typically, requests for increases to capital project budgets coincide with another significant action to the project, such as a scope change or contract award to the prime contractor. In the case of the projects listed below, analysis during the design phases resulted in construction estimates that exceed the initial estimates for the project and are significant enough in size that an increase in the budget at this time will allow the District to better plan how to raise the necessary restores to fund the project. Since the revised estimates are known but the projects are not seeking additional Board action at this time, staff recommends increasing the total capital project budgets through the annual budget process in anticipation of the increased cost. This does not preclude the projects from seeking additional budget throughout the fiscal year (via Board authorization) if deemed necessary to complete the project.

One continuing project will increase in size and scope through the FY 18/19 budget process:

Project 1820: Toll Plaza Gantry – Design/Construction (from $2,000,000 to $7,264,000)

This project includes the design and construction of a new gantry support structure spanning over all the southbound traffic lanes to support the new All Electronic Toll (AET) System electronic equipment, including cameras, antennas, lights and other equipment, and modifications to the roadway structural section and pavement delineation. The design effort budget of approximately $1,905,000 was originally included in Project 1525, Toll System Upgrade but is being moved to this Project 1820 to combine both design and construction of the physical gantry in one project. In addition, now that the architectural design of the gantry support structure has been selected and the equipment positioning, power and communication requirements determined, the construction cost estimate has been updated and it has been estimated that an additional $3,359,000 will be required to construct the gantry and supporting infrastructure required for the new AET system.

Capital Project Impact on Operating Budget

Many of the capital projects planned for FY 18/19 will have significant impacts on operations as well as a financial impact on operating revenue and expense. Significant projects impacting operations are detailed below:

- **Golden Gate Bridge Suicide Deterrent System (Project 1526, $192,335,000).** The construction phase on the Suicide Deterrent System began in January 2017, and is expected to be completed in 2021.
- **Gangways and Piers (Projects 0503 and 1441, $11,729,000 and $11,500,000, respectively).** The project will replace and rehabilitate the existing hydraulic ramp and gangway systems at Sausalito, San Francisco and Larkspur Ferry Terminals.
- **Purchase New Ferry Vessel (Project 1940, $11,000,000).** The District seeks to purchase a new, 450-passenger, high-speed ferry vessel in order to provide expanded commute service from Larkspur and Tiburon to San Francisco.

Projects are monitored after completion to determine annual operations cost and/or revenue impacts. In the instances where operations are affected, future operating budgets will include these cost/revenue impacts. For project details, please refer to the Division budgets located in the Division chapters of this document.

The impact of capital projects on the operating budget is analyzed during the capital budget review and prioritization process. Baseline projects typically involve the replacement of vehicles and equipment which usually results in savings in materials and labor costs through lower maintenance costs.

The operating budget impact of each project included in the capital budget was estimated and categorized as one of the following three types:

1. **No Significant Impact:** Less than $10,000 impact on the operating budget.
2. **Increase:** The project will increase operating costs in the amount of:
   - $10,000 - $50,000
   - $50,000 - $100,000
   - $100,000 - and up
3. **Reduction**: The project will reduce operating costs or generate revenues to offset expenses in the amount of:
   - $10,000 - $50,000
   - $50,000 - $100,000
   - $100,000 - and up

The operating impact is provided in the capital project descriptions in each Division's section.

Fiscal Year 18/19 Capital Budget Project List

As done annually, the operating divisions were asked to prioritize their capital projects. The projects included in the FY 18/19 budget consist mostly of ongoing prior year projects to allow project managers to focus and continue work until project completion. There were a number of new projects introduced into the FY 18/19 budget, which were selected after a thorough discussion amongst the operating divisions, the Auditor-Controller, the District Engineer and the General Manager (Please refer to the Division sections for more details on the new projects for FY 18/19). Both operating division and engineering staff resources were considered to determine a reasonable and realistic work plan for FY 18/19.

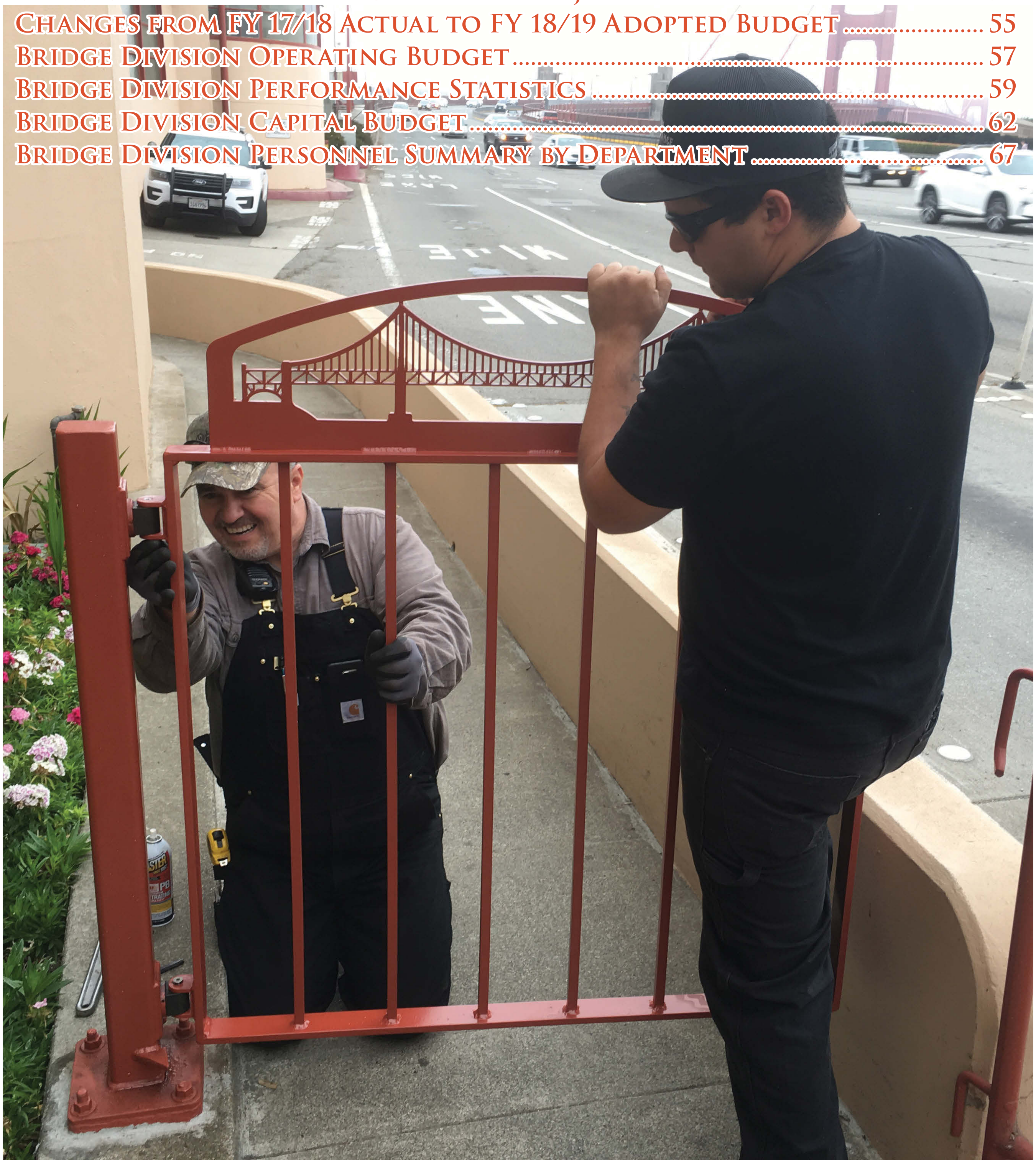
Some of the projects and equipment requests that were not prioritized for the FY 18/19 Capital Budget were included in the FY 19/20 Capital Project List, which consists of projects that are poised and ready to be included in the FY 18/19 budget pending the availability of staff resources to deliver the project. Creating a list of FY 19/20 capital projects limits the number of projects in the FY 18/19 budget, which serves to reflect a more reasonable and accurate estimate of FY 18/19 expenditures for the District. There are fifteen (15) projects on the FY 19/20 Capital Budget project list, which are shown on the following page. All projects are included in the 10-Year Capital Improvement Program (see Appendix E).

Through the budget process, each fiscal year the General Manager requests the Board of Directors' authorization to move individual projects from the future year's project list to the current year's budget, pending the availability of staff resources. For this budget year, this allows the General Manager the flexibility to move projects from the FY 19/20 list forward as FY 18/19 projects are completed.

FY 19/20 Capital Budget Project List

Project Name	Total Project Cost
BRIDGE	
Bridge Capital Equipment: FY 19/20 List	2,211,400
Subtotal Bridge	**$2,211,400**
BUS	
Fourteen (14) Paratransit Vans (Add to Project #1831)	1,620,000
Subtotal Bus	**$1,620,000**
FERRY	
Ferry Capital Equipment: Waterjets (Add to Project #1949)	$1,100,000
Modify Slip #3, Larkspur Ferry Terminal (ADA Compliance)	96,000
Larkspur Ferry Office Partitions and Furniture	57,500
Subtotal Ferry	**$1,253,500**
DISTRICT	
Financial/HR/Payroll Management System Procurement (#1810)	$4,500,000
Asset and Vehicle Fluid Management System (#1812)	1,000,000
Transportation Statistics Reporting (#1813)	500,000
Maximo Upgrade to SAAS	452,000
Cloud Migration Initiative	319,000
Video Conferencing	299,000
GFI System Upgrade	245,000
Ferry Passenger Wi-Fi	100,000
Email to Office 365 Analysis	76,000
Single Sign On	76,000
Subtotal District	**$7,567,000**
Total FY 19/20 Capital Budget Project List	**$12,651,900**


979
GOLDEN GATE TRANSIT



BRIDGE DIVISION PROFILE

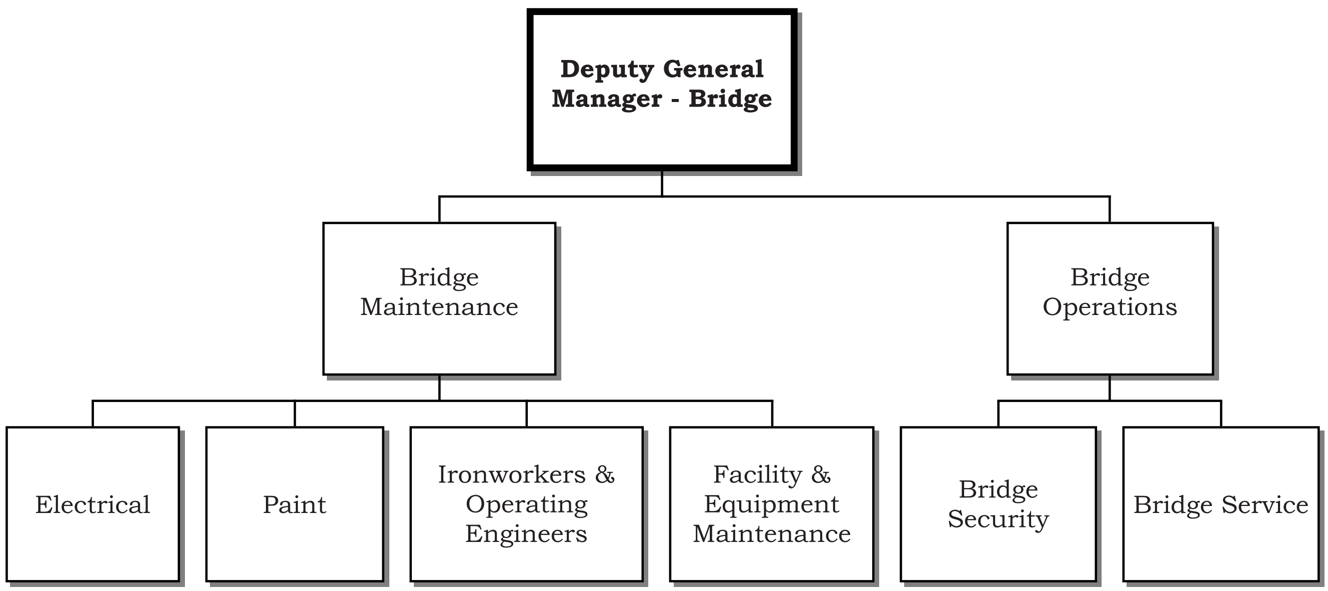
One of the Seven Wonders of the Modern World, the Golden Gate Bridge is one of the most iconic architectural and engineering monuments in the world. For 81 years the Bridge has represented the uniqueness of San Francisco, the beauty of the Bay Area and the promise of California. A welcoming gateway to America, the Bridge opened on May 27, 1937, providing a key transportation link between San Francisco and the North Bay. Today the Bridge is an essential thoroughfare for commuters and tourists with over 41 million vehicles crossing each year and millions of visitors enjoying its wonders. With a main span of 4,200 feet, towers 746 feet tall and an overall length of 1.7 miles including approaches, the Golden Gate Bridge is an internationally-recognized engineering marvel.

Responsibility for the safe and efficient operation and maintenance of the Golden Gate Bridge rests with the Bridge Division. In FY 17/18, the Bridge Division workforce was comprised of 179 skilled craft, security, service, administrative and management employees. The Deputy General Manager of the Bridge Division is responsible for the Bridge, which is comprised of two major organizational units: Bridge Maintenance and Bridge Operations.

Bridge Maintenance is responsible for the preservation, repair and upkeep of the Bridge along with the associated visitor areas, shops, offices, specialized equipment and communications and security equipment. Bridge Maintenance is comprised of four Departments: Electrical/Electronics/Plumbing, Paint, Ironworkers/Operating Engineers, and Facilities and Equipment.

Bridge Operations is responsible for public safety, security, emergency response and managing the flow of traffic across the Bridge and its approaches. Bridge Operations consist of Bridge Patrol Officers, Sergeants and Lieutenants, Laneworkers and Roadway Services Technicians, all of whom are managed day-to-day by the Bridge Captain.

BRIDGE DIVISION ORGANIZATIONAL CHART



BRIDGE DIVISION STATUS

Continual Progress and Bridge Maintenance

FY 17/18 was a busy and successful year for the Bridge Division. The Bridge Division maintenance forces forged ahead with the multi-year South Approach Viaduct (SAV) restoration project. Begun in FY 15/16, the initial phase of the project was a complete cleanup and recoating of the SAV support towers, which is now completed. The current phase of the project is focused on complete paint and corrosion removal, structural steel repairs and recoating of the three girder spans that make up the southernmost portion of the Bridge. This work is being performed inside of a very sophisticated full containment system that is built upon ground-based scaffolding towers. The containment system features full air handling and dust removal via high-efficiency particulate air (HEPA) filtration systems along with dehumidification systems that ensure a consistent interior environment for the work while ensuring that all used materials and contaminants are contained and not released to environment. The containment system allows the maintenance crews to work year-round and achieve consistent quality due to the controlled environment, regardless of the prevailing weather conditions.

While the SAV project continues to be a key focus, Bridge Maintenance crews have continued the vital repair and restoration work on the main suspension span. This work includes paint and corrosion removal, structural steel repairs and recoating of floor beams and lateral lacing systems on the span. Most of the preparatory work on the main span is accomplished via the use of ultra-high pressure (UHP) water jetting technology to prepare steel surfaces for painting. This dust-free and environmentally friendly technology replaces abrasive blasting on the suspension bridge where there is not enough space for the equipment normally used to contain large industrial abrasive blasting operations. Introduction of this technology has increased both the rate at which these critical work can be performed and the quality and longevity of those repairs.

Overlaying these maintenance and restoration efforts was an increased focus on process quality assurance and quality control (QA/QC). Bridge Maintenance crews worked closely with the District's engineering staff throughout FY 17/18 to establish ever more rigorous maintenance quality control systems to ensure that all materials used and work processes employed produce the most durable and the longest lasting repairs we can achieve. Examples of such QA/QC methods are rotational capacity testing of high strength steel fasteners, surface profile measurements of prepared steel surfaces, laboratory testing of paint coating systems and adhesion testing of applied coating systems.

Bridge Maintenance crews were quite busy in many other areas as well. Work continued during FY 17/18 on the District's Airbus (radio system) Upgrade project, which has kept the communications and electronics technicians very busy replacing remote radio site equipment and other communications infrastructure. The Bridge Facility & Equipment Maintenance teams worked diligently throughout the year to complete multiple facilities remodeling projects at Bridge, Bus and Ferry Divisions, continued critical repairs of the Bridge roadway along with specification and procurement of a variety of critical equipment items and rolling stock to replace aging capital assets.

While accomplishing all of these projects, the entire Bridge Maintenance team worked on and completed the Bridge Machine Shop Lead Abatement project, which was a complete cleanup and repaint of the Bridge Machine Shop to remove lead paint and recoat the interior surfaces of the shop. This project was a remarkable example of teamwork that relied on every maintenance craft at the Bridge to refurbish this critical facility and return it to service. The project was undertaken in August of 2017, and completed in just five short weeks.

Bridge Operations

Over the course of FY 17/18, over 41 million vehicles crossed the Golden Gate Bridge. In 2017, Bridge Service crews responded to 7,514 roadway service calls. In 2017, Bridge security forces responded to thousands of calls, approximately 735 of which were considered significant incidents.

On January 10, 2018, the Golden Gate Bridge celebrated three years since the installation of the Moveable Median Barrier (MMB). Daily operation of the Barrier Transfer Machines, or Zipper Trucks, is the responsibility of the Roadway Services Department. Roadway Services Technicians, in addition to their towing and roadway emergency response duties, now conduct lane diversions using the MMB.

In 2016, the Security Department staffing was increased by five (5) Bridge Patrol Officers. The additional personnel adds to the visible security presence and allows for more efficient and effective emergency responses. In 2017, the installation of a Force Options Simulator has increased the level of training for officers. The Simulator allows for more realistic training scenarios to keep up with evolving changes all around us. This training tool has increased confidence, morale and de-escalation techniques which are imperative in working with the public.

Despite the difficult and complex issues surrounding the use of the Bridge sidewalks for expressive activities and special events, the vast majority of these events go smoothly. In 2017, there were 37 permitted events on the Bridge involving over 58,739 participants. This is compared to 2016, in which there were 44 events; 2015, in which there were 41 events; 2014, with 41 permitted events; 2013, with 38 permitted events; and, 2012, with 34 permitted events.

Progress for the Year Ahead

FY 18/19 brings another year filled with budget challenges, complex maintenance projects and continued focus on providing safe, efficient and reliable day-to-day operation of the Golden Gate Bridge. A key focus for all at Bridge Division during the coming year will be the construction activities in support of the Suicide Deterrent System project. This much-anticipated project will take center stage as construction continues and maintenance, engineering and operations staff work to ensure that the contractors have unfettered access to the Bridge to perform their work and that our customers and visitors are not unnecessarily impacted by the project.

The Bridge Division will continue to systematically address critical Bridge and facility maintenance issues including the continued restoration and maintenance of the South Approach Viaduct and critical structural repairs identified in the Bridge inspection program. FY 18/19 will see a continued focus on QA/QC initiatives along with a renewed focus on enterprise asset management (EAM) as the Bridge Division moves towards integrating the District's Maximo EAM system with existing maintenance processes.

In partnership with the Engineering Department, the Bridge Division will actively participate in the design and development of the Main Cable Access System, Phase IIIB Seismic Retrofit Project, Suicide Deterrent System, South Approach Security, Toll Plaza Gantry, and other critical projects.

The Bridge Division plans to continue its focus on staff and organizational development in recognition of the talented and dedicated workforce that is the heart of our operation.

FY 18/19 BRIDGE DIVISION GOALS AND PROJECTS

Bridge Division Goals

Maintenance	Systematically address most critical maintenance items identified in Bridge inspections.
Security	Enhance Bridge security through improvements to the security infrastructure and coordination with regional security agencies.
Efficiency	Research, develop and implement cost-effective maintenance practices, equipment and materials. Focus on improving the efficiency of daily operations.
Service	Maintain focus on providing safe, efficient and reliable day-to-day operation of the Golden Gate Bridge.

FY 18/19 Project Focus

The following are capital projects that affect the Bridge Division and will be part of the District's workplan focus for FY 18/19. Please refer to the Bridge Division's capital project detail for a more detailed description.

Seismic	Seismic Phase III - Design Review Golden Gate Bridge Wind Retrofit
Bridge and Facility Construction and Maintenance	Alexander Avenue Slope Strengthening Design/Environmental Technical Services for Bridge Access Systems Stores Building Office Space HVAC Replacement Suicide Deterrent - Construction Main Cable Access Toll Plaza Gantry - Design/Construction Toll System Upgrade Suicide Deterrent - Design South Approach & Pier Security Improvements Toll Plaza Pavement Overlay Toll Plaza Administration Building HVAC & Roof Rehabilitation IS Data Center Seismic Retrofit FasTrak® Equipment Upgrade North Anchorage House Security Modular Offices Rehabilitation North Tower Pier Shore Protection Design/Environmental

CHANGES FROM FY 17/18 ACTUAL TO FY 18/19 ADOPTED BUDGET

Revenues

The Bridge Division's FY 18/19 Adopted Revenue of $154.3 million consists of:

- $151.7 million from Toll Revenue
- $0.6 million from Other Operating Income
- $2.0 million from Investment Income

The Bridge Division's Adopted Revenues for FY 18/19 are forecasted to increase by $4.8 million, or 3.2%, from FY 17/18 Actual. Due to a twenty-five cent toll increase on July 1, 2018, the FY 18/19 budgeted Toll Revenue is projected to increase by $5.1 million. This increase is offset by a $100,000 decrease in State Operating Assistance due to a one-time reimbursement for emergency repair of Alexander Avenue and a $200,000 decrease in Investment Income from FY 17/18 Actual. It is District policy not to budget for market valuation gains and losses. Bridge traffic is projected to increase 1.0% and the revenues are based on the FY 17/18 Actual budget projections.

Expenses

The Bridge Division's FY 18/19 Adopted Operating Expenses total $83.9 million. The Bridge Division's Adopted FY 18/19 Budget contains a $4.1 million, or 5.1%, increase over FY 17/18 Actual expenses. The components of the changes to expense are summarized in the table on the following page.

Summary of Changes From FY 17/18 Actual to FY 18/19 Adopted Budget (All Figures In Millions)

Labor	
Increase in salaries due to re-funding of vacant positions and a 3% COLA increase for non-represented and represented employees unless specified otherwise in their ratified Memorandum of Understanding	$0.8
Increase in payroll fringes for FY 18/19 due to COLA and re-funding of vacant positions	0.1
Increase in PERS contribution due to a re-funding of vacant positions and higher contribution rate	1.1
Increase in medical expenses for FY 18/19 due to re-funding of vacant positions and increase in annual costs	0.4
Increase in postemployment benefits (OPEB) for FY 18/19	0.1
Increase in Workers' Compensation expenses for FY 18/19 to re-fund historical levels due to lower than anticipated expenses in FY 17/18	0.6
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY 17/18	(0.3)
Professional Services	
Decrease due to Bridge Inspection services performed in FY 17/18. No inspection was scheduled for FY 18/19 because Bridge Inspection occurs every two years.	(1.3)
Increase in Fastrak consulting and banking services for FY 18/19	0.8
Increase in District-wide professional services for FY 18/19	0.4
Decrease in facility maintenance expenses for FY 18/19	(0.1)
Increase in legal and litigation fees due to projected activity for FY 18/19	0.4
Decrease in FY 18/19 District Division temporary help services compared to FY 17/18	(0.3)
Supplies and Other	
Increase in projected fuel costs due to lower than anticipated price per gallon in FY 17/18	0.1
Increase in re-funding commercial paper debt service due to Indenture's budgeting requirements	1.1
Increase in repair and operating supplies in FY 18/19 due to the implementation of the South Viaduct project and facility improvement	0.4
Increase in insurance expenses for FY 18/19	0.2
Projected increase in DMV fees for FY 18/19 due to the increased fee on DMV holds	0.2
Re-funding of staff development expenses unused in FY 17/18	0.1
Capital Contribution and Depreciation	
Decrease in depreciation expense due to assets that are fully depreciated	(0.7)
Total Change from FY 17/18 Actual to FY 18/19 Adopted Budget	**$4.1**

BRIDGE DIVISION OPERATING BUDGET

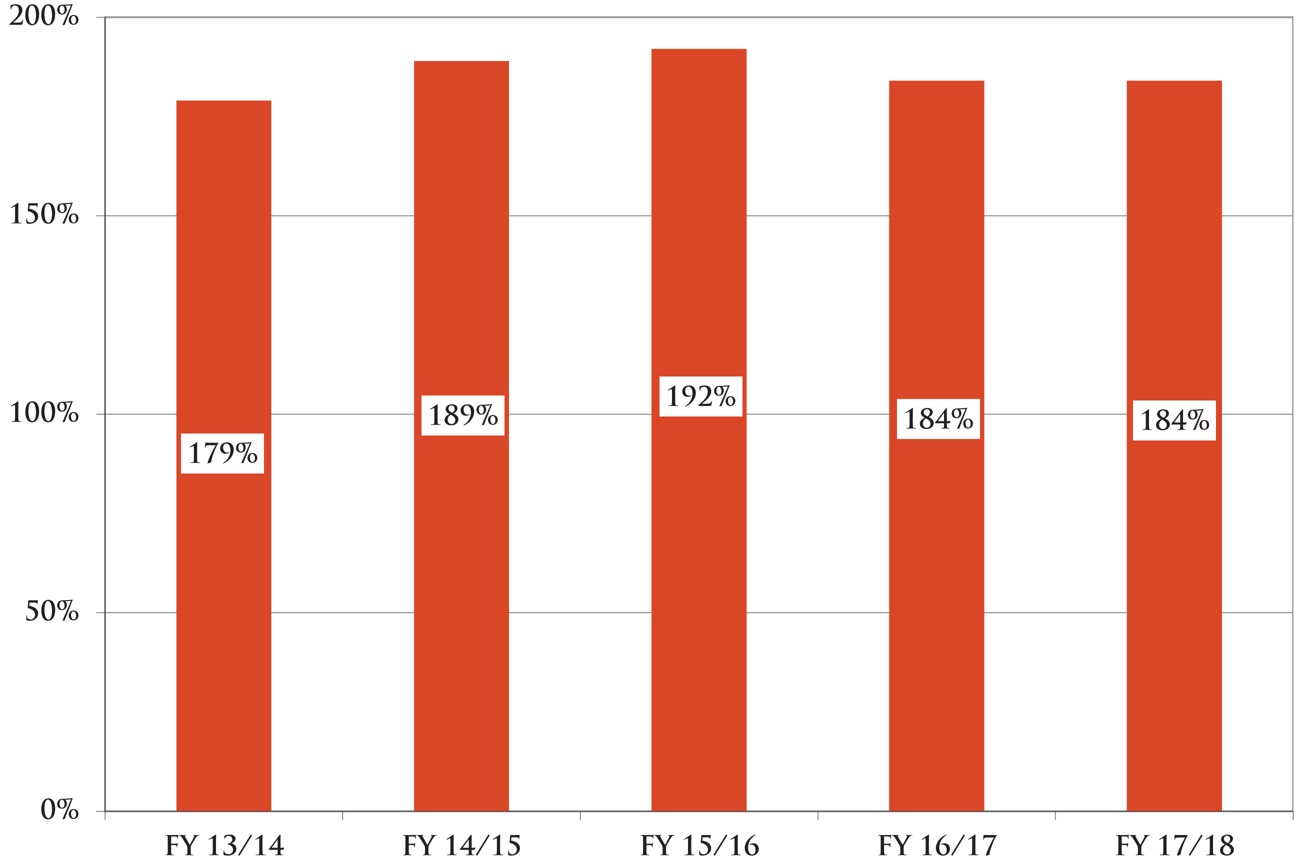
	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Actual	FY 18/19 Adopted Budget
Revenues				
Toll Revenues	$143,028,555	$146,600,000	$146,567,882	$151,688,500
Other Operating Income	598,493	562,000	550,431	571,000
State Operating Income	0	0	114,827	0
Investment Income	1,969,370	2,500,000	2,214,782	2,000,000
Total Revenues	**$145,596,418**	**$149,662,000**	**$149,447,922**	**$154,259,500**
Percent Change		**2.8%**	**(0.1%)**	**3.2%**
Expenses				
Salaries	$21,142,205	$21,525,000	$21,519,956	$22,322,700
Fringe Benefits	16,758,034	17,202,700	16,321,691	18,312,900
Professional Services	12,804,960	15,209,700	13,863,548	13,915,800
Fuel & Related Taxes	237,646	364,500	323,205	377,000
Repair & Operating Supplies	3,059,923	3,655,700	3,386,220	3,713,700
Insurance, Taxes & Permits	2,420,773	2,712,900	2,533,321	2,960,400
Other	317,273	394,100	371,424	471,400
Leases & Rentals	1,090	1,100	1,066	1,100
Debt Service - Interest Expense	426,000	710,000	717,000	1,770,000
Subtotal Expenses	**$57,167,904**	**$61,775,700**	**$59,037,431**	**$63,845,000**
Capital Contribution	15,000,000	15,000,000	15,000,000	15,000,000
Depreciation	5,785,206	5,814,400	5,824,432	5,097,900
Total Expenses	**$77,953,110**	**$82,590,100**	**$79,861,863**	**$83,942,900**
Percent Change		**5.9%**	**(3.3%)**	**5.1%**
Revenues Over/(Under) Expenses	**$67,643,308**	**$67,071,900**	**$69,586,059**	**$70,316,600**
Southbound Traffic	**20,591,603**	**20,626,279**	**20,468,552**	**20,667,628**
Average Toll	**$6.95**	**$7.11**	**$7.16**	**$7.34**

Assumptions:

- 3% salary increase for non-represented and Coalition-represented employees unless specified otherwise in their ratified Memorandum of Understanding.
- Includes Employer PERS contribution of 30.76%.
- OPEB costs are included in Fringe Benefits and reflect adoption of GASB 75 which accrues for OPEB costs based on the Annual Required Contribution (ARC) for OPEB benefits.
- $2.35/gallon for fuel costs for the Bridge Division.
- All fiscal years show the transfer of District Division expense by line item.
- Bridge Division's share of the District Division transfer is $13.0 million.

BRIDGE DIVISION PERFORMANCE STATISTICS

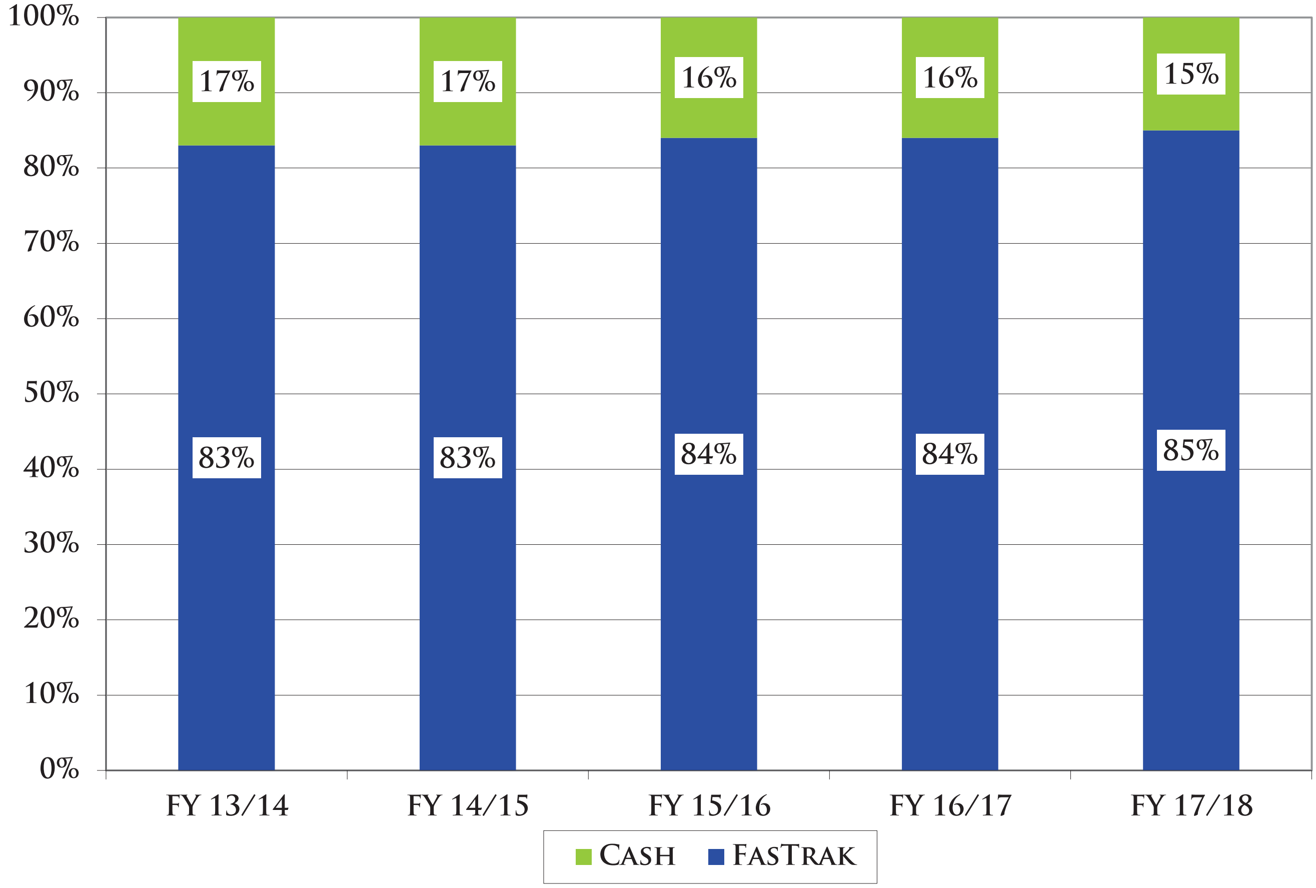
Operating Revenue as a Percentage of Total Operating Expense



	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Bridge Toll Revenue	$112,693,297	$129,187,098	$137,418,500	$143,028,555	$146,567,882
Other Operating Revenue	$730,996	$1,033,926	$764,757	$598,493	$665,258
Total Operating Expense*	$63,201,041	$68,814,182	$71,862,472	$77,953,110	$79,861,863
Percentage	**179%**	**189%**	**192%**	**184%**	**184%**

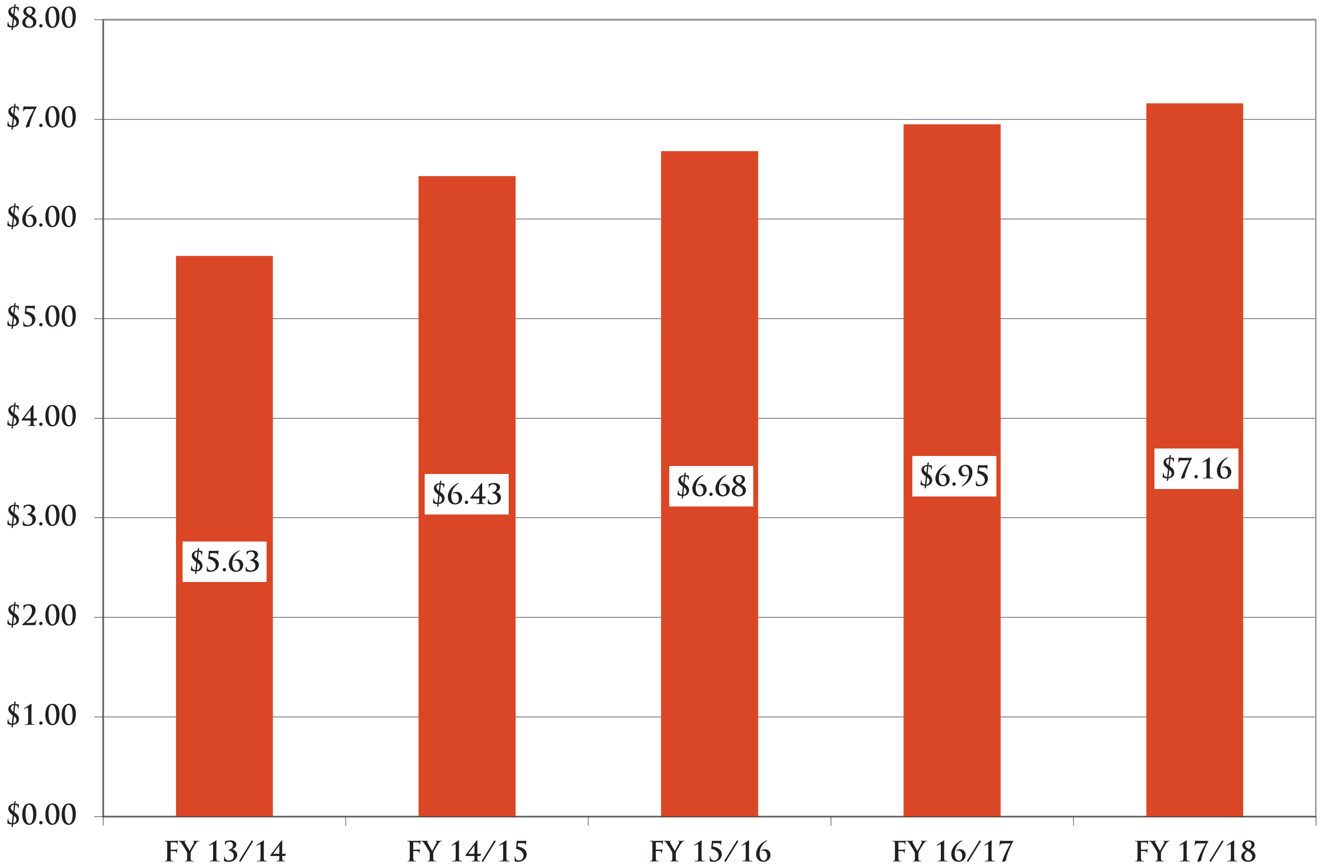
* Total Operating Expense includes Depreciation and Capital Contribution.

FasTrak® Market Share



FasTrak® market share data includes customers whose toll tags do not read when passing through the Toll Plaza. The Customer Service Center processes these as valid FasTrak® toll payments, although they originate as violations in the Toll Plaza. AET was implemented on March 27, 2013. Vehicles no longer stop at the Toll Plaza since all tolls are assessed electronically.

Average Toll Per Southbound Vehicle



	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Total Southbound Vehicles	20,014,186	20,085,864	20,556,985	20,591,603	20,468,552
Bridge Toll Revenue	$112,693,297	$129,187,098	$137,418,500	$143,028,555	$146,567,882
Average Toll	**$5.63**	**$6.43**	**$6.68**	**$6.95**	**$7.16**

BRIDGE DIVISION CAPITAL BUDGET

Program Summary

The FY 18/19 Capital Budget for the Bridge Division totals $17.8 million and represents 67% of the total agency's capital budget.

Major FY 18/19 capital projects include Seismic Phase III Design Review (9102) as well as the construction of the Wind Retrofit and Suicide Deterrent System Projects (1526/1528).

Actual capital expenditures to date for the Bridge Division during FY 17/18 totaled $21.8 million, funded with $7.7 million, or 35%, District funds and $14.1 million, or 65%, in grant funds (See Appendix C).

Completed Projects

One (1) Bridge Division Capital Project is anticipated for completion in FY 17/18.

Project 1560 – South Visitor Plaza Restrooms Improvement Design Project – $480,000

This project funded the design of new public restroom facilities at the South Visitor Plaza to address a number of problems associated with the existing restrooms. Existing restroom facilities fall far short of meeting current visitor demand and are in need of major refurbishment due to age and heavy daily usage. The scope also included the construction of a sewer line that will support the growing demand for the future facility. *[Operating Budget Impact: No significant impact.]*

Bridge Division Capital Budget FY 18/19

Project Number & Description[2]	Total Project[1]	Prior Years	FY 18/19 Budget	Future Years	FY 18/19 Funding District	FY 18/19 Funding Other
Seismic Retrofit						
9102 - Seismic Phase III - Design Review (ENG)	$40,591,216	$30,394,986	$1,000,000	$9,196,230	9%	91%
1528 - GGB Wind Retrofit (ENG)	11,860,000	1,470,801	500,000	9,889,199	0%	100%
Total Seismic Retrofit	**$52,451,216**	**$31,865,787**	**$1,500,000**	**$19,085,429**	**7%**	**93%**
New Projects						
1920 - Alexander Ave Slope Strengthening Des/Env (ENG)	$500,000	$-	$20,000	$480,000	100%	0%
1922 - Technical Svcs for Bridge Access Systems (ENG)	400,000	-	50,000	350,000	100%	0%
1921 - Stores Bldg Office Space HVAC Replacement (ENG)	35,000	-	15,000	20,000	100%	0%
Total New Projects	**$935,000**	**$-**	**$85,000**	**$850,000**	**100%**	**0%**
Continuing Projects						
1526 - Suicide Deterrent - Construction (ENG)	$192,335,000	$17,798,119	$12,000,000	$162,536,881	31%	69%
9826 - Main Cable Access (ENG)	13,180,000	1,816,663	150,000	11,213,337	100%	0%
1820 - Toll Plaza Gantry - Des/Con (ENG)	7,264,000	1,768	200,000	7,062,232	100%	0%
1525 - Toll System Upgrade (FIN)	5,942,000	1,706,177	500,000	3,735,823	100%	0%
1118 - Suicide Deterrent - Design (ENG)	5,543,101	5,465,948	77,153	-	100%	0%
0805 - South Approach & Pier Security Improvements (ENG)	5,000,000	1,135,632	50,000	3,814,368	83%	17%
1722 - Toll Plaza Pavement Overlay (ENG)	3,500,000	87,764	50,000	3,362,236	100%	0%
1721 - Toll Plaza Admin Bldg HVAC & Roof Rehab (ENG)	2,952,100	2,087,733	864,367	-	20%	80%
1821 - IS Data Center Seismic Retrofit (ENG)	1,500,000	4,484	15,000	1,480,516	100%	0%
1422 - FasTrak® Equipment Upgrade (BRIDGE)	1,000,000	363,697	50,000	586,303	100%	0%
1524 - North Anchorage House Security (ENG)	1,000,000	154,558	50,000	795,442	100%	0%
1523 - Modular Offices Rehabilitation (ENG)	558,900	319,312	100,000	139,588	100%	0%
1822 - North Tower Pier Shore Protection Des/Env (ENG)	500,000	596	15,000	484,404	100%	0%
Total Continuing Projects	**$240,275,101**	**$30,942,453**	**$14,121,520**	**$195,211,127**	**44%**	**56%**
Capital Equipment						
1929 - Capital Equipment	$2,075,000	$-	$2,075,000	$-	100%	0%
Total Capital Equipment	**$2,075,000**	**$-**	**$2,075,000**	**$-**	**100%**	**0%**
Total Capital Expenditures	**$295,736,317**	**$62,808,240**	**$17,781,520**	**$215,146,556**	**38%**	**62%**
Capital Fund Source						
District	$111,256,509	$19,484,008	$7,409,957	$84,362,544		
Other	184,479,808	43,324,232	10,371,564	130,784,012		
Total	**$295,736,317**	**$62,808,240**	**$17,781,520**	**$215,146,556**		

1. Projects are listed in order of descending total project value.
2. First two digits of project number indicate fiscal year the project began (with the exception of the Seismic Retrofit projects).

Bridge Division FY 18/19 Capital Project Detail

New Projects – Bridge Projects

Project 1920 – Alexander Avenue Slope Strengthening Des/Env – $500,000

This project will evaluate potential slope strengthening designs for the hill side above Alexander Avenue near the City of Sausalito city limits as damaged by winter storms. The project will perform environmental studies and analysis of the proposed design and complete the design for the selected slope strengthening. *[Operating Budget Impact: A reduction of $10,000 to $50,000.]*

Project 1921 – Stores Building Office Space HVAC Replacement – $35,000

The Bridge Stores office space area is currently supported by a very old gas furnace. The unit will be replaced with an HVAC unit for both heating and cooling. In addition, the vent/duct system will be redesigned and replaced in order for all the offices to receive equal amounts of heat and cooling. *[Operating Budget Impact: No significant impact.]*

Project 1922 – Technical Services for Bridge Access System – $400,000

This project will provide technical services and support for Bridge Access Systems. *[Operating Budget Impact: No significant impact.]*

Continuing Projects – Seismic

Project 9102 – Seismic Phase III – Design Review – $40,591,216

This project will complete the final design phase (Phase 3B) of the Golden Gate Bridge Seismic Retrofit project. *[Operating Budget Impact: No significant impact.]*

Project 1528 – Golden Gate Bridge Wind Retrofit – $11,860,000

The Wind Retrofit project was set up as a separate project to be completed ahead of the rest of the seismic retrofit work in order to facilitate construction of the Suicide Deterrent. This project will construct a wind fairing structure on the west side of the Golden Gate Bridge to deflect wind and ensure Bridge stability during strong wind events. In December 2016, the Board authorized a budget increase from $8,000,000 to $11,860,000. *[Operating Budget Impact: TBD.]*

Continuing Projects – Other Bridge

Project 1526 – Suicide Deterrent – Construction – $192,335,000

This project will construct a safety net underneath the Bridge to address public health concerns regarding suicides. The stainless-steel net system will be constructed 20 feet below the Bridge. *[Operating Budget Impact: An increase of $10,000 to $50,000.]*

Project 9826 – Main Cable Access – $13,180,000

The project is for the procurement of access systems and other specialized equipment to perform the restoration work on the main cable of the Golden Gate Bridge. The original budget was $4,180,000. This project includes the design, construction and installation of the access systems and specialized equipment. Since the design was not yet done when the original budget was established, the full scope of construction could not be determined. The design is now nearly complete and the scope of construction will require the replacement of the existing hand ropes and the construction and installation of eight specialized main cable access travelers. A new cost estimate has been performed based on the final design and it has been estimated that an additional $9 million will be required to construct and install the access systems and other specialized equipment. *[Operating Budget Impact: A reduction of $10,000 to $50,000.]*

Project 1525 – Toll System Upgrade – $5,942,000

This project will upgrade and enhance the current toll system that is nearing the end of its useful life. It will replace the hardware such as antennas, cameras, sensors and servers. It will also replace the toll collection software system to enhance accuracy and modernize data collection tools. *[Operating Budget Impact: A reduction of more than $10,000 to $50,000.]*

Project 1118 – Suicide Deterrent – Design – $5,543,101

This project will complete the design work for the Suicide Deterrent system. The project budget was increased through a Board approved action in August 2015 (Resolution No. 2015-070). *[Operating Budget Impact: No significant impact.]*

Project 0805 – South Approach & Pier Security Improvements – $5,000,000

This project began in FY 07/08 and will purchase and install security equipment necessary to support Bridge security initiatives. *[Operating Budget Impact: An increase of $10,000 to $50,000.]*

Project 1722 – Toll Plaza Pavement Overlay – $3,500,000

The 2016-2017 winter storms have caused the Golden Gate Bridge, Highway and Transportation District Toll Plaza pavement to deteriorate to the extent that pothole patching is no longer effective. To stop further pavement deterioration and to repair the failing pavement locations, staff added Project 1722 to the FY 16/17 Bridge Division Capital Budget in April 2017, to design and construct placement of a new asphalt concrete overlay from the south bridge abutment to the Lincoln Boulevard undercrossing. The estimated cost of the project is $3,500,000. Adding the project to the current Fiscal Year Budget will allow staff to start on design immediately, advertise for construction bids this summer and begin construction this fall. *[Operating Budget Impact: A reduction of $10,000 to $50,000.]*

Project 1721 – Toll Plaza Administration Building HVAC Replacement and Roof Rehabilitation – $2,952,100

The Toll Plaza Administration Building Design was originally included in the Adopted FY 16/17 Bridge Division Capital Budget in the amount of $672,000 to evaluate and initiate design work to rehabilitate the Toll Plaza Administration Building. Staff anticipated that the design would include rehabilitation or replacement of the existing roofing system, the heating, ventilating/ventilation, and air conditioning (HVAC) system, the building restrooms, the windows, the Sergeant's Office areas and other areas of the building. Staff determined that the roof and HVAC units are in such poor condition that urgent repair is needed. *[Operating Budget Impact: A reduction of $10,000 to $50,000.]*

Project 1821 – IS Data Center Seismic Retrofit - $1,500,000

This project will design and construct seismic retrofit and other modifications to the Information System Data Center building located at the Toll Plaza. The retrofit will include modifications to the building's footing, walls and roof. The project will also include modifying the HVAC system, electrical system and fire suppression system. *[Operating Budget Impact: No significant impact.]*

Project 1422 – FasTrak® Equipment Upgrade – $1,000,000

The current toll lane transponder reader system is no longer being manufactured and is nearing the end of its useful life per the manufacturer. The project will consist of replacing the servers, upgrading the operating systems, upgrading the TRMI software systems to be compatible with the new servers/operating systems and purchasing new Oracle licenses to support the new server quad core processors. *[Operating Budget Impact: A reduction of $10,000 to $50,000.]*

Project 1524 – North Anchorage House Security – $1,000,000

This project will provide additional security at the North Anchorage House. *[Operating Budget Impact: An increase of $50,000 to $100,000.]*

Project 1523 – Modular Offices Rehabilitation – $558,900

This project will rehabilitate five modular offices to accommodate updated resource needs. *[Operating Budget Impact: No significant impact.]*

Project 1822 – North Tower Pier Shore Protection Design/Environmental - $500,000

This project will evaluate potential shore protection designs for the area around the North Tower Pier, perform environmental studies and analysis of the proposed design and complete the design for the selected shore protection. *[Operating Budget Impact: No significant impact.]*

Projects Requiring an Increase through the Budget Process

Project 1820 – Toll Plaza Gantry – Design/Construction - $2,000,000 to $7,264,000

This project will construct a new gantry support structure spanning over all southbound traffic lanes to support the new All Electronic Toll System electronic equipment, including cameras, antennas, lights and other equipment. The project will also include modifications to the roadway structural section, installation of roadway traffic detection loops, and revised pavement delineation. *[Operating Budget Impact: A reduction of $10,000 to $50,000.]*

Capital Equipment

Project 1929 – Capital Equipment – Bridge – $2,075,000

This is the annual purchase of capital equipment for the Bridge Division. *[Operating Budget Impact: No significant impact.]*

BRIDGE DIVISION PERSONNEL SUMMARY BY DEPARTMENT

GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT					
District Staffing by Department	FY 16/17 Year-End	FY 17/18 Budget	FY 17/18 Year-End	FY 18/19 Budget	Net Change FY 17/18 to FY 18/19
The Bridge Division					
Bridge Service 212					
Chief of Roadway Services	1	1	1	1	0
Lane Worker	4	4	4	4	0
P.T. Lane Worker	3	3	3	3	0
Roadway Services Supervisor	4	4	4	4	0
Roadway Services Technician	14	14	14	14	0
Total	**26**	**26**	**26**	**26**	**0**
All Electronic Tolling 213					
Electronic Revenue Collection Analyst	2	2	2	2	0
Electronic Revenue Collection Manager	2	2	2	2	0
Total	**4**	**4**	**4**	**4**	**0**
Bridge Security 214					
Bridge Captain	1	1	1	1	0
Bridge Lieutenant	3	3	3	3	0
Bridge Patrol Officer	22	22	22	22	0
Bridge Sergeant	10	10	10	10	0
Total	**36**	**36**	**36**	**36**	**0**
Bridge Electrical 221					
Chief Electrician	1	1	1	1	0
Chief Plumber	1	1	1	1	0
Comm/Electronics Technician	4	4	4	4	0
Comm/Electronics Technician Supervisor	1	1	1	1	0
Electrical Superintendent	1	1	1	1	0
Electrician	7	7	7	7	0
Total	**15**	**15**	**15**	**15**	**0**

Legend: (a) Title Change; (b) Added; (c) Transferred; (d) Eliminated; (e) Reclassification

GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT District Staffing by Department	FY 16/17 Year-End	FY 17/18 Budget	FY 17/18 Year-End	FY 18/19 Budget	Net Change FY 17/18 to FY 18/19
The Bridge Division					
Bridge Paint 222					
Bridge Painter	28	28	28	28	0
Chief Bridge Painter	4	4	4	4	0
Chief House Painter	0	1	1	1	0
House Painter	2	2	2	2	0
Lead House/Sign Painter	1	0	0	0	0
Paint Laborer	5	5	5	5	0
Paint Superintendent	1	1	1	1	0
Total	**41**	**41**	**41**	**41**	**0**
Bridge Ironworkers 223					
Apprentice Ironworker	3	3	3	3	0
Ironworker	15	15	15	15	0
Ironworker Superintendent	1	1	1	1	0
Pusher Ironworker	3	3	3	3	0
Total	**22**	**22**	**22**	**22**	**0**
Operating Engineers 224					
Chief Operating Engineer	1	1	1	1	0
Operating Engineer	5	5	5	5	0
Total	**6**	**6**	**6**	**6**	**0**
Bridge Mechanics 226					
Body Fender Mechanic	2	2	2	2	0
Chief Mechanic	1	1	1	1	0
Heavy Duty Mechanic	3	3	3	3	0
Total	**6**	**6**	**6**	**6**	**0**
Bridge Streets & Grounds 227					
Carpenter	1	1	1	1	0
Cement Mason	1	1	1	1	0
Chief Laborer	2	2	2	2	0
Laborer	11	11	11	11	0
Superintendent of Facilities & Maint.	1	1	1	1	0
Total	**16**	**16**	**16**	**16**	**0**

Legend: (a) Title Change; (b) Added; (c) Transferred; (d) Eliminated; (e) Reclassification

GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT					
District Staffing by Department	**FY 16/17 Year-End**	**FY 17/18 Budget**	**FY 17/18 Year-End**	**FY 18/19 Budget**	**Net Change FY 17/18 to FY 18/19**
The Bridge Division					
Bridge Procurement 240					
Buyer	1	1	1	1	0
Lead Storekeeper	1	1	1	1	0
Senior Buyer	1	1	1	1	0
Storekeeper	2	2	2	2	0
Total	**5**	**5**	**5**	**5**	**0**
Bridge General & Administration 290					
Administrative Assistant	1	1	1	1	0
Deputy General Mgr, Bridge Division	1	1	1	1	0
Total	**2**	**2**	**2**	**2**	**0**
Bridge Division Totals					
Total Authorized Positions	**179**	**179**	**179**	**179**	**0**
Regular Positions	179	179	179	179	0
Limited Term Positions	0	0	0	0	0

Legend: (a) Title Change; (b) Added; (c) Transferred; (d) Eliminated; (e) Reclassification


SPEED
LIMIT
45
DOOSAN
TOYOTA


1005
1510

BUS DIVISION PROFILE

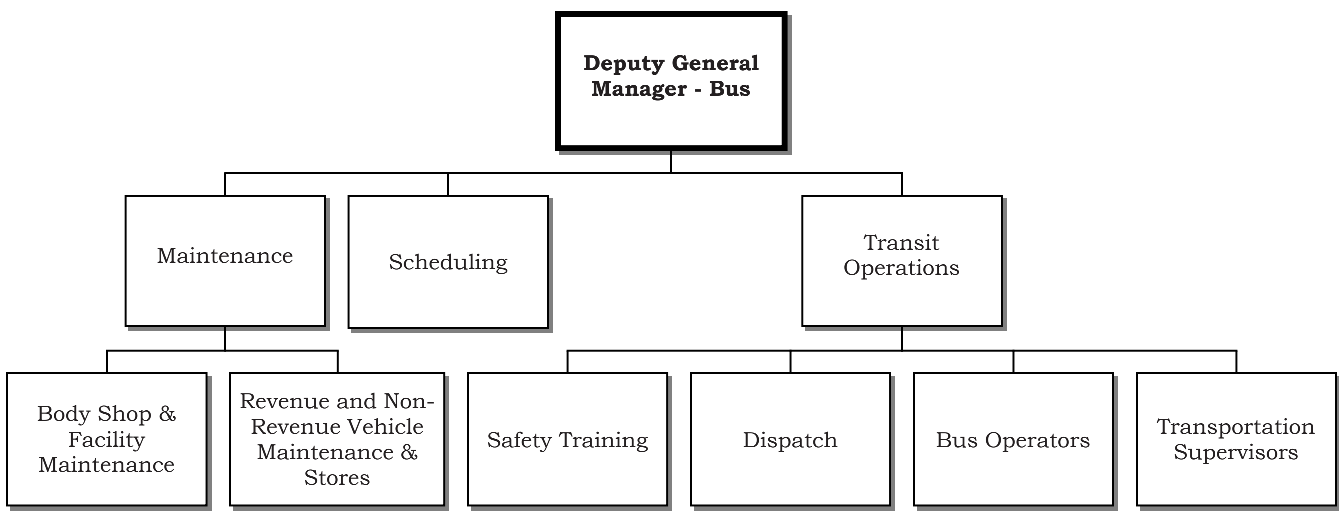
In November 1969, the California State Legislature authorized the District to develop a transportation plan for implementing mass transit in the Golden Gate Corridor. On January 3, 1972, the District began bus service from Sonoma and Marin Counties to San Francisco after the private sector relinquished service operation. The Bus Division's emphasis is to provide these services in a cost-effective and fiscally responsible manner to best meet the transportation needs of the people, communities and businesses of San Francisco and the counties of Marin and Sonoma.

The Bus Division strives to operate bus transit services that are an attractive alternative to the automobile. The Division has bus facilities located at four sites within its 60-mile-long service corridor, with the central facility for operations, maintenance and administration in San Rafael. Satellite facilities for bus storage and servicing are located in San Francisco, Novato and Santa Rosa.

Annually, the Bus Division operates over 5 million miles and serves over 4.8 million regional and local customers with an active fleet of 178 clean diesel and diesel-electric hybrid buses. Transit services that we provide include:

- Peak-period transbay and intercounty commute bus service to reduce peak-period traffic and congestion on the U.S. Highway 101/Golden Gate Corridor.
- Basic weekday and weekend transbay and intercounty bus service to reduce traffic on the Bridge and provide general mobility along the Golden Gate Corridor.
- Local bus service provided under an agreement with Marin Transit, which fully subsidizes such services.
- Intercounty (Sonoma/Marin and East Bay/Marin) bus service supporting regional mobility and reduced traffic congestion in the Golden Gate Bridge/Highway 101 Corridor.

BUS DIVISION ORGANIZATIONAL CHART



BUS DIVISION STATUS

Notable Capital Projects in FY 17/18

Staff is undertaking several projects that are critical for maintaining a forward-thinking transit system that moves our customers efficiently and reliably around the Bay Area. These projects require a great deal of planning, strategizing and partnering with other departments within the District and stakeholders in the community and transit industry, in order to be successful.

- Staff, in conjunction with the Information Systems (IS) Department, is implementing an upgrade to our bus scheduling software (Hastus), which will vastly improve, among other things, our ability to communicate accurate service information to the public; the reliability of our transit system through improved scheduling of bus trips; and, our understanding of our service environment with richer performance data. Our payroll system is also greatly intertwined with Hastus, primarily for paying bus operators appropriately.
- The construction process for the Interim San Rafael (Bettini) Transit Center began towards the end of Calendar Year 2017, and we expect completion to occur by mid-2018. Planning Department staff is leading this effort and working closely with the Bus Division to ensure that the new facility will allow us to continue to serve our customers safely and reliably, while SMART constructs its Larkspur extension through downtown San Rafael.
- The design, engineering and community outreach process for the new San Rafael Transit Center started in December 2017. Staff has been working closely with the City of San Rafael, Marin Transit and SMART to move this project forward. The new facility will improve bus-rail connections, as well as connectivity between key origins/destinations in downtown San Rafael and throughout the region.
- In conjunction with the Procurement Department, staff continues to work with Gillig Corporation's engineering group on our first Hybrid Electric Bus with an Allison propulsion system and Cummins ISL engine. However, this "first of its kind" bus must be tested in an inspection facility in Altoona, Pennsylvania, per federal requirements, and we expect this to occur by October 2018. Once federal approval is received, the bus will then be piloted in our service area before the full build of sixty-seven (67) 40-foot, low-floor, commuter-style buses begins during Calendar Year 2019.

Recruitment and Workforce Development

The Bus Division remains committed to providing reliable service for the citizens of Sonoma, Marin and San Francisco Counties. To do this, we continue to make every effort to recruit and retain a quality workforce. Some of the more notable recruiting and training efforts for FY 17/18 include the following:

- We successfully graduated three classes and twenty new bus operators since July 1, 2017, and we plan to graduate a fourth class before the end of the fiscal year.
- Six mechanics were sent to Allison hybrid propulsion system training in the City of Hayward, and they now have the skillset to refurbish the energy storage and battery components on our upcoming order of 67 Gillig Hybrids, as well as the 17 hybrids that we operate for Marin Transit. The ability to perform work in-house allows us to minimize downtime and maximize the reliability of our system.
- We hosted the District's first Bus Roadeo in seven years this fiscal year. It is a friendly competition that allows our bus operators and mechanics to showcase their skills in safe driving and efficient repairs of

mechanical issues. Operators navigate through an obstacle course, and mechanics are given various bus components with defects to correct.

- After approximately six years, the District is reestablishing its Bus Operator Safety Awards Program this fiscal year and formally recognizing operators who have had successive years of safe driving without any preventable accidents.

Collective Bargaining Agreement (CBA) with ATU

We continue to work in partnership with the Amalgamated Transit Union Local 1575 (ATU) to further develop some of the new items established in the last round of negotiations, as well as to begin talks on the reopening of the full contract by spring 2018:

- The Structured Return to Work (SRTW) Program is essentially a light duty program for Bus Operators that was created in conjunction with our Risk Management and Human Resources Departments. This fiscal year, five Bus Operators have participated in the program.
- The Alternative Dispute Resolution (ADR) Program, led by our Risk Management Department, has helped facilitate and accelerate the workers' compensation process. Bus Operators with new claims are required to participate in the program and there are opportunities for previously injured workers, and even some eligible retirees, to opt into the program to facilitate their past claims as well. The ADR Committee has been meeting regularly since September 2016 to ensure the process is working as designed and injured employees are getting the care they need without delay.
- Bus Operator Mentoring Program – Through the help of a third party expert and facilitator, we have been working closely with ATU leadership to strengthen and grow the mentoring program. We have been focusing primarily on training mentors and creating a strong foundation and structure for ensuring that the program remains viable for years to come. In addition, we are currently taking steps to create an official apprenticeship program through the U.S. Department of Labor for new coach (bus) operators starting employment with the District by this summer 2018.
- Before June 30, 2018, we will be heavily involved in renegotiating the full CBA with the ATU, which has not been done for more than a decade.

Service Improvements and Interagency Projects

We strive to deliver services that maximize customer satisfaction, regional connectivity, productivity and efficiency to the greatest extent possible. To this end, Bus Division staff works in conjunction with the Planning Department to implement service changes and projects, as well as participate in interagency projects that help us achieve these goals.

- In August 2017, a new Route 31 was implemented to connect passengers between the Sonoma Marin Area Rail Transit (SMART) station in downtown San Rafael and the Larkspur Ferry Terminal. This was done in partnership with SMART, who finances weekend service while the District funds weekday (Monday-Friday) service. The route currently operates weekdays from approximately 5:30 a.m. to 8:00 p.m., and on weekends and holidays from approximately 11:30 a.m. to 8:30 p.m.
- Staff continues to communicate closely with the Transbay Joint Powers Authority and other partner agencies to determine how best to connect with transit services at the new Transbay Terminal in San Francisco.

- Significant roadway construction started in December 2016, for Van Ness Boulevard (Hwy 101) Bus Rapid Transit project in San Francisco. Staff is continually monitoring and adjusting bus schedules due to ongoing changes in traffic patterns because of this construction project.

Improvements for Shaping a Safe, Secure and Productive Working Environment

Shaping a safe and secure environment for employees and our customers is the top priority in the Bus Division. We further believe that by creating an environment in which our employees feel safe, secure and supported, increased productivity will result. The following are some activities we implemented or initiated in FY 17/18:

- We implemented 24-hour security at the San Francisco Bus Lot (Division 4), which was in response to an increase in vandalism, hostile and dangerous acts by homeless individuals that were targeted at District employees and property, and obstructions to service.
- The Bus Division is working in conjunction with the Risk Management Department and the ATU to conduct a thorough safety assessment of our bus operations.
- Staff learned a great deal from the North Bay Fires of October 2017, and we have been documenting operational procedures for securing our employees and facilities, which will better guide us in the event of another natural disaster.

Maintenance Activities and Projects

Ensuring that our facilities remain in a state-of-good-repair and are equipped with the necessary equipment to support our evolving fleet and staffing needs is very important to us. To this end, our maintenance staff have led the following activities:

- New bus shelters were installed along Miller Street in Mill Valley in the fall of 2017.
- With help from the Bridge Division in the fall of 2017, we installed at our San Rafael Bus Facility two electric charging stations for two new battery electric buses (BEBs) that we will be operating in service for Marin Transit. The vehicles are being manufactured by BYD Motors in Lancaster, California. Delivery is expected by summer 2018.
- Significant improvements to our San Rafael offices have been underway since the start of the 2018 calendar year. With staff's cooperation, the improvements are resulting in more space for a larger bus operator breakroom, two new conference rooms and a dedicated breakroom for administrative staff.

FY 18/19 BUS DIVISION GOALS AND PROJECTS

Bus Division Goals

Maintenance	Improve Bus Fleet configuration and preventive maintenance to meet customer needs and comply with various laws/regulations.
Access	Expand opportunities for external customer convenience at bus stops, during travel, and for providing input on Golden Gate Transit services. Partner with internal customers to provide the best service.
Efficiency	Support and implement technology projects and process and procedure improvements to increase operation, performance and safety cost-effectiveness.

FY 18/19 Project Focus

The following are capital projects that affect the Bus Division and will be part of the District's workplan focus for FY 18/19. Please refer to the Bus Division's Capital project detail for more description.

Facilities	D-2 Pavement & Remediation Bus Division Office Improvements San Francisco Curb Cut Bus Stop Improvements San Rafael Server HVAC Modifications D1 Resurface Employee Parking Lot & Solar Panels SRTC Relocation Design/Environmental D-1 Heavy Duty Shop Rehabilitation: Roof/HVAC/Paint/Windows San Francisco Bus Lot Environmental Evaluation and Modifications
Bus Operations	Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis Replace 67 Transit Buses with Hybrids Bus Security Cameras Replace Six (6) Paratransit 22' Gas Cutaways MCI USB Outlets Aviat Microwave Update - Santa Rosa Link

CHANGES FROM FY 17/18 ACTUAL TO FY 18/19 ADOPTED BUDGET

Revenues

The Bus Division's FY 18/19 Adopted Revenues of $45.8 million consists of:

- $15.6 million from Regional Fares
- $15.6 million from Federal, State and Local Operating Grants
- $4.2 million from Other Operating Income
- $10.4 million from the Marin Local Service Contract

The Bus Division's Adopted Revenues for FY 18/19 are projected to increase $2.4 million, or 5.6%, compared to FY 17/18 Actual. This increase is primarily due to a $0.4 million increase in regional fare revenue, a $1.8 million increase in State Operating Assistance due to additional SB 1 funds, and a $0.3 million increase in other operating revenue. These increases are offset by a $0.1 million decrease in revenue from Marin Transit. Transit fares include the five-year fare increase as approved by the Board. Regional ridership is forecasted to increase 0.9% due to ridership recovery from FY 17/18.

Expenses

The Bus Division's FY 18/19 Adopted Budget Operating Expenses total $101.9 million. The Bus Division's FY 18/19 Adopted Budget contains a $9.6 million, or 10.4%, increase over FY 17/18 Actual expenses. The components of the changes to expense are summarized in the table on the following page.

Summary of Changes From FY 17/18 Actual to FY 18/19 Adopted Budget (All Figures In Millions)

Labor	
Increase to salaries due to a re-funding of vacant positions, approval of additional staff and a 3% COLA increase for non-represented and represented employees unless specified otherwise in their ratified Memorandum of Understanding. There is no budgeted salary increase for ATU-represented employees since their MOU is under negotiation.	$2.7
Increase in payroll fringes for FY 18/19 due to COLA and re-funding of vacant positions	0.3
Increase in PERS contribution due to re-funding of vacant positions and higher contribution rate	1.6
Increase in medical expense for FY 18/19 due to re-funding of vacant positions and increase in annual costs	1.0
Increase in postemployment benefits (OPEB) for FY 18/19	0.4
Increase in workers' compensation for FY 18/19 to re-fund historical levels due to lower than anticipated expenses in FY 17/18	0.9
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY 17/18	(0.3)
Professional Services	
Projected increase in District-wide professional services fees for FY 18/19	0.6
Increase in legal and litigation fees due to projected activity for FY 18/19	0.2
Increase in security expenses associated with the San Francisco Bus Lot	0.2
Decrease in FY 18/19 District Division temporary help services compared to FY 17/18	(0.4)
Supplies and Other	
Increase in projected fuel costs due to lower than anticipated price per gallon in FY 17/18	0.6
Increase in District wide operating supplies and minor equipment in FY 18/19	0.1
Projected decrease in telephone and utilities costs for FY 18/19	(0.1)
Increase in Payout for General Liability Insurance due to lower than anticipated expenses in FY 17/18	0.6
Projected increase in purchased transportation costs for FY 18/19	0.3
Re-funding of staff development expenses unused in FY 17/18	0.1
Capital Contribution and Depreciation	
Increase in depreciation expense for FY 18/19 due to the sale of Jacoby parcel and a small portion of the SRTC property to SMART in FY 17/18	0.8
Total Change from FY 17/18 Actual to FY 18/19 Adopted Budget	**$9.6**

BUS DIVISION OPERATING BUDGET

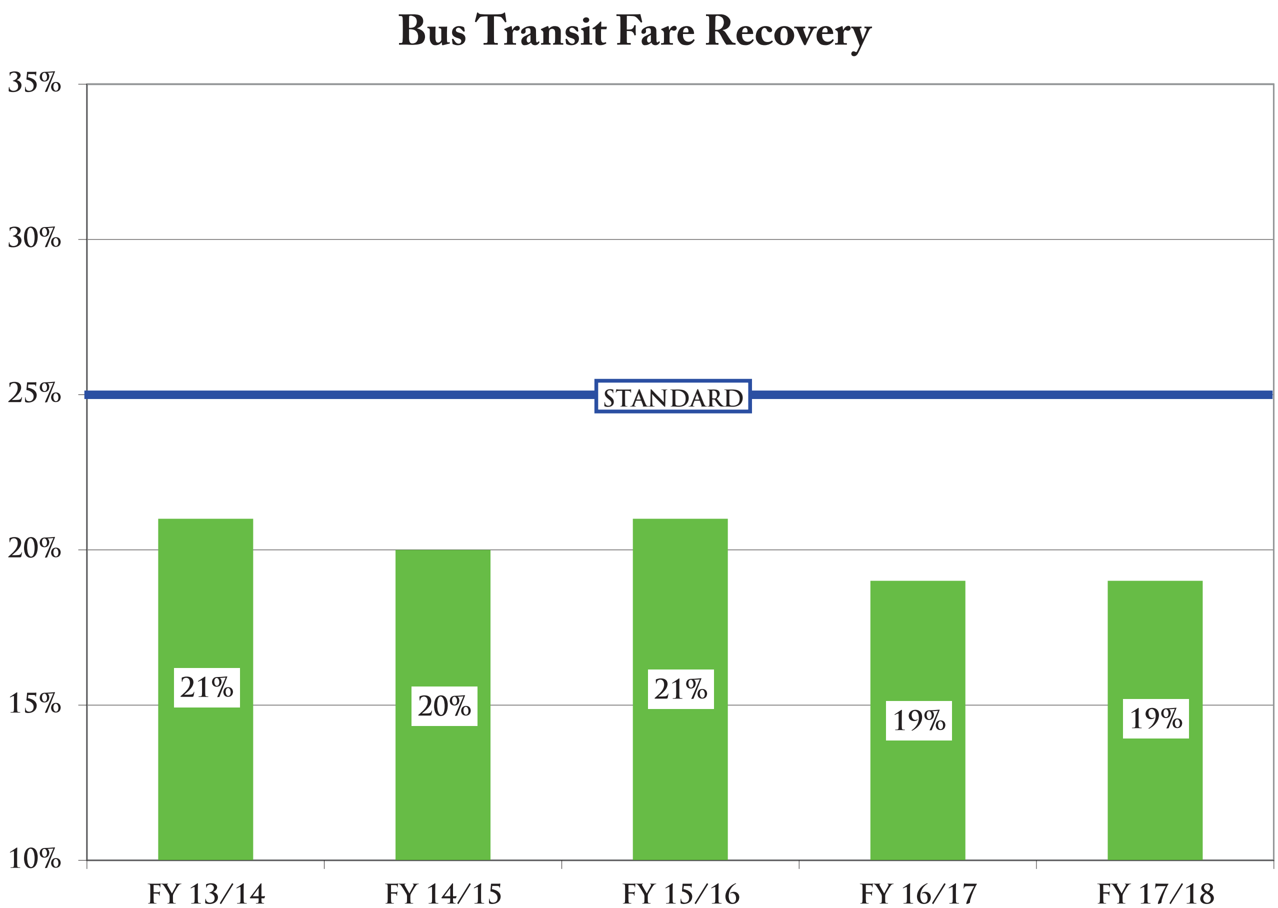
	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Actual	FY 18/19 Adopted Budget
Revenues				
Regional Transit Fares	$15,097,171	$14,912,200	$15,143,306	$15,584,800
Other Operating Income	3,542,944	3,541,300	3,876,433	4,134,600
State Operating Income	15,413,592	15,367,100	13,734,007	15,262,700
Federal Operating Income	216,037	387,800	34,575	383,000
Other Operating Income (MT*)	10,209,962	9,800,200	10,581,277	10,435,000
Total Revenues	**$44,479,706**	**$44,008,600**	**$43,369,598**	**$45,800,100**
Percent Change		**(1.1%)**	**(1.5%)**	**5.6%**
Expenses				
Salaries	$39,515,471	$40,334,500	$39,628,379	$42,329,600
Fringe Benefits	31,006,742	33,322,200	33,009,705	36,896,200
Professional Services	3,808,327	4,841,600	4,472,101	5,034,400
Fuel & Related Taxes	3,355,080	4,387,000	4,042,560	4,629,100
Repair & Operating Supplies	3,943,340	4,436,100	4,439,452	4,403,800
Insurance, Taxes & Permits	2,897,333	1,904,900	1,404,071	2,001,500
Purchased Transportation	1,385,915	1,982,500	1,815,338	2,102,200
Other	333,876	427,100	447,104	586,800
Leases & Rentals	657,306	547,900	572,473	610,200
Subtotal Expenses	**$86,903,390**	**$92,183,800**	**$89,831,183**	**$98,593,800**
Capital Contribution	2,000,000	2,000,000	2,000,000	2,000,000
Depreciation	1,196,002	1,182,800	461,776	1,287,600
Total Expenses	**$90,099,392**	**$95,366,600**	**$92,292,959**	**$101,881,400**
Percent Change		**5.8%**	**(3.2%)**	**10.4%**
Revenues Over/(Under) Expenses	**($45,619,686)**	**($51,358,000)**	**($48,923,361)**	**($56,081,300)**
Regional Ridership	**3,123,152**	**3,030,515**	**3,159,082**	**3,187,416**
Average Fare	**$4.83**	**$4.92**	**$4.79**	**$4.89**

*Marin Transit Contract Revenue

Assumptions:

- Includes a 3% salary increase for non-represented and Coalition-represented employees unless specified otherwise in their ratified Memorandum of Understanding. No budgeted salary increase is included for ATU-represented employees since their MOU is in negotiation.
- Includes ATU Pension contribution (22.165%) and Employer PERS contribution (30.76%).
- OPEB costs are included in Fringe Benefits and reflect adoption of GASB 75 which accrues for OPEB costs based on the Annual Required Contribution (ARC) for OPEB benefits.
- $2.35/gallon for fuel costs for the Bus Division.
- All fiscal years show the transfer of District Division expense by line item.
- The Bus Division's share of the District Division transfer is $13.6 million.
- Salaries include approximately $115,900 to fund casual traffic checkers that are not included in the division's authorized positions listing.

BUS DIVISION PERFORMANCE MEASURES



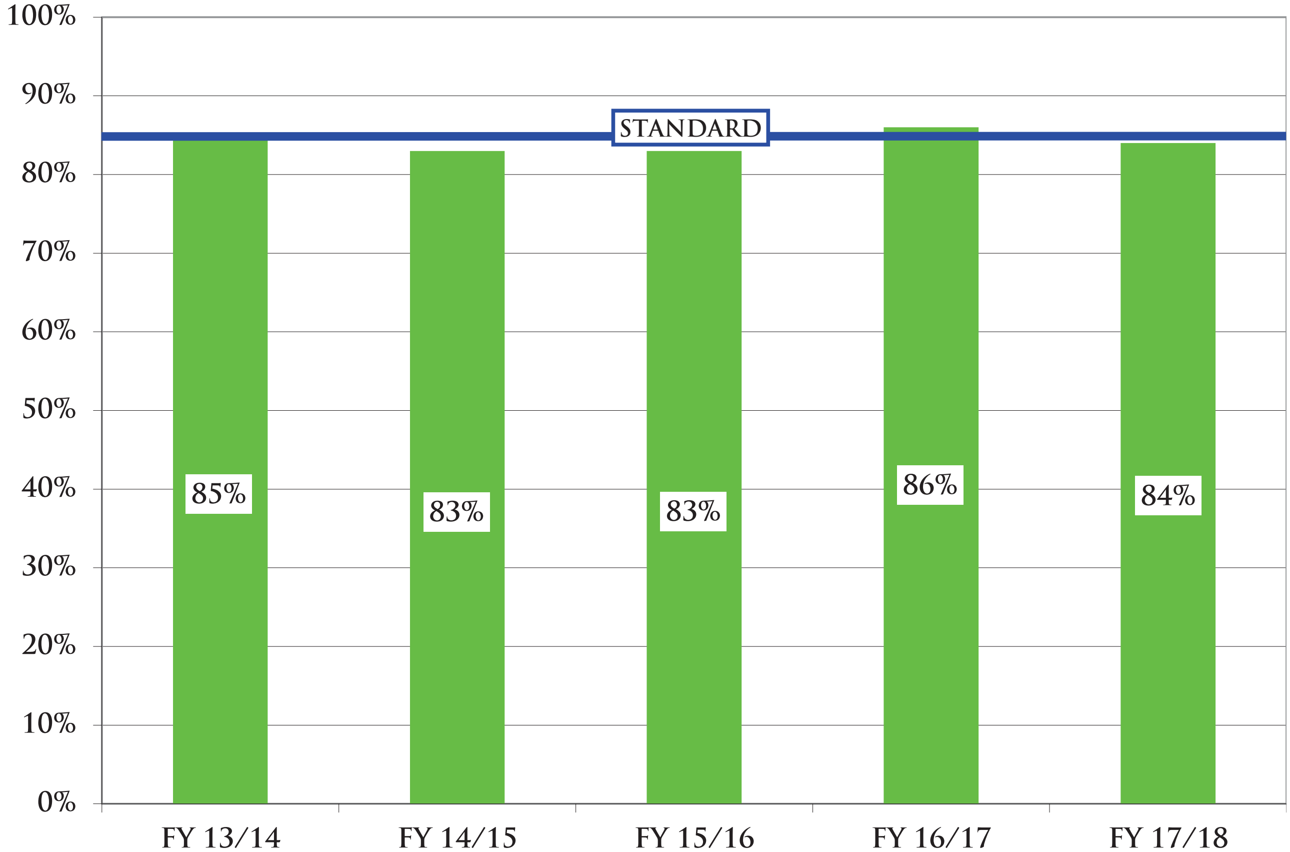
Measure: Fare Recovery - Regional farebox revenue over all Bus Division expenses except those offset by received Marin Transit Local Service Revenue.
Standard: Standard is 25%, based on the Golden Gate Bridge District's Short Range Transit Plan (SRTP).

Note: The Fare recovery may differ from farebox recovery calculation reported in the SRTP.

Bus Division is attempting to improve its fare recovery by:

- Increasing its fares effective July 1, 2018.
- Reducing operating expenses and increasing efficiencies (i.e., maximizing the utilization of part-time drivers to reduce the cost of providing bus service, etc.).
- Seeking increased ridership (i.e., increasing express service, expanding direct commute service to the San Francisco Civic Center, cancelling low productivity trips and routes, encouraging regional and local governments to promote employment and residential growth around existing transit service to boost transit, etc.).

Bus Transit Percentage of Trips Operating On-Time

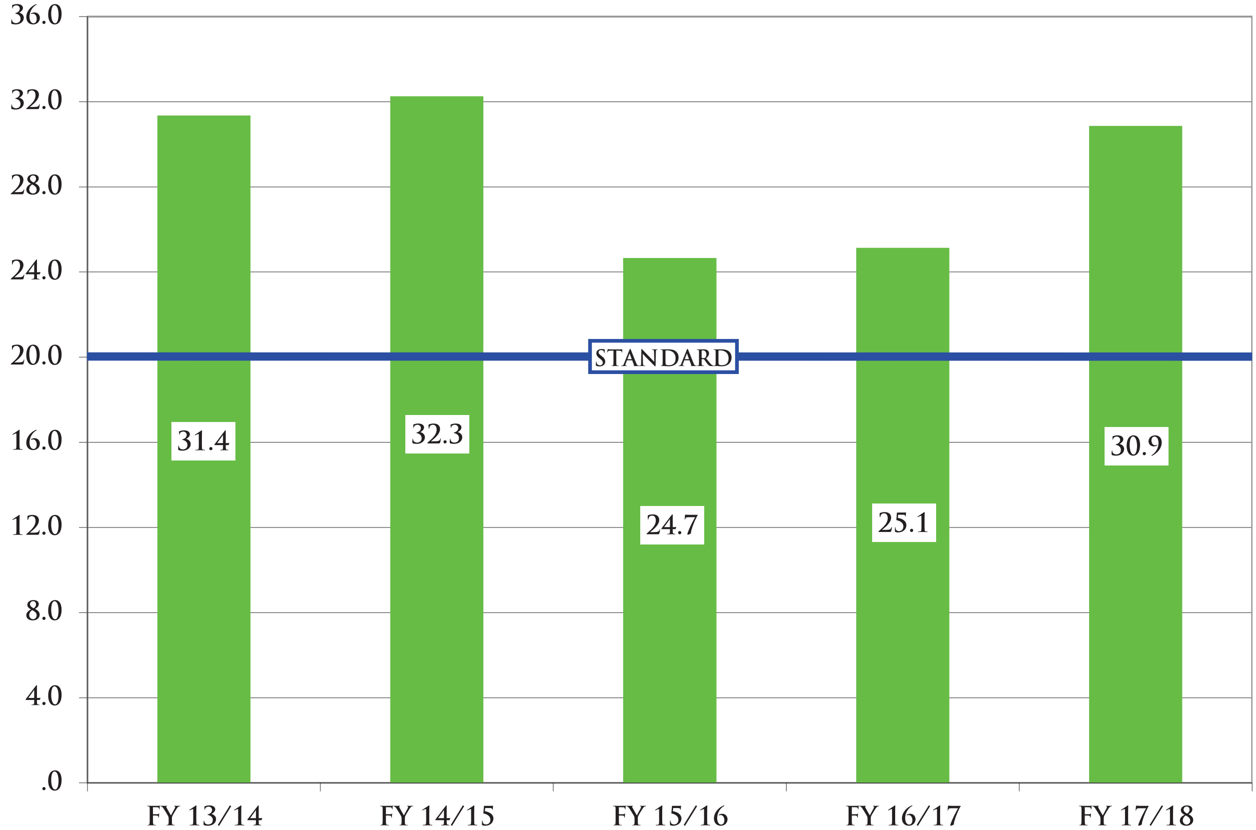


Measure: Scheduled service times and actual services at key time points.
Standard: Operate on-schedule 85% of the time, based on the Golden Gate Bridge District's SRTP.

Note: On-time performance (OTP) includes only Regional service (no Marin Transit local service). Effective FY 17/18, the OTP for the first half of the year is based on manual point checks and the last half is based on data taken from the Automatic Vehicle Location System (AVL). Bus Division is focusing on the following areas to improve on-time performance:

- Developing more accurate schedules based on data obtained from ACIS implementation.
- Working with the Metropolitan Transportation Commision (MTC), Transportation Authority of Marin (TAM), Sonoma County Transportation Authority (SCTA) and Caltrans to expand and coordinate carpool hours on U.S. Highway 101 in Marin and Sonoma Counties.
- Working with MTC and Caltrans to improve transit access to and across the Richmond/San Rafael Bridge.
- Working with the City & County of San Francisco to speed up bus travel on city streets with traffic signal timing improvements, the implementation of Bus Rapid Transit (BRT) along Van Ness Avenue and Geary Boulevard, and other transit priority projects.

Bus Mechanical Failure Rate
All Chart Numbers in Thousands



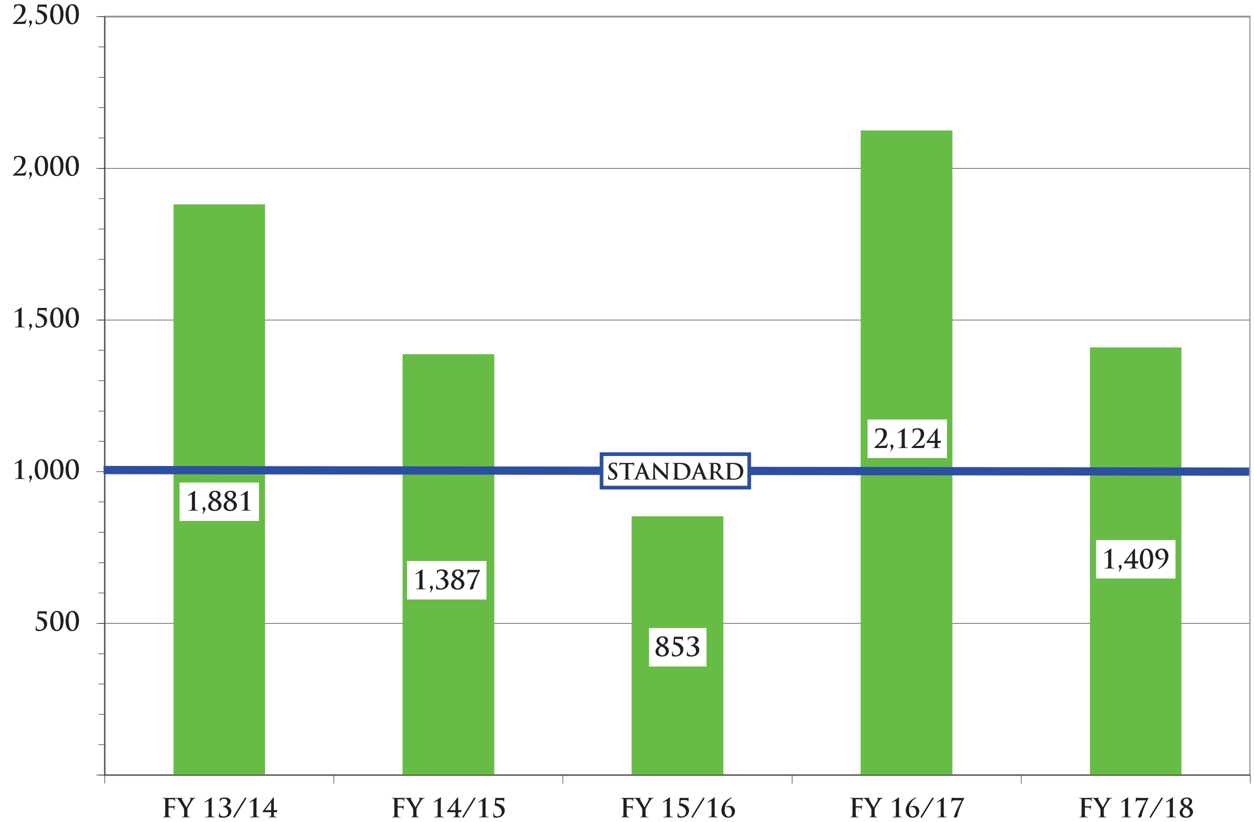
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Mechanical Failures	120	129	173	169	137
Revenue Miles	3,762,683	4,161,544	4,266,291	4,248,934	4,228,479
Miles/Breakdown	**31,356**	**32,260**	**24,661**	**25,142**	**30,865**

Measure: Miles between in-service mechanical failures.
Standard: No more frequent than one per every 20,000 miles, based on the Golden Gate Bridge District's SRTP.

Note: Revenue miles only include Regional service (no Marin Transit local bus service). The Bus Division seeks to minimize mechanical system failures by:

- Following a timely fleet replacement strategy to ensure that the Golden Gate bus fleet is as modern and reliable as possible.
- Performing an aggressive preventive maintenance program to ensure that vehicle systems are inspected and serviced on systematic intervals that optimize vehicle reliability.
- Utilizing state-of-the-art technician training and tooling to ensure that all vehicle repairs meet or exceed industry and equipment manufacturer's reliability standards.
- Employing scientific maintenance management practices including trend and failure analysis, exception reporting, telemetry and laboratory lubrication fluid analysis to prevent mechanical failures and minimize unscheduled maintenance.

Bus Accident Rate (Miles Between Accidents)
All Chart Numbers in Thousands

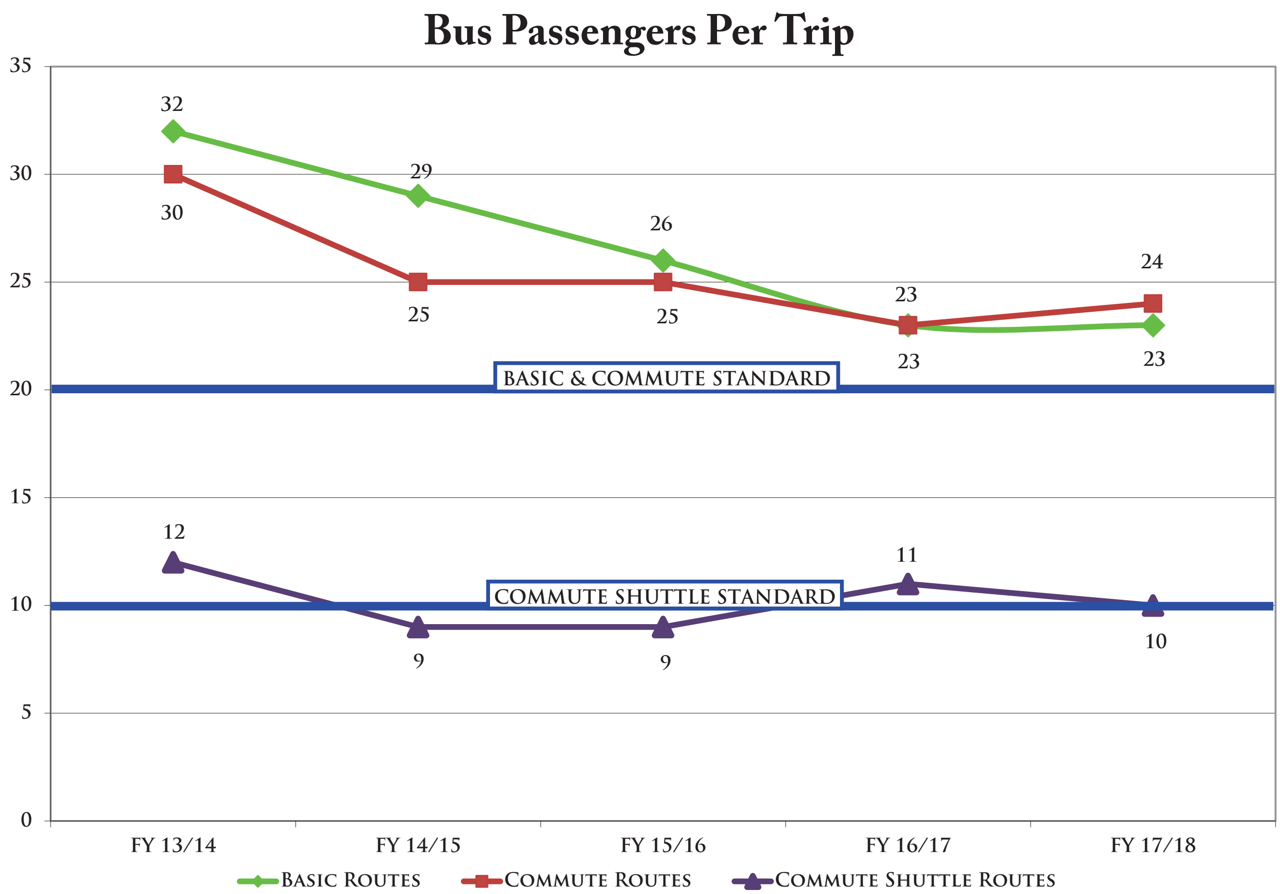


	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Accidents	2	3	5	2	3
Revenue Miles	3,762,683	4,161,544	4,266,291	4,248,934	4,228,479
Miles/Accident	**1,881,350**	**1,387,188**	**853,259**	**2,124,467**	**1,409,493**

Measure: Miles between in-service accidents.
Standard: No more frequent than one per every 1,000,000 miles, based on the Golden Gate Bridge District's SRTP.

Note: Only include Regional service (no Marin Transit local bus service). The Bus Division is attempting to continue its excellent low bus accident rate by:

- **Training.** Actively reviewing with each Operator in annual VTT classes safety issues such as space cushion driving, bus turning radius and tail swing, backing up by using a helper and sharing the road with cyclists.
- **Accidents.** Follow-up with Operators when patterns emerge that indicate poor habits. One-on-one retraining in some instances.
- **Driver Safety Committee.** Monthly meetings with Management/Union team allows active and timely reviews of accident causing situations which are then addressed by appropriate parties.



	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Basic Routes	32	29	26	23	23
Commute Routes	30	25	25	23	24
Commute Shuttle Routes	12	9	9	11	10

Measure: Bus Passengers per trip. Standard: 20 for Basic and Commute Routes, 10 for Commute Shuttle Routes, based on the Golden Gate Bridge District's SRTP.

Note: Only include Regional service (no Marin Transit local bus service). The Bus Division is attempting to continue its above standard performance for bus passenger per trips by:

- Encouraging regional and local governments to promote employment and residential growth around existing transit service to boost transit ridership.
- Working with TAM, MTC and Caltrans to increase capacity at park-and-ride lots within Marin County that are commonly filled to capacity.
- Expanding direct commute service to the San Francisco Civic Center by implementing Route 4C.
- Cancelling low-productivity Route 92.
- Streamlining Route 44 by skipping San Rafael Transit Center which reduces travel time for through passengers.
- Converting most Route 72 trips to Route 72X to provide faster travel times to the majority of passengers.
- Conducting a marketing and outreach campaign to boost ridership on Route 92, which provides commute shuttle service along the Geary Boulevard Corridor.

BUS DIVISION CAPITAL BUDGET

Program Summary

The FY 18/19 Capital Budget for the Bus Division totals $1.4 million and represents 5% of the total agency's capital budget. Major work and financial investment in FY 18/19 focuses on continuing projects, such as resurfacing the employee parking lot and installing solar panels (1431), rehabilitating the heavy duty shop at San Rafael (1830) and replacing 67 buses with hybrid buses (1730).

Actual capital expenditures to date for the Bus Division during FY 17/18 totaled $614,000, funded with $472,000, or 77%, District funds and $142,000, or 23%, grant funds (See Appendix C).

Completed Project

One (1) Bus Division Capital Project will be completed in FY 17/18.

1832 – Electric Bus Charging Pilot Project – $380,000

In preparation for electric buses, this project designed and constructed two electrical circuits from the San Rafael Main Shop utility room to the southwest exterior wall of building and installed two electrical charging station heads on the exterior wall. The project also included restriping the parking area for two new parking spaces and installed wheel stop blocks and protective bollards. *[Operating Budget Impact: A reduction of $10,000 to $50,000.]*

Bus Division Capital Budget FY 18/19

Project Number and Description[2]	Total Project[1]	Prior Years	FY 18/19 Budget	Future Years	FY 18/19 Funding District	FY 18/19 Funding Other
New Projects						
1930 - D-2 Pavement & Remediation (ENG)	$2,000,000	$-	$20,000	$1,980,000	20%	80%
1931 - Bus Division Office Improvements (BUS)	420,000	-	75,000	345,000	100%	0%
1932 - Zero Emission Bus (ZEB) Fleet/ Infrastructure Analysis (BUS)	125,000	-	15,000	110,000	100%	0%
1933 - SF Curb Cut Bus Stop Improvements (PLANNING)	50,000	-	20,000	30,000	100%	0%
1934 - San Rafael Server HVAC Mods (ENG)	50,000	-	20,000	30,000	100%	0%
Total New Projects	**$2,645,000**	**$-**	**$150,000**	**$2,495,000**	**40%**	**60%**
Continuing Projects						
1730 - Replace 67 Transit Buses with Hybrids (BUS)	$67,600,000	$-	$500,000	$67,100,000	16%	84%
1431 - D1 Resurface Employee Parking Lot & Solar Panels (ENG)	5,130,000	143,044	100,000	4,886,956	20%	80%
1717 - SRTC Relocation Des/Env (PLANNING)	2,065,209	336,670	100,000	1,628,539	39%	61%
1830 - D-1 Heavy Duty Shop Rehab: Roof/ HVAC/Paint/Windows (ENG)	1,600,000	293,558	100,000	1,206,442	20%	80%
1434 - Bus Security Cameras (BUS)	900,000	765,383	134,617	-	0%	100%
1831 - Replace Six (6) Paratransit 22' Gas Cutaways (BUS)	540,000	-	15,000	525,000	20%	80%
1531 - SF Bus Lot Env Eval and Mods (PLANNING)	500,000	-	20,000	480,000	100%	0%
1532 - MCI USB Outlets (BUS)	427,500	-	100,000	327,500	20%	80%
1715 - Aviat Microwave Update - Santa Rosa Link (IS)	250,000	40,474	20,000	189,526	100%	0%
Total Continuing Projects	**$79,012,709**	**1,579,128**	**$1,089,617**	**$76,343,964**	**18%**	**82%**
Capital Equipment						
1939 - Capital Equipment (BUS)	$116,600	$-	$116,600	$-	100%	0%
Total Capital Equipment	**$116,600**	**$-**	**$116,600**	**$-**	**100%**	**0%**
Total Capital Expenditures	**$81,774,309**	**$1,579,128**	**$1,356,217**	**$78,838,964**	**19%**	**81%**
Capital Fund Source						
District	$15,400,650	$260,690	$475,428	$14,664,532		
Other	66,373,659	1,318,439	880,789	64,174,431		
Total	**$81,774,309**	**$1,579,128**	**$1,356,217**	**$78,838,964**		

1. Projects are listed in order of descending total project value.
2. First two digits of project number indicate fiscal year the project began.

Bus Division FY 18/19 Capital Project Detail

New Projects

Project 1930 – D2 Pavement and Remediation – $2,000,000

This project will design and construct a new concrete pavement to replace the existing asphalt paving at the D-2 bus storage lot. The project will also include new underground utilities, modifications to the drainage facilities and pavement delineation. *[Operating Budget Impact: No significant impact.]*

Project 1931 – Bus Division Office Improvements – $420,000

This project involves making improvements to the kitchen/breakroom and general office areas at the Bus Division Offices in San Rafael. The focus of the project is to make non-structural improvements that enable staff to utilize the space more efficiently and create dedicated space to cook, eat and sponsor team-building activities. This project also includes improvements to the areas utilized by Bus Operations staff, primarily bus operators, dispatchers and Transit Supervisors, in between trips, runs and/or work activities at Divisions 1 (San Rafael) and 4 (San Francisco). Hundreds of employees utilize these spaces on a daily basis to rest, eat, collaborate, study, receive information from the District and network with each other. *[Operating Budget Impact: No significant impact.]*

Project 1932 – Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis – $125,000

The purpose of this project is to evaluate the feasibility of transitioning the District's Bus fleet to 100% Zero Emission Bus (ZEB) fleet by 2030. The California Air Resources Board (CARB) is planning to mandate the transition of bus fleets to zero emission (100% electric or fuel cell), and this process may begin as soon as FY 2020. The purpose of this plan is to evaluate the Districts ability to electrify its fleet in response to a potential mandate in 2020. *[Operating Budget Impact: No significant impact.]*

Project 1933 – SF Curb Cut Bus Stop Improvements–$50,000

This project will construct a new mid-block crossing with ADA compliant concrete curb and sidewalk at the San Francisco bus facility. *[Operating Budget Impact: No significant impact.]*

Project 1934 – San Rafael Server HVAC Modifications–$50,000

This project will include design and installation of an HVAC system for the San Rafael Server room in order to maintain a temperate and supportive climate for the valuable network equipment the District relies on to perform daily operations. *[Operating Budget Impact: No significant impact.]*

Continuing Projects

Project 1730 – Replace 67 Transit Buses with Hybrids – $67,600,000

This project will replace 67 standard diesel-powered buses that have reached the end of their useful life with diesel-electric hybrid buses. The project will result in reduced maintenance costs and fuel savings estimated to be approximately $10,000 per bus or up to $700,000 per year. *[Operating Budget Impact: Reduction of more than $100,000.]*

Project 1431 – D1 Resurface Employee Parking Lot & Solar Panels –$5,130,000

This project will resurface the San Rafael employee parking lot, reducing trip and fall hazards and correcting drainage issues. Subsequent to the establishment of this project, an investigation was made to determine if solar panels could be installed at the parking lot. It was determined that there was sufficient room to install solar panels which could generate between 700 and 800 kilowatts of energy, which is approximately equal to the energy being used at the San Rafael Bus facility. The construction will include drilling foundations, running conduits and upgrading the electrical service at the facility. Since the construction operations for both the resurfacing work and the solar panel foundation and conduit work will impact the employee parking lot, it was determined to add the solar panel work to this project. An additional $3,000,000 will be added to the budget to include the design and installation of solar panels above the parking lot. *[Operating Budget Impact: An increase of $10,000 to $50,000.]*

Project 1717 – San Rafael Transit Center (SRTC) Relocation Design/Environmental – $2,065,209

The primary purpose of this project is to relocate the existing San Rafael Transit Center (SRTC) to accommodate the extension of SMART service to Larkspur. The SMART extension will bisect the existing transit center, eliminate Platform C, reduce the facility's transit capacity and affect the long-term efficiency and operability of the facility. This project will analyze three previously identified potential long-term alternatives and a no-build alternative, include an option to assess the possibility of additional alternatives, conduct community outreach and environmental clearance, and provide preliminary engineering design. When SMART commences service on their Initial Operating Segment in 2017, the SRTC will be operating in an interim condition which will limit the fiscal and operational efficiency of transit services. The SRTC must be relocated to a more suitable location/configuration to maintain its operational integrity, its ability to serve local and regional transit patrons safely and efficiently, and its flexibility to improve and expand transit service in the future. *[Operating Budget Impact: To be determined.]*

Project 1830 – D-1 Heavy Duty Shop Rehab: Roof/HVAC/Paint/Windows - $1,600,000

This project will replace the existing deteriorated roofing system on the San Rafael Heavy Duty Shop Building, replace the existing HVAC unit on the roof and modify the existing leaking windows around the penthouse structure on the building. *[Operating Budget Impact: Reduction of $10,000 to $50,000.]*

Project 1434 – Bus Security Cameras – $900,000

This project will install security cameras on the Golden Gate Transit bus fleet, increasing security for passengers and reducing liability risks for the agency. *[Operating Budget Impact: An increase of $10,000 to $50,000.]*

Project 1831 – Replace Six (6) Paratransit 22' Gas Cutaways - $540,000

This project will replace six (6) paratransit vehicles that have reached the end of their useful life. *[Operating Budget Impact: A reduction of $10,000 to $50,000.]*

Project 1531 – SF Bus Lot Environmental Evaluation and Modifications – $500,000

This project will evaluate potential modifications to the San Francisco Mid-day Parking Facility, including modifications to the hours of operations at the facility, and will determine if the proposed modifications require additional work to be performed at the site. *[Operating Budget Impact: No significant impact.]*

Project 1532 – MCI USB Outlets – $427,500

Formerly, this project was to upgrade 55 existing MCI coaches with 120v power outlets. The scope has been revised to install USB outlets in place of the 120v power outlets to accommodate the changing needs for technology devices. This project will complement the recently completed project for passenger Wi-Fi systems in these coaches in FY 14/15. Together, these projects aim to enhance the riding experience for our bus patrons. *[Operating Budget Impact: An increase of $50,000 to $100,000.]*

Project 1715 – Aviat Microwave Update – Santa Rosa Link – $250,000

This will replace equipment that has reached the end of its useful life in the Santa Rosa-Sonoma Mountain microwave link. *[Operating Budget Impact: No significant impact.]*

Capital Equipment

Project 1939 – Capital Equipment – Bus – $116,600

This project is for the annual purchase of capital equipment for the Bus Division. *[Operating Budget Impact: No significant impact.]*

BUS DIVISION PERSONNEL SUMMARY BY DEPARTMENT

GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT District Staffing by Department	FY 16/17 Year-End	FY 17/18 Budget	FY 17/18 Year-End	FY 18/19 Budget	Net Change FY 17/18 to FY 18/19
The Bus Division					
Bus Operations Administration 311					
Director of Operations	1	1	1	1	0
Dispatcher I	8	8	8	8	0
Dispatcher P.T.	4	4	4	4	0
Office Coordinator	1	1	0	0	0
Safety/Training Coordinator	1	1	1	1	0
Superintendent Transportation Operations	1	1	1	1	0
Superintendent Transpt/Safety Training	1	1	1	1	0
Transportation Field Supervisor	10	10	10	10	0
Transpt Supervisor/Student Training	1	1	1	1	0
Total	**28**	**28**	**27**	**27**	**0**
Bus Operators 312					
Bus Operators Full-Time	275	275	275	275	0
Bus Operators Part-Time	5	5	5	5	0
Total	**280**	**280**	**280**	**280**	**0**
Bus Maintenance Administration 321					
Administrative Assistant	1	1	0	0	0
Director of Maintenance	1	1	1	1	0
Fleet & Facilities Superintendent	1	1	1	1	0
Office Specialist	2	2	0	0	0
Total	**5**	**5**	**2**	**2**	**0**

Legend: (a) Title Change; (b) Added; (c) Transferred; (d) Eliminated; (e) Reclassification

GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT					
District Staffing by Department	FY 16/17 Year-End	FY 17/18 Budget	FY 17/18 Year-End	FY 18/19 Budget	Net Change FY 17/18 to FY 18/19
The Bus Division					
Bus Maintenance - Mech/Stores 322					
Automotive Painter	1	1	1	1	0
Body & Facility Chief Mechanic	1	1	1	1	0
Body & Fender Mechanic	4	4	4	4	0
Building Maintenance Mechanic	3	3	3	4	1/(b)
Chief Mechanic	3	3	3	3	0
Farebox Repair/Welder Mechanic	1	1	1	1	0
Lead Body Mechanic	0	0	0	0	0
Lead Building Maintenance Mechanic	1	1	1	1	0
Machinist	1	1	1	1	0
Maintenance Trainer Bus	1	1	1	1	0
Mechanic	28	28	28	28	0
Mechanic Apprentice	1	1	1	1	0
Mechanic (Automotive)	1	1	1	1	0
Mechanic Electronics Technician	2	2	3	3	0
Mechanic Electronics Technician II	1	1	0	0	0
Mechanic Leader (Day)	1	1	1	1	0
Storekeeper	3	3	3	3	0
Storekeeper Chief	1	1	1	1	0
Trimmer	1	1	1	1	0
Total	**55**	**55**	**55**	**56**	**1**
Bus Maintenance – Servicers 323					
Bus Servicer Leader	2	2	2	2	0
Servicer	20	20	20	20	0
Total	**22**	**22**	**22**	**22**	**0**
Bus Procurement 340					
Buyer	1	1	1	1	0
Senior Buyer	1	1	1	1	0
Total	**2**	**2**	**2**	**2**	**0**

Legend: (a) Title Change; (b) Added; (c) Transferred; (d) Eliminated; (e) Reclassification

GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT District Staffing by Department	FY 16/17 Year-End	FY 17/18 Budget	FY 17/18 Year-End	FY 18/19 Budget	Net Change FY 17/18 to FY 18/19
The Bus Division					
Bus General & Administration 390					
Administrative Assistant	1	1	0	0	0
Deputy General Mgr, Bus	1	1	1	1	0
Director of Schedules & Svc Development	1	1	1	1	0
Lead Route Checker	1	1	1	1	0
Office Coordinator	0	0	1	1	0
Office Specialist	0	0	2	2	0
Operations Analyst	0	0	1	1	0
Operations & Schedules Analyst	1	1	1	1	0
Schedules Analyst (1 LT)	2	2	2	2	0
Scheduling Technician	1	1	1	1	0
Supervising Administrative Analyst	0	0	1	1	0
Supervising Scheduler & Data Analyst	1	1	1	1	0
Total	**9**	**9**	**13**	**13**	**0**

Bus Division Totals					
Total Authorized Positions	**401**	**401**	**401**	**402**	**1**
Regular Positions	400	400	400	401	1
Limited Term Positions	1	1	1	1	0

Legend: (a) Title Change; (b) Added; (c) Transferred; (d) Eliminated; (e) Reclassification

FERRY DIVISION PROFILE

In November 1969, the California State Legislature authorized the District to develop a plan for mass transit in the Golden Gate Corridor. The plan called for all forms of transportation, including water transit. On August 15, 1970, the District began providing ferry service from Sausalito to San Francisco. In 1976, ferry service began between Larkspur and San Francisco. In March 2017, the District began ferry service between Tiburon and San Francisco.

The Ferry Division is responsible for the operation of seven vessels: three conventional mono-hull's referred to as "Spaulding Class" (the original vessel designer), and four high-speed catamarans. These ferries operate the following routes for a total of approximately 20,560 yearly crossings:

- Larkspur/San Francisco/Larkspur – approximately 42 weekday crossings (summer), 40 weekday crossings (winter) and 8 weekend crossings year round.
- Sausalito/San Francisco/Sausalito – approximately 22 weekday crossings, 17 weekend crossings (summer), and 18 weekday crossings, 12 weekend crossings (winter).
- Tiburon/San Francisco – approximately 14 weekday crossings.
- Seasonal service from Larkspur to AT&T Park – approximately 174 crossings (depending on the San Francisco Giants schedule) and 6 crossings to special events at AT&T Park.

Special service runs are provided for Board-authorized special events such as the Bay to Breakers Race, SF Pride Parade, Opera at the Ballpark, and concerts at AT&T Park. The Ferry Division is responsible for the operation and maintenance of all its vessels, landside terminal operations, fuel storage and the Larkspur Ferry Terminal Parking Lots. The Ferry Division is also responsible for all vessel construction, dry-dockings and capital improvements associated with its fleet.

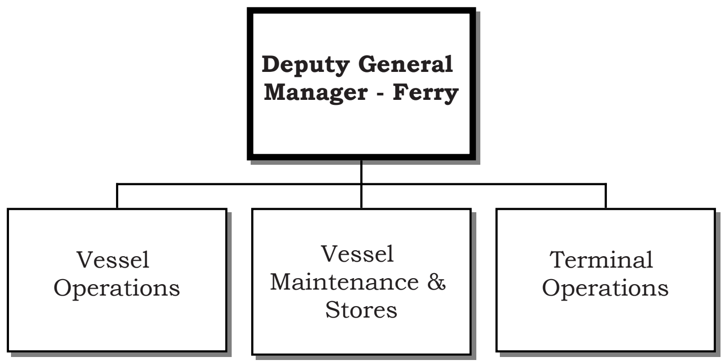
The Deputy General Manager is responsible for the overall management of the Ferry Division, including long-range planning, daily operations and the three major organizational units that support operations and maintenance:

- Vessel Operations
- Terminal Operations
- Maintenance and Engineering

The Ferry Division regularly adjusts ferry service schedules to support increased demand and customer trends. The system provides weekday commute service from three (3) North Bay locations, Larkspur, Tiburon and Sausalito, to and from the Ferry Building in San Francisco. Saturday, Sunday, Holiday service is provided from Larkspur and Sausalito, to and from the Ferry Building in San Francisco.

The most significant vessel accomplishments for FY 17/18 was the major overhaul of the *M.V. Mendocino* engines. At the time of this writing, the *M.S. Marin Repower* (new Propulsion Engines and other equipment) and refurbishment including new pilothouse and associated equipment, is under construction at a local shipyard and due to be re-delivered in June of 2018.

FERRY DIVISION ORGANIZATIONAL CHART



FERRY DIVISION STATUS

Maintenance and Possible Expansion of the Fleet

In FY 18/19, the Ferry Division will award a contract to complete a major refurbishment and re-power of the ferry vessel, *M.S. Sonoma*. The *M.S. Sonoma* is one of three sister vessels (*Marin, San Francisco* and *Sonoma*) that were built in the early 1970s to begin the Larkspur Ferry Service. In 2007, the *M.S. Marin* underwent a major refurbishment that focused primarily on the passenger spaces. As part of the refurbishment, the passenger spaces were completely gutted and were refitted with all new furnishings and systems to restore them to like-new condition. Other parts of the vessel were improved, but not completely restored to like-new. In FY 15/16, the *M.S. San Francisco* was taken out of service and was completely refurbished. This included gutting the entire vessel (Aluminum Hull) and restoring the entire interior of the vessel to like-new condition. This refurbishment included all new machinery, pilothouse, and passenger spaces. At the time of this writing, consultants are preparing the engineering documents necessary to award a contract to a shipyard for complete refurbishment of the last "Spaulding" vessel, *M.S. Sonoma*. This contract should be awarded in October of 2018, with a project completion and re-delivery date of February 2020. This will complete the restoration program of the Spaulding Class Vessels (Marin, San Francisco and Sonoma).

Additionally, in FY 18/19, the remaining three high-speed vessels (*Napa, Golden Gate*, and *Del Norte*) will have their main engines undergo a major overhaul to like-new condition. At the same time, preliminary engineering and project preparation will begin to award a contract to build another high-speed vessel, bringing the size of the Golden Gate Ferry fleet to eight vessels. The need for an eighth vessel is due to increased passenger demand, the addition of Tiburon Service, planned maintenance and projects, and routine mechanical breakdowns.

Facility Upgrades and Replacement

The District's ferry terminals have been in service since before the 1970s, and are in desperate need of replacement. For the Sausalito Terminal, the design, engineering and environmental permitting is underway and nearly complete. At the time of this writing, it is anticipated that construction will begin in the spring/summer of 2019.

The design, engineering and environmental permitting for the San Francisco Terminal is underway and should be completed in the next six months. Subject to the permitting process, construction will likely begin in 2020.

The Larkspur Terminal serves as not only a ferry terminal, carrying an average of 5,500 passengers per day with 42 daily ferry arrivals and departures, but also as a parking lot with over 2000 spaces, a maintenance facility and overnight berthing for the entire fleet (currently 7 vessels). A decision regarding the re-design of the Larkspur Terminal has not yet been made. However, this project will present many unique challenges to accommodate increased demand for parking, overnight berthing for vessels and growth in a number of other areas, as well. All available customer parking is typically full by 9:00 a.m. each morning, Monday through Friday.

While decisions and actions are ongoing regarding a rebuild of all terminals, the District's Engineering Department and Ferry Division have an ongoing capital program to maintain and extend the service life all of our Ferry facilities. This program is referred to as "Service Life Extension Program" (SLEP). The program focuses on maintaining each terminal in safe operating condition to ensure uninterrupted ferry service. The program addresses both significant maintenance and component replacement.

Looking to the Future

In 2017, the Ferry Division assumed responsibility for the weekday Tiburon ferry commute service between downtown Tiburon and the Ferry Building in San Francisco. This is the first new route Golden Gate Ferry has added, since the service to AT&T Park began in the late nineties. It is likely, with the construction of the new facility to house the Golden State Warriors on the waterfront in San Francisco, Golden Gate Ferry will once again expand ferry service from the North Bay. The addition of this service is consistent with our assigned mission of supporting the Bay Area's focus on reducing traffic congestion, reducing greenhouse gas emissions and improving the quality of life, while at the same time growing ferry ridership.

Golden Gate Ferry is also working with Sonoma Marin Area Rapid Transit (SMART) to improve connections with the new train that will soon service San Rafael and ultimately have a station directly across the street from our Larkspur Ferry Terminal.

In an effort to support growing ferry service, Golden Gate Ferry has been a leader in the utilization of mobile ticketing technology to serve casual users and visiting customers who may not be familiar with our regional fare system. Use of mobile ticketing has proven successful in Sausalito, Tiburon, and with our AT&T Park baseball service.

Over the past ten years, the District has seen significant increases in ferry ridership and remains committed to support this trend.

FY 18/19 FERRY DIVISION GOALS AND PROJECTS

Ferry Division Goals

Maintenance	Maintain and improve Ferry vessels and facilities.
Safety	Continue to improve operating standards and procedures to maintain safe, reliable and efficient Ferry service.
Efficiency	Maintain farebox recovery while expanding the service to meet passenger demand.

FY 18/19 Project Focus

The following are capital projects that affect the Ferry Division and will be part of the District's workplan focus for FY 18/19. Please refer to the Ferry Division's Capital project detail for more description.

Facilities	Ticketing Systems/TVMs/Door Replacement Gangway & Piers - Design Gangways & Piers - Sausalito Construction Corte Madera Marsh Restoration Design Service Life Extension Program Larkspur Fuel System Rehabilitation Design/Environmental
Ferry Operations	Purchase New Vessel Renewable Diesel Pilot Program *M.V. Del Norte* Engine Rebuild/Capital Improvement *M.V. Napa* Engine Rebuild/Capital Improvement *M.V. Golden Gate* Engine Rebuild/Capital Improvement *M.S. Sonoma* Refurbishment and Repower *M.S. Marin* Repower & Dry Dock

CHANGES FROM FY 17/18 ACTUAL TO FY 18/19 ADOPTED BUDGET

Revenues

The Ferry Division's FY 18/19 Adopted Revenues of $26.2 million consists of:

- $21.8 million from Fares
- $3.1 million from State and Local Operating Grants
- $1.3 million from Other Operating Income

Ferry Division's Adopted Revenues for FY 18/19 are projected to increase by $0.8 million, or 3.0%, from the FY 17/18 Actual. The increase in FY 18/19 Adopted Budget Ferry revenue is attributed to the increase in Ferry Transit fare revenues of $0.6 million and a $0.4 million increase in State Operating Assistance due to additional Senate Bill 1 funds. These increases are offset by a $0.2 million decrease in other non-transit revenues (insurance settlements). Transit fares include the five-year fare increase as approved by the Board. Ferry ridership is forecasted to slightly increase 0.5% for FY 18/19.

Expenses

The Ferry Division's FY 18/19 Adopted Operating Expenses total $44.3 million. The Ferry Division's FY 18/19 Adopted Budget contains a $3.7 million, or 9.2%, increase over the FY 17/18 Actual expenses. The components of the changes to expense are summarized in the table on the following page.

Summary of Changes From FY 17/18 Actual to FY 18/19 Adopted Budget (All Figures In Millions)

Labor	
Increase in salaries due to re-funding of vacant positions and a 3% COLA increase for nonrepresented and represented employees unless specified otherwise in their ratified Memorandum of Understanding	$1.3
Increase in PERS contribution due to a re-funding of vacant positions and higher contribution rate	0.3
Increase in medical expenses for FY 18/19 due to re-funding of vacant positions and increase in annual costs	0.4
Increase in postemployment benefits (OPEB) for FY 18/19	0.1
Increase in workers' compensation for FY 18/19 to re-fund historical levels due to lower than anticipated expenses in FY 17/18	0.2
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY 17/18	0.1
Professional Services	
Projected increase in District-wide professional services fees for FY 18/19	0.4
Increase in legal and litigation fees due to projected activity for FY 18/19	0.1
Decrease in maintenance and dry docking in FY 18/19 due to unanticipated emergency repairs in FY 17/18	(0.4)
Decrease in FY 18/19 District Division temporary help services compared to FY 17/18	(0.2)
Supplies and Other	
Increase in projected fuel costs due to lower than anticipated cost per gallon in FY 17/18	1.1
Increase in repair and maintenance supplies due to projected higher repair costs in FY 18/19	0.1
Projected decrease in telephone and utilities fees in FY 18/19	(0.1)
Increase in fees and payouts for Marine Insurance projected for FY 18/19	0.1
Re-funding of staff development expenses unused in FY 17/18	0.1
Increase in projected lease and depreciation expenses for FY 18/19	0.1
Total Change from FY 17/18 Actual to FY 18/19 Adopted Budget	**$3.7**

FERRY DIVISION OPERATING BUDGET

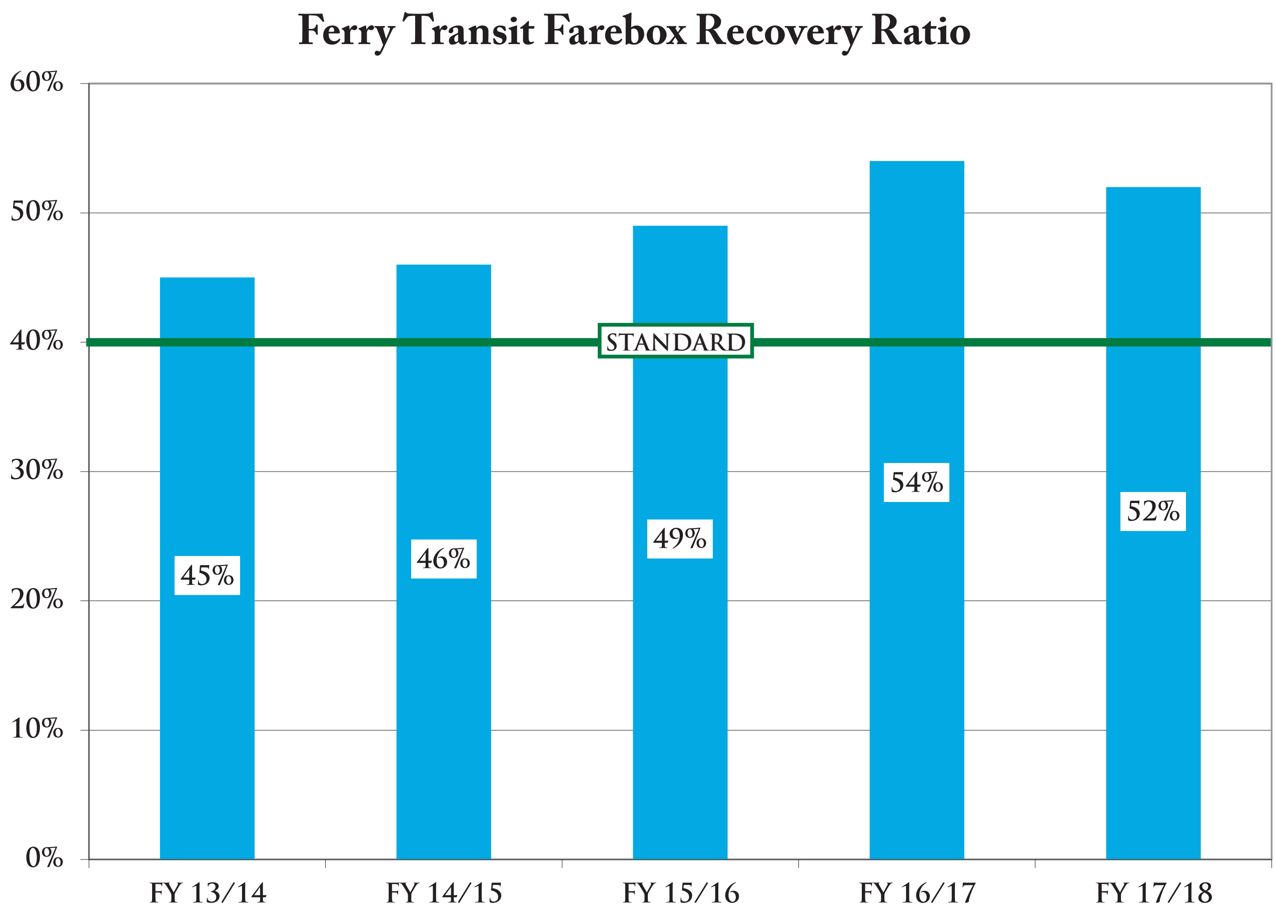
	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Actual	FY 18/19 Adopted Budget
Revenues				
Transit Fares*	$20,320,581	$22,612,800	$21,255,592	$21,815,400
Other Operating Income	1,286,330	1,145,500	1,476,906	1,279,000
State Operating Income	3,323,530	3,203,000	2,661,285	3,057,100
Federal Operating Income	15,610	0	0	0
Total Revenues	**$24,946,051**	**$26,961,300**	**$25,393,783**	**$26,151,500**
Percent Change		**8.1%**	**(5.8%)**	**3.0%**
Expenses				
Salaries	$11,615,963	$12,260,000	$12,228,372	$13,492,500
Fringe Benefits	8,761,098	9,281,500	9,240,369	10,337,500
Professional Services	4,021,298	5,223,400	4,792,545	4,653,000
Fuel & Related Taxes	4,416,312	5,441,800	5,061,067	6,175,800
Repair & Operating Supplies	1,714,320	1,755,300	1,718,099	1,860,700
Insurance, Taxes & Permits	1,497,475	1,472,700	1,391,136	1,464,600
Other	147,458	191,400	177,920	248,600
Leases & Rentals	31,727	49,500	45,410	97,500
Subtotal Expenses	**$32,205,651**	**$35,675,600**	**$34,654,918**	**$38,330,200**
Capital Contribution	4,000,000	4,000,000	4,000,000	4,000,000
Depreciation	2,199,751	1,874,400	1,870,451	1,942,300
Total Expenses	**$38,405,402**	**$41,550,000**	**$40,525,369**	**$44,272,500**
Percent Change		**8.2%**	**(2.5%)**	**9.2%**
Revenues Over/(Under) Expenses	**($13,459,351)**	**($14,588,700)**	**($15,131,586)**	**($18,121,000)**
Ridership	**2,523,077**	**2,694,950**	**2,578,137**	**2,590,938**
Average Fare	**$8.05**	**$8.39**	**$8.24**	**$8.42**

*FY 16/17 and FY 17/18 Transit Fares include new Tiburon Ferry Service.

Assumptions:

- 3% salary increase for non-represented and Coalition-represented employees unless specified otherwise in their ratified Memorandum of Understanding.
- Includes Employer MEBA (14.34%), IBU (22%-24.5%) and PERS contribution (30.76%).
- OPEB costs are included in Fringe Benefits and reflect adoption of GASB 75 which accrues for OPEB costs based on the Annual Required Contribution (ARC) for OPEB benefits.
- $2.35/gallon for fuel costs for the Ferry Division.
- All fiscal years show the transfer of District Division expense by line item.
- The Ferry Division's share of the District Division transfer is $7.6 million.
- Salaries include approximately $1.6 million for casual employees for workforce relief and extra work assignments that are not included in the Ferry Division's authorized positions listing.

FERRY DIVISION PERFORMANCE MEASURES

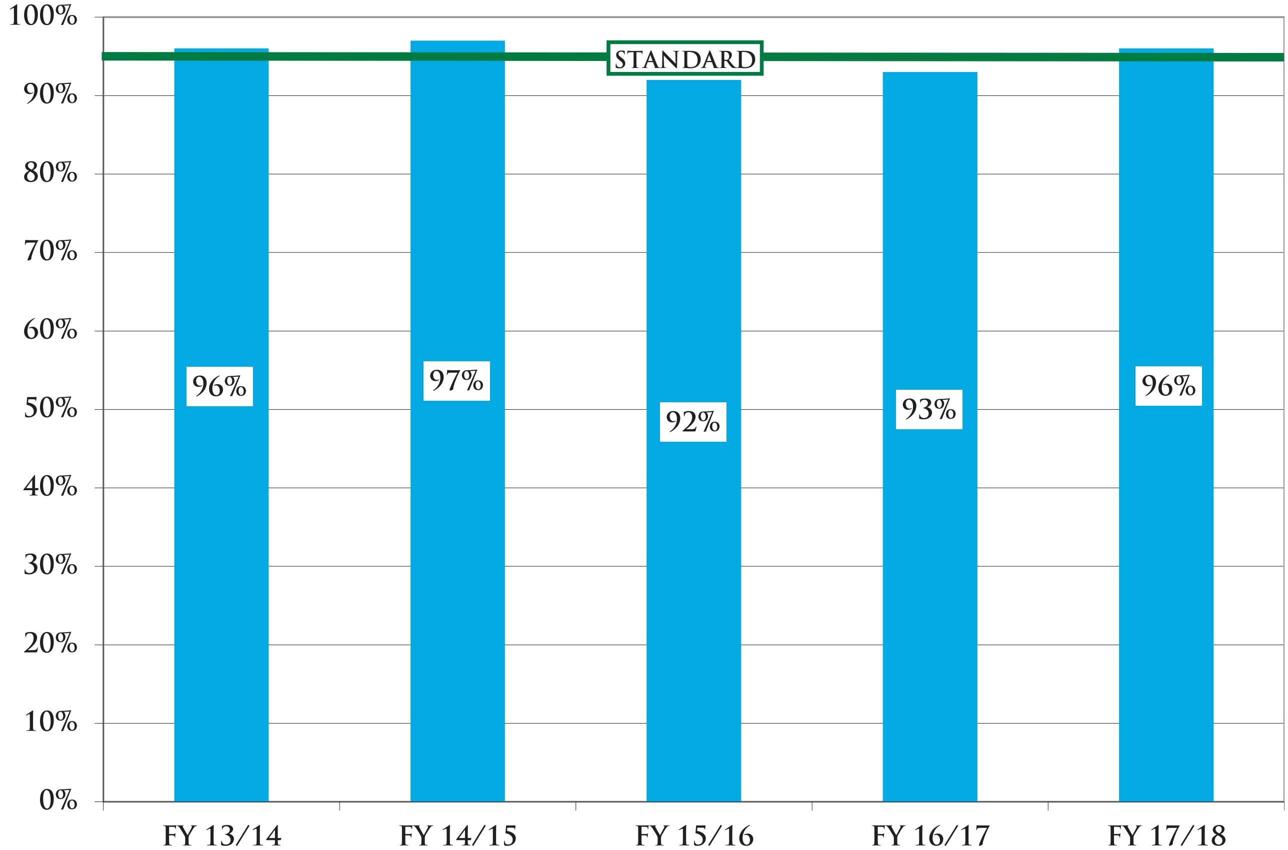


Measure: Farebox Recovery - Fare revenue as a percentage of operating expense.
Standard: Standard is 40%, based on Short Range Transit Plan (SRTP).

Strategies to further improve Farebox Recovery Ratio include the following:

- Increasing transit fares on July 1, 2018.
- Implementing capital projects that help reduce maintenance costs (e.g., new gangways and piers, Larkspur Maintenance Facility rehabilitation).
- Continuing to operate reduced service during fall and winter holidays and adjacent days to achieve cost savings.

Ferry Transit Percentage of Trips Operating On-Time

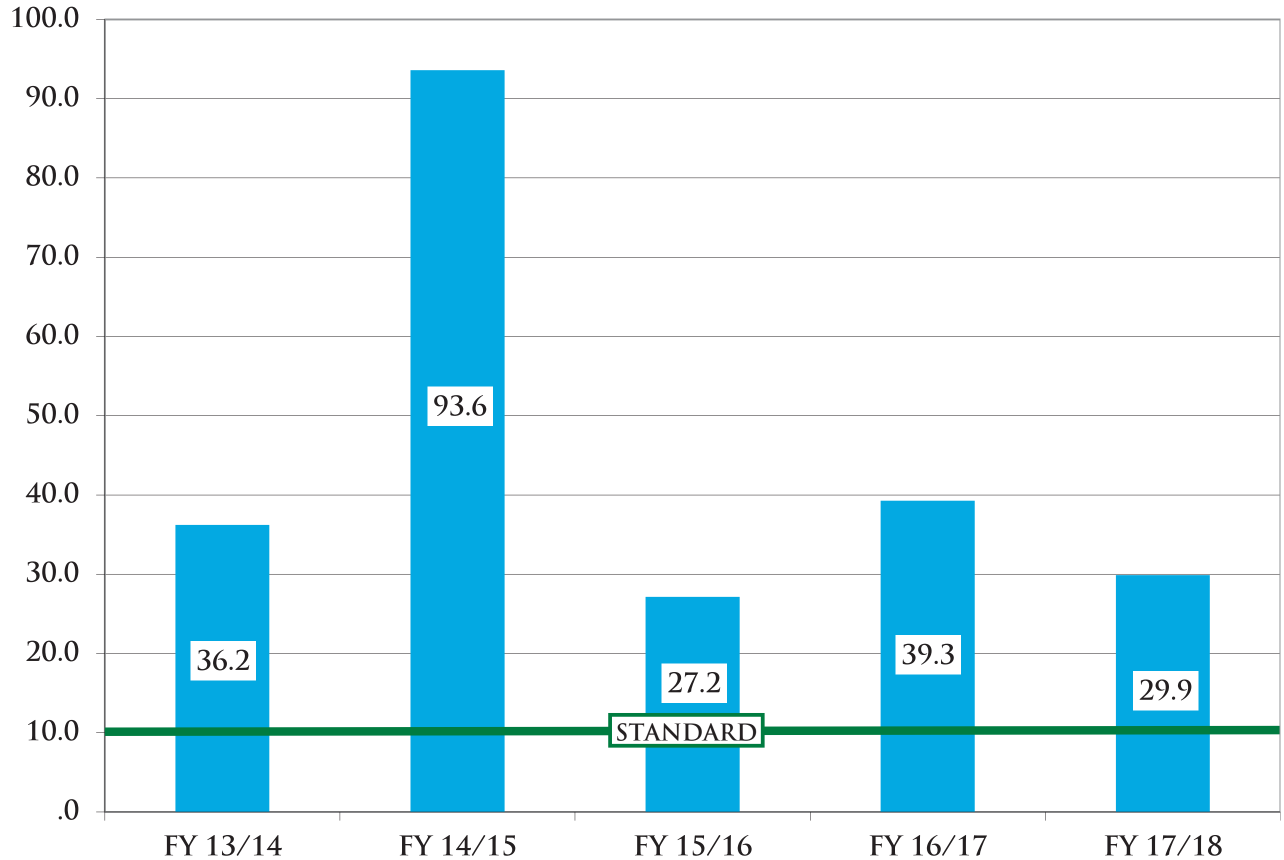


Measure: Scheduled service times and actual service times at key time points.
Standard: Operate on-schedule 95% of the time, based on the SRTP.

Strategies for maintaining on-time percenatage at or above-standard include the following:

- Enhancing communications and real time tracking of vessel location with ACIS implementation.
- Studying the expansion of Ferry service to/from Larkspur during weekday peak periods to potentially reduce terminal dwell times.
- Continue to operate back trips where needed, such as during summer afternoon to/from Sausalito, to provide increased capacity and reduce terminal dwell times during heavy periods of congestion.
- Adjust schedules to reflect actual travel times due to the operating conditions in the increasingly congested bay.

Ferry Mechanical Failure Rate
All Chart Numbers Shown in Thousands



	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Mechanical Failures	5	2	7	5	7
Revenue Miles	181,161	187,179	190,060	196,380	209,210
Miles/Breakdown	**36,232**	**93,590**	**27,151**	**39,276**	**29,887**

Measure: Miles between in-service mechanical failures.
Standard: No more frequent than one per every 10,000 miles, based on SRTP.

The Ferry Division seeks to minimize mechanical system failures by following a timely vessel preventative maintenance and dry-docking strategy to ensure systems are inspected and serviced on regular intervals to ensure reliability.

Ferry Passengers Per Revenue Hour

	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Passengers Per Revenue Hour	182	179	183	175	169

Measure: Ferry passengers per service (revenue) hour.
Standard: Ferry service productivity standards are at least 170 passengers per hour, based on the SRTP.

Note: Some Performance Measures data for previous years have been amended due to final audit adjustments. Strategies to increase performance include the following:

- Enhancing amenities such as refurbishing vessels and providing onboard wireless internet to attract more customers.
- Adjusting scheduled times to encourage ridership on trips to/from Sausalito and Tiburon.
- Providing additional shuttle bus service to/from the Larkspur terminal to reduce parking demand during weekday commute periods, which frees up parking spaces for travelers taking off-peak ferry service.

FERRY DIVISION CAPITAL BUDGET

Program Summary

The FY 18/19 Capital Budget for the Ferry Division totals $5.7 million and represents 22% of the total agency's capital budget. Major work and financial investment in FY 18/19 focuses on new and continuing projects, including rebuild and capital improvements on the *M.V. Del Norte* (1941), the *M.V. Napa* (1942), the *M.V. Golden Gate* (1943), the *M.S. Sonoma* Refurbishment and Repower (1740) and continuing design work on the Gangways & Piers project (0503). The District will also continue to pursue the purchase of a new ferry vessel (1940).

Actual FY 17/18 capital expenditures for the Ferry Division totaled $14.6 million, funded with $11.1 million, or 76%, District funds and $3.5, or 24%, in grant funds (See Appendix C).

Completed Projects

A total of five (5) projects are anticipated for completion in FY 17/18.

Project 1647 – *M.V. Mendocino* Engine Design Correction – $810,000

This project amended the design flaw of the *M.V. Mendocino's* water jets and gear boxes, and designed and installed new, custom water jet parts. This project was added to the FY 15/16 budget through a Board approved action in December 2015 (Resolution No. 2015-111). *[Operating Budget Impact: No significant impact.]*

Project 1742 – *M.V. Golden Gate* Dry Docking & Capital Improvements – $1,925,000

This project replaced Project 1451, *M.V. Golden Gate* Engine-Vessel Improvements and Dry Dock, which was bid out but not completed. The bids from two shipyards had noticeable differences that prompted a revised scope of work to include additional engineering drawings. These drawings should provide the shipyards with the clarification they need to accurately bid the work. The revised project included, but was not limited to the following: dry-docking the vessel, electrical work, piping and mechanical foundations, structural modifications, work to sea chests, replacement and addition of new windows, work to the water jets, installation of a passenger information system and changes to the engine room ventilation system. *[Operating Budget Impact: No significant impact.]*

Project 1743 – Ferry Terminal Security Camera Upgrades – $200,000

This project replaced the existing closed-circuit television (CCTV) surveillance system at the San Francisco Ferry Terminal. *[Operating Budget Impact: No significant impact.]*

Project 1744 – LFT Reception Area Rehabilitation– $51,000

This project was added to the budget in August of 2016 to improve the reception area at the Larkspur Ferry Terminal Administration building.

<u>Project 1840 – *M.V. Mendocino* Capital Improvements & Dry Dock – 5,000,000</u>

This project included repairs to the vessel's superstructure, engines and hull, which were performed during a dry-docking. Four (4) new main engines were purchased for installation in the vessel. Work was necessary to remain in compliance with federal and state regulatory bodies. *[Operating Budget Impact: A reduction of $10,000 to $50,000.]*

Ferry Division Capital Budget FY 18/19

Project Number and Description[2]	Total Project[1]	Prior Years	FY 18/19 Budget	Future Years	FY 18/19 Funding District	FY 18/19 Funding Other
New Projects						
1940 - Purchase New Vessel (FERRY)	$11,000,000	$-	$50,000	$10,950,000	40%	60%
1941 - *M.V. Del Norte* Engine Rebuild/Cap Improvement (FERRY)	4,545,000	-	50,000	4,495,000	20%	80%
1942 - *M.V. Napa* Engine Rebuild/Cap Improvement (FERRY)	4,410,000	-	250,000	4,160,000	20%	80%
1943 - *M.V. Golden Gate* Engine Rebuild/ Cap Improvement (FERRY)	3,535,000	-	150,000	3,385,000	20%	80%
1944 - Ticketing Systems/TVMs/Door Replacement (ERC)	2,019,000	-	50,000	1,969,000	20%	80%
1945 - Renewable Diesel Pilot Program (FERRY)	560,000	-	25,000	535,000	100%	0%
Total New Projects	**$26,069,000**	**$-**	**$575,000**	**$25,494,000**	**30%**	**70%**
Continuing Projects						
1740 - M.S. Sonoma Refurbishment and Repower (FERRY)	$22,500,000	$1,784,922	$150,000	$20,565,078	3%	97%
1741 - M.S. Marin Repower & Dry Dock (FERRY)	13,334,262	5,989,591	2,000,000	5,344,671	90%	10%
0503 - Gangway & Piers - Design (ENG)	11,862,725	7,843,244	1,000,000	3,019,481	17%	83%
1441 - Gangways & Piers - Sausalito Construction (ENG)	11,500,000	-	200,000	11,300,000	20%	80%
9710 - Corte Madera Marsh Restoration Design (ENG)	2,489,000	1,820,653	50,000	618,347	100%	0%
1542 - SLEP Larkspur (FERRY)	1,740,000	208,924	50,000	1,481,076	20%	80%
1841 - Fuel System Rehab Des/Env (ENG)	1,500,000	210	20,000	1,479,790	100%	0%
1842 - Automatic ID Systm (AIS) (FERRY)	65,000	27,054	10,000	27,946	100%	0%
Total Continuing Projects	**$64,990,987**	**$17,674,597**	**$3,480,000**	**$43,836,390**	**33%**	**67%**
Capital Equipment						
1949 - Capital Equipment	$1,690,000	$-	$1,690,000	$-	100%	0%
Total Capital Equipment	**$1,690,000**	**$-**	**$1,690,000**	**$-**	**100%**	**0%**
Total Capital Expenditures	**$92,749,987**	**$17,674,597**	**$5,745,000**	**$69,330,390**	**33%**	**67%**
Capital Fund Source						
District	$30,894,842	$8,648,564	$3,931,317	$18,314,961		
Other	61,855,145	9,026,033	1,813,683	51,015,429		
Total	**$92,749,987**	**$17,674,597**	**$5,745,000**	**$69,330,390**		

1. Projects are listed in order of descending total project value.
2. First two digits of project number indicate fiscal year the project began.

Ferry Division FY 18/19 Capital Project Detail

New Projects

Project 1940 – Purchase New Vessel – $11,000,000

The District seeks to purchase a new, 450-passenger, high-speed ferry vessel in order to provide expanded commute service from Larkspur and Tiburon to San Francisco. Since the District has taken over Tiburon as a fourth route, the existing seven-vessel fleet is no longer sufficient to provide reliable, on-time service. Currently, the absence of an eighth vessel has created significant challenges for ferry operations staff who have insufficient resources to meet the demand of providing safe and reliable service while designing around state mandated dry-docks and routine and emergency maintenance of vessels. The size and efficiency of the District's existing seven-vessel fleet has not grown in response to increasing ridership and service provision. Ferry ridership has grown by an average of 6.5 percent annually in recent years. The District is the largest public ferry operator on the San Francisco Bay with an annual ridership of about 2.5 million passenger trips. *[Operating Budget Impact: An increase of more than $100,000.]*

Project 1941 – *M.V. Del Norte* Engine Rebuild/Capital Improvement – $4,545,000

M.V. Del Norte engines are at the end of their useful service life. Engines will be removed from the vessel and refurbished per OEM recommendations and will be certified after the rebuild. Engine rebuild components will be completed while the vessel is in dry dock. The vessel will receive capital improvements such as new windows and deck coverings. *[Operating Budget Impact: A reduction of $10,000 to $50,000.]*

Project 1942 – *M.V. Napa* Engine Rebuild/Capital Improvement – $4,410,000

M.V. Napa engines are at the end of their useful service life. Engines will be removed from the vessel and refurbished per OEM recommendations and will be certified after the rebuild. Engine rebuild components will be completed while the vessel is in dry dock. The vessel will receive capital improvements such as new windows and deck coverings. *[Operating Budget Impact: A reduction of $10,000 to $50,000.]*

Project 1943 – *M.V. Golden Gate* Engine Rebuild/Capital Improvement – $3,535,000

M.V. Golden Gate engines are at the end of their useful service life. Engines will be removed from the vessel and refurbished per OEM recommendations and will be certified after the rebuild. Engine rebuild components will be completed while the vessel is in dry dock. The vessel will receive capital improvements such as new windows and deck coverings. *[Operating Budget Impact: A reduction of $10,000 to $50,000.]*

Project 1944 – Ticketing Systems/TVMs/Door Replacement – $2,019,000

This project will evaluate the replacement of ticketing systems and ticket vending machine (TVM) kiosks to enhance efficiencies for time and ease of ferry boardings. The project will also evaluate options to replace the doors that enclose the TVMs to reduce risk for employee injury and workers' compensation claims. *[Operating Budget Impact: A reduction of $10,000 to $50,000.]*

Project 1945– Renewable Diesel Pilot Program – $560,000

Golden Gate Ferry is committed to providing clean and reliable transportation services. As such, the District has developed a plan in partner with GGF engine manufacturer, MTU, to run a renewable diesel pilot program on a Spaulding vessel. Infrastructure modifications are necessary to accommodate the pilot program. *[Operating Budget Impact: To be determined.]*

Continuing Projects

Project 1740 – *M.S. Sonoma* Refurbishment and Repower – $22,500,000

This project is a total refurbishment of the *M.S. Sonoma*, which will include the removal and replacement of all interior passenger and crew spaces as well as replacement of the main electrical switch boards, motor control center and power distribution breaker panels, main engines, gearboxes and main propulsion systems. This project will also make improvements to carry up to 200 bicycles, including a bike conveyor system capable of assisting passengers and crew in transporting bicycles to upper and lower decks. *[Operating Budget Impact: No significant impact.]*

Project 1741 – *M.S. Marin* Repower & Dry Dock – $13,334,262

This project will upgrade the *M.S. Marin* engines to Tier III and install new gears and shafting. The work will also include electrical upgrades, pilot house improvements, upgraded seating, interior furnishings and exterior painting. This project includes work to the *M.S. Marin* under project 1640 – *M.S. Marin* Ramp & Gangways Vessel Modifications – to allow the vessel to interface with new ramps and gangways. *[Operating Budget Impact: No significant impact.]*

Project 0503 – Gangway & Piers, Design – $11,862,725

This project involves preliminary engineering and environmental work to replace and rehabilitate the existing hydraulic gangway and ramp system installed at the San Francisco, Larkspur and Sausalito ferry terminals that were built in the mid-1970s. *[Operating Budget Impact: A reduction of more than $100,000.]*

Project 1441 – Gangways & Piers – Sausalito Construction – $11,500,000

This project is a part of a larger system-wide ferry project to design and construct replacement ramps and gangways to improve access on the San Francisco, Larkspur and Sausalito ferry terminals. The existing facilities will be rehabilitated, including the replacement of ramps and floats, to address ADA compliance and other issues affecting passenger safety. Upgrades to the facilities are to provide for the increasing use of bicycles and to support loading/offloading operations. Replacement ramps will be designed to facilitate smooth, safe and efficient loading of passengers and bicycles. *[Operating Budget Impact: A reduction of more than $100,000.]*

Project 9710 – Corte Madera Marsh Restoration – $2,489,000

In accordance with conditions of a 1988 dredging permit issued by the Corps of Engineers, this project began in FY 96/97 to provide for restoration of seasonal and tidal wetlands at the District's 72-acre parcel adjacent to the Corte Madera Ecological Reserve (CMER). The project will mitigate potential impacts of ferry operations on the CMER shoreline. *[Operating Budget Impact: To be determined.]*

Project 1542 – Larkspur Ferry Terminal Service Life Extension Project – $1,740,000

This project will refurbish the Larkspur Ferry Terminal's gangways, floating fender camels and hydraulic systems in order to prevent complete failure of the gangway prior to replacement and bring the terminal facility to a state of good repair. *[Operating Budget Impact: No significant impact.]*

Project 1841 – Fuel System Rehabilitation Design & Environmental – $1,500,000

This project will investigate the existing fuel farm located at the Larkspur Ferry Terminal and design upgraded monitoring systems and equipment necessary to comply with all regulatory fuel station requirements. *[Operating Budget Impact: To be determined.]*

Project 1842 – Automatic Identification System – $65,000

This project upgraded the Automatic Identification System (AIS) for the Ferry Division. The previous AIS system would no longer be supported by the vendor, which prompted the upgrade in order for the system to be sustained. The work included the configuration and installation of a new system. *[Operating Budget Impact: No significant impact.]*

Capital Equipment

Project 1949 – Capital Equipment – Ferry – $1,690,000

This project is for the annual purchase of capital equipment for the Ferry Division. *[Operating Budget Impact: No significant impact.]*

FERRY DIVISION PERSONNEL SUMMARY BY DEPARTMENT

GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT					
District Staffing by Department	FY 16/17 Year-End	FY 17/18 Budget	FY 17/18 Year-End	FY 18/19 Budget	Net Change FY 17/18 to FY 18/19
The Ferry Division					
Ferry Vessel Operations 410					
Deckhand	23	23	23	23	0
Deckhand Baseball	2	2	2	2	0
Deckhand Lead	10	10	10	10	0
Maintenance Deckhand	1	1	1	1	0
Mate	4	4	4	4	0
Seasonal Deckhand	3	3	3	3	0
Seasonal Deckhand Lead	1	1	1	1	0
Seasonal Vessel Master	2	2	2	1	(1)/(d)
Supervising Vessel Master	1	1	1	1	0
Vessel Master	12	12	12	12	0
Vessel Master Baseball	1	1	1	1	0
Total	**60**	**60**	**60**	**59**	**(1)**
Ferry Terminal Operations 420					
Director of Ferry Operations	1	1	1	1	0
Operation Manager	1	1	1	1	0
Operations Supervisor	5	5	5	5	0
Operations Supervisor Seasonal	1	1	1	2	1/(b)
Terminal Assistant	7	7	7	8	1/(b)
Terminal Assistant Seasonal Sausalito	1	1	1	2	1/(b)
Total	**16**	**16**	**16**	**19**	**3**
Ferry Maintenance 430					
Director of Engineering & Maintenance	1	1	1	1	0
Ferry Projects Administrator (LT)	1	1	1	1	0
Ferry Projects Engineer	2	2	2	2	0
Manager Ferry Maintenance	1	1	1	1	0
Marine Storekeeper	1	1	1	1	0
Mechanic	7	7	7	8	1/(b)
Mechanic Lead	3	3	3	3	0
Working Foreman Mechanic	1	1	1	1	0
Total	**17**	**17**	**17**	**18**	**1**

Legend: (a) Title Change; (b) Added; (c) Transferred; (d) Eliminated; (e) Reclassification

GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT District Staffing by Department	FY 16/17 Year-End	FY 17/18 Budget	FY 17/18 Year-End	FY 18/19 Budget	Net Change FY 17/18 to FY 18/19
The Ferry Division					
Ferry Procurement 440					
Buyer	0	0	1	1	0
Marine Procurement Officer	0	0	1	1	0
Senior Buyer	1	1	0	0	0
Total	**1**	**1**	**2**	**2**	**0**
Ferry General & Administration 490					
Administrative Assistant	1	1	1	1	0
Deputy General Manager, Ferry Division	1	1	1	1	0
Operation Analyst	1	1	1	1	0
Total	**3**	**3**	**3**	**3**	**0**
Ferry Division Totals					
Total Authorized Positions	**97**	**97**	**98**	**101**	**3**
Regular Positions	96	96	97	100	3
Limited Term Positions	1	1	1	1	0

Legend: (a) Title Change; (b) Added; (c) Transferred; (d) Eliminated; (e) Reclassification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DISTRICT DIVISION PROFILE

The District Division is comprised of a variety of administrative departments that support the three operating divisions of the District: Bridge, Bus and Ferry. The District Division consists of the following: Office of the General Manager, Office of the District Engineer, Office of the Auditor-Controller, Office of the District Secretary, and Administration and Development Departments.

The **Office of the General Manager**, as the Chief Executive Officer, is appointed by the Board of Directors and given authority, provided by the Board, for the operation of the District and supervises employees in the administration, operation, construction, strategic planning and research activities of the District.

This office is primarily responsible for providing general management of the District's three operating Divisions (Bridge, Bus and Ferry) and District Administration. Each Division is headed by a Deputy General Manager who reports to the General Manager.

The 1928 legislation that enabled formation of the Golden Gate Bridge District also designated the District Engineer to be in charge of all the engineering and construction works for the District. The **Office of the District Engineer** is responsible for developing and implementing capital improvement projects for the Bridge, Bus and Ferry Divisions as well as providing ongoing engineering support to the District's maintenance operations. Engineering projects are developed and constructed with consideration for financial, operational and environmental conditions and restrictions. The work involves facility inspections, environmental studies, design, construction management, development and procurement of professional engineering services and construction contracts, contract administration and contract labor compliance verification. These activities are performed by the Engineering Department staff and, in the case of the environmental studies, design and construction management, some of the work is accomplished with the assistance of consultants retained under contracts. The Office of the District Engineer works closely with the Bridge, Bus and Ferry Divisions to collaboratively scope projects. Successful project implementation is reflected in improved service to the public, efficiency of District operations and in an extended service life of the District's structures, which are the District's real assets.

The **Legal Division's** roles and responsibilities are broad and involve a combination of preventive, defensive and innovative problem solving efforts. The preventive element includes day-to-day advice, legal analysis and research, document preparation and negotiations with regard to implementation of goals and objectives of the District, as well as risk prevention strategic advice. The defensive element of course necessarily includes responding to claims that inevitably arise due to the wide range and complexity of the District's activities. Construction, labor and employment, civil rights and personal injury claims are the most prevalent categories of claims and litigation faced by the District. The Legal Division also supports District staff on the District's priority projects by providing advice and guidance and seeking solutions when roadblocks emerge.

The Board of Directors appoint the Attorney for the District as part of the District's Executive Leadership Team. In addition, the District Attorney manages a team of lawyers who provide a wide variety of legal services, reflecting the District's broad, complex, and multi-faceted mission:

> **General Counsel Support**, such as advice on the Brown Act, the Public Records Act, governance, ethics, conflict of interest, civil rights, state and federal public transit and transportation regulations, public works, transit funding, and public contracts and procurement law.

Labor, Employment, Associated Litigation and Labor Negotiations, such as ongoing advice, prosecution and defense of both administrative and civil litigation matters, and assistance with collective bargaining and contract interpretation.

Claims Management, Risk Management and Litigation, such as litigation avoidance, risk identification, and prosecution and defense of administrative claims, and civil actions in federal and California courts.

Construction Law, such as support of the Phase IIIB and Suicide Deterrent System projects.

Insurance Law, such as advice on insurance claims and recoveries.

Real Estate, CEQA, NEPA, Land Use, Environmental Law, and Eminent Domain, including assistance with real estate transactions, remediation, leasing, and project development.

Ferry Procurement and Projects, such support with ferry purchases, refurbishments, and repower contracts.

Technology and Intellectual Property, such as software and technology procurement, and protection of the District's intellectual property.

Employee Benefits Law, such as advice on PEPRA issues, health and employee benefits.

Legislation, such as drafting legislation and associated advice.

Accessibility Law, such as assistance with ADA and Title VI issues.

The **Office of the Auditor-Controller** is responsible for the financial activities of the District and includes the functions of Accounting, Payroll, Audit, Capital and Grant Programs, Budgeting, Financial Projections, Investments and Treasury functions, Insurance, Electronic Revenue Collection, Procurement and Cash Management.

The **Director of Fiscal Resources** provides oversight support to the Auditor-Controller in the District's investments and financing areas including the District's Commercial Paper Program, Fixed Income Investment Portfolio, Other Post-Employment Benefits (OPEB) Trust, 457(b) Deferred Compensation and 401(a) Deferred Contribution Plans, various pension plans and the Health Reimbursement Accounts (HRA) Plans.

Accounting is responsible for the financial processing activities of the District covering areas such as our banking relationship, cash and investment activity, payroll and accounts payable processing, accounts receivable billing and collection activity. The department collaborates with the Marketing and Communications Department to produce the Comprehensive Annual Financial Report (CAFR). The Accounting department oversees all financial audits concerning the District, including the annual audit of the District's financial records. This department is a key contributor or submits reports regarding financial report compliance, including the National Transit Database (NTD) Report, the State Controller's Reports and the U.S. Department of Transportation, the Indirect Cost Allocation Plan (ICAP) and the Federal Highway Administration (FHWA) Toll Facility Receipts and Disbursement Report. Accounting establishes financial policy interpretation in the areas of internal control and compliance with generally accepted accounting principles.

Capital and Grants is responsible for the development of the annual Capital Budget, the Capital Improvement Program and most recently, the Transit Asset Management Program. This office coordinates with the District's three operating divisions and Engineering to account for capital project activities, maintain project budgets and to ensure compliance with grant reporting requirements. This office is responsible for programming, obligating, administering and monitoring Federal, State and Local capital and operating grants for the District. Other responsibilities include the facilitation of the FTA Triennial Review and other grant-related audits as necessary. This office actively participates in local and regional funding policy discussions and working groups and serves as a liaison between granting and partner agencies and the District.

Budget and Electronic Revenue is responsible for facilitating the overall budget process, monitoring the day-to-day operating budget, organizing the details of the operating budget, constructing the Strategic Financial Plan and creating and updating financial projections. This office supports the operating divisions by participating in special projects, performing program analysis, creating business processes and facilitating fiscal policies. This office is also responsible for managing the electronic revenue programs including operations of the All Electronic Tolling (AET) program, FasTrak®, oversight of the Clipper℠ program, Ferry parking payment and mobile ticketing systems, and maintaining the toll policy.

Procurement facilitates the timely acquisition of goods and services needed across the District in support of its strategic goals. The Department strives to maximize the value of every expenditure of public funds while ensuring that procurements are conducted with integrity under the principles of open and fair competition. The Procurement Department also manages the commercial credit card program, the non-revenue fleet program and has oversight of the warehousing, inventory and surplus functions.

The **Office of the District Secretary** (DS Office) ensures the Board of Directors (Board) has the proper advice, resources and tools to discharge its fiduciary duties. The Board is comprised of 19 members representing San Francisco, Marin, Sonoma, Napa, Mendocino and Del Norte counties. The DS Office is responsible for planning, organizing and holding Standing and Advisory Committee meetings, regular and special Board meetings and public hearings, including the preparation of agendas, minutes, ordinances and resolutions. The DS Office is also responsible for maintaining the Rules of the Board and Master Ordinance. In addition, the DS Office is responsible for all mandated legal advertising for public hearings.

Since 2007, the DS Office, in coordination with the Auditor-Controller's office, has also coordinated the meetings of the Golden Gate Bridge, Highway and Transportation District Other Postemployment Benefits (OPEB) Retirement Investment Trust Board (Trust Board).

The District Secretary serves as the Filing Officer for State-mandated requirements, including filing of financial disclosure statements (Form 700) with the Fair Political Practices Commission for the Board, designated staff and consultants. The District Secretary also ensures the Board and designated staff complete Ethics Training. In addition, the District Secretary files the official Board Roster with the State of California.

The DS Office accepts, summarizes and routes District-wide claims, lawsuits and subpoenas. The DS Office also receives, orchestrates records collection and processes subpoenas and Public Records Act (PRA) requests. In addition, the DS Office files Notices of Exemption for changes in Bridge tolls, transit fares and transit services. The DS Office is also responsible for receipt and opening of District-wide formal bids and Requests for Proposals (RFPs).

The DS Office includes the Receptionist position located in the Administration Building, Golden Gate Bridge Toll Plaza. This position provides customer service to the public and is a key point of contact for a multitude of inquiries including questions about all electronic tolling.

The office of **Administration and Development** provides professional and technical staff support to the operating Divisions in the areas of Marketing and Communications, Customer Relations, Information Systems, Human Resources, Organizational Development and Training, Employee Relations and Compliance Programs, Risk Management, Health and Safety, Labor Relations and Planning. Additionally, the Division oversees all civil rights programs including disadvantaged and small business opportunities, Title VI (services and facilities) compliance plans, ADA, EEO and diversity workplace issues. The Employee Relations and Compliance Programs Manager reports to the General Manager on issues involving personnel, but directly reports to the Administration and Development DGM on all day-to-day matters and the Affirmative Action Plan.

Employee Relations and Compliance ensures regulatory compliance with Equal Employment Commission guidelines under Title VII of the Civil Rights Act prohibiting discrimination in the workplace. The department consults with mid-level and senior management on the handling of discipline, grievances, separations and sensitive harassment and discrimination investigations. Employee Relations is responsible for managing the EEO Program and its various program components which include developing personnel policies and procedures, investigating complex personnel complaints, collecting and analyzing employment data, setting Affirmative Action Plan and Disadvantaged Business Enterprise goals as well as ensuring legally compliant administration of leaves of absence and procedures including ADA, FMLA, CFRA and related matters.

Risk Management ensures compliance with all applicable laws related to environmental health, workplace safety and self-insurance workers' compensation programs. The department monitors third party administrators for workers' compensation and liability claims, works with insurance brokers on obtaining insurance policies, supports and acts as a consultant on all relevant risk management and safety matters for all Divisions, including ongoing training, and identifies risk exposures and recommends risk control strategies as necessary. The addition of Emergency Planning, Business Continuity and Security was added to the Risk Management program responsibilities in 2017.

Human Resources is responsible for providing employees with various personnel services. The Human Resources Department handles all recruitment activities, benefits, compensation and employee development programs for active employees and retirees, federally mandated drug testing programs, administers personnel related policies and analyzes policies to ensure equitable enforcement throughout the District.

Information Systems mission is to provide valuable, innovative technology solutions to our employees, partners, and citizens through joint problem solving, and collaborative partnerships. The Department's vision is to become a strategic leader in innovative technology with a strong focus on being a collaborative and responsive partner for all technology related services.

Through the department's three business divisions (Systems Administration, Application Support and Project Management), Information Systems is responsible for the deployment, maintenance and enhancement of the District's corporate technology systems. Through innovative hardware, software and data management, Information Systems provides a high level of technical and business process support to District customers.

The **Marketing and Communications** and **Customer Relations** departments are responsible for all educational and informational materials related to the Bridge and transit systems, including schedules, website, social media, and managing the GGBHTD brand. This group is also responsible for the Customer Service Center, which provides information and assistance to customers. The departments formulate and disseminate cohesive and consistent messaging to a variety of stakeholders. It is our mission to provide excellent customer service and communicate valuable and accurate information in a timely matter.

The **Public Affairs** department is responsible for all media engagements and public affairs activities related to the Bridge and transit systems. This group is also responsible for targeted outreach and community engagement on certain special District projects, such as the suicide deterrent system and toll gantry project. The department formulates and disseminates cohesive and consistent media messaging to a variety of outlets.

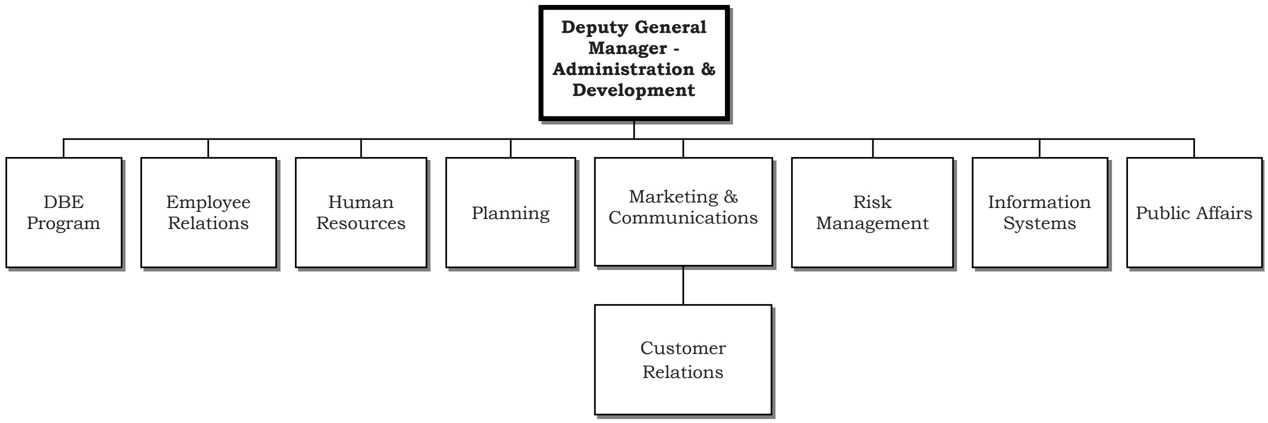
Planning provides planning and analytical support to all areas of the District including complex fare and Bridge toll studies, service plan development, facilities and property development, performance monitoring and standards review, and development and access plans for persons with disabilities, cyclists and pedestrians at the Bridge and at transit facilities throughout the Golden Gate system. The Planning Department is also responsible for compliance activities related to the Federal Transit Administration's Triennial Review and specifically with regard to the District's ADA and paratransit programs.

The Planning Department is tasked with analyses of the operations and Bridge traffic patterns, as well as the District's transit services, in addition to capital projects related to the delivery of Bridge and transit operations. The Department is responsible for analyzing and making recommendations regarding toll or transit fare adjustments, transit service changes and program changes based on requirements from funding agencies through analysis of the District's data. The Department is responsible for the content of the District's data reporting systems, and various data outputs required for external transit information programs.

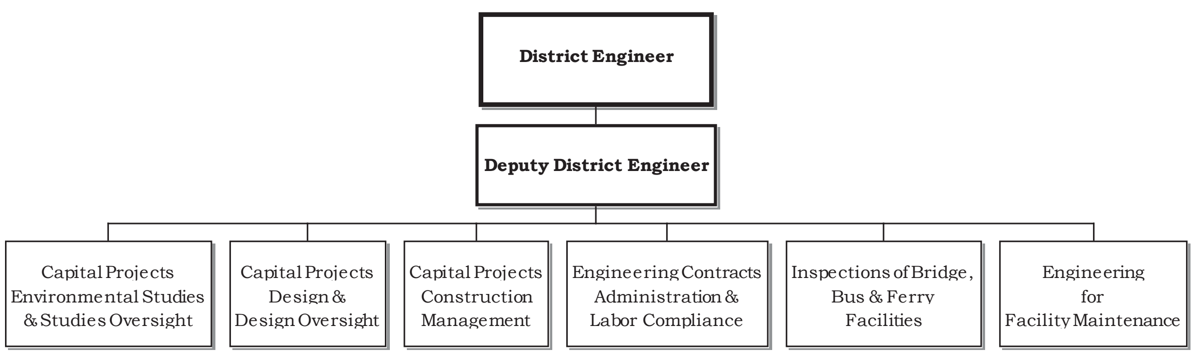
The Department also generates compliance documents for various federal programs that are critical to the District receiving external funding, including annual submittals of operating and performance statistics to the National Transit Database (NTD). Planning is also responsible for managing the District's property assets including real property, such as those parcels used by the operating divisions, including the San Rafael Transit Center (SRTC).

DISTRICT DIVISION ORGANIZATIONAL CHARTS

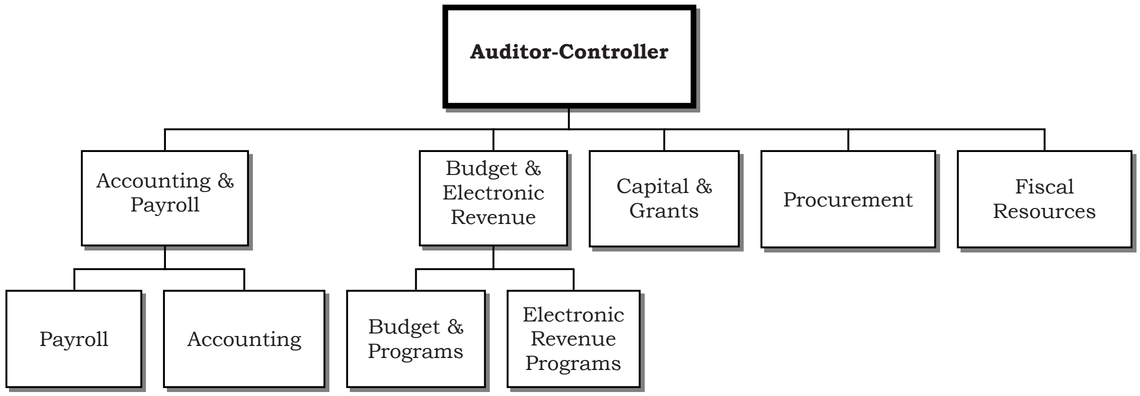
Administration and Development



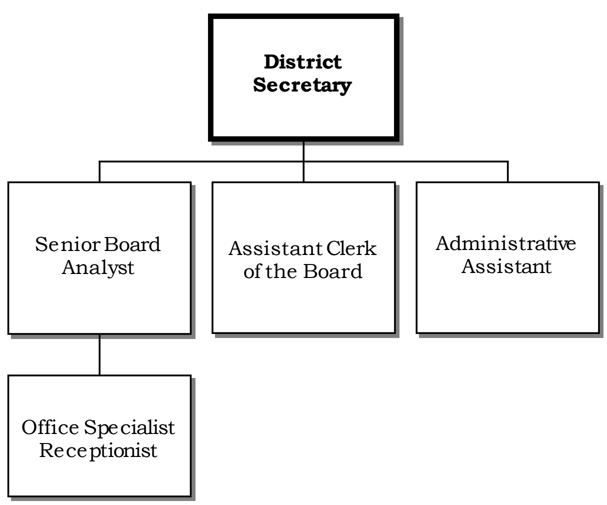
Engineering Department



Finance Department



District Secretary's Office



DISTRICT DIVISION STATUS

Engineering Department Status

During FY 17/18, the Engineering Department worked on a variety of projects, including several multi-year major capital improvement projects. In FY 18/19, the majority of the Engineering Department resources will continue to support structural retrofit, rehabilitation and improvement of the Golden Gate Bridge.

- **Golden Gate Bridge Seismic Retrofit Design for Phase IIIB.** Phase IIIB involves the largest design and construction effort undertaken by the District since the original Golden Gate Bridge construction. The scope of the project consists of retrofitting the Suspension Bridge for major earthquakes and sustained strong winds, blast-hardening certain Bridge elements, and the seismic retrofit of the Lincoln Boulevard undercrossing and the Toll Plaza tunnel. Engineering has retained a design consultant, HDR Engineering, Inc., to develop the retrofit strategy and the final design. Considering the complexity of the project, Engineering has retained a technical review panel (TRP), which consists of experts in the field of bridge seismic retrofit, steel structures and construction, to conduct reviews and to approve final retrofit strategy and design for this project. Engineering is working closely with the Federal Highway Administration and the California Department of Transportation, the project funding partners. Design of the project is near completion. In 2015, the already completed design of Suspension Bridge wind retrofit was included in the contract to construct the Golden Gate Bridge Physical Suicide Deterrent System. During the past year, several major tasks were completed to prepare the project for construction, such as: 1.) The design of temporary supports that must be installed to maintain structural integrity of the Suspension Bridge when major alteration to the bridge trusses are constructed; 2.) The wind tunnel testing of the Suspension Bridge to assess the limits of construction work platforms and temporary supports that can be installed at any given time to maintain stability of the bridge under strong winds; 3.) The development of 95% completion design plans, technical specifications, and estimated construction cost and schedule; 4.) The development of a preliminary risk register of potential risks to the project cost and schedule; 5.) The development of a project construction procurement strategy to best mitigate the potential risks; 6.) The development of procurement documents to retain a construction contractor.
- **Golden Gate Bridge Physical Suicide Deterrent System.** The purpose of the Project is to install a horizontal net along the east and west sides of the Bridge structures to form a physical barrier that will deter persons from attempting to commit suicide by jumping from the Bridge. The adopted Golden Gate Bridge Physical Suicide Deterrent System Final Environmental Impact Report designated the Net System, consisting of a horizontal marine grade stainless steel net installed on cantilever structural steel supports attached to the Bridge, as the preferred build alternative because, in comparison to the conventional vertical fencing, it has minimal visual and aesthetic impacts on the Bridge and no adverse effect on the wind stability of the Suspension Bridge when installed together with the Suspension Bridge wind retrofit. The total length of the net system will be approximately 3.4 miles (two times the 1.7 mile length of the Bridge). This will be the first and the largest horizontal installation of a marine grade stainless steel cable net system on a highway bridge in the United States. An estimated 385,000 square feet of the net mesh will be installed. The Project also includes a replacement of the Suspension Bridge traveler access system with new travelers that will clear the supports of the net system. To mitigate any impact the net installation may have on the stability of the Suspension Bridge under strong winds, the wind retrofit of the Suspension Bridge has been added to the project construction contract. The project is financed with Bridge District funds, Federal funds through California Department of Transportation and Metropolitan Transportation Commission, and the California Mental Health Service Act funds. The project is under construction. During the past year, the work advanced on major project tasks, such

as: 1.) The completion of field verifications of various existing elements necessary to prepare fabrication drawings for the steel net supports, wind retrofit and maintenance traveler rails; 2.) The preparation of fabrication shop drawings for these elements; 3.) The fabrication of wind retrofit and Net System supports; 4.) The development of design of the maintenance traveler mechanical, control and electrical systems; 5.) The development of work plans for the construction work platforms to be installed at various bridge locations; 6.) The off-site fabrication of construction work platforms to be used for the installation of the Net System and maintenance traveler rails on the Suspension Bridge; 7.) The development of the Net System mock-up work plan. Also, Engineering issued requests for proposals and retained consultants to augment Engineering staff to perform various project construction management functions.

- **Bridge Inspections.** To ascertain the good structural condition of the Bridge and compliance with FHWA (Federal Highway Administration) regulations, the District conducts biennial bridge inspections. The Engineering Department has developed bridge inspection plans conforming to the current federal requirements for the mandatory bridge inspections. In addition to inspections completed by the Engineering Department staff, Engineering retains consultants to perform underwater inspections of the Golden Gate Suspension Bridge Main Tower Piers and inspections using rope climbing methods of the bridge elements which are not accessible through conventional means. The most recent cycle of bridge inspections began in January 2017. During the past year, Engineering completed 75% of the current cycle inspections, including inspections of the Main Cables, Suspension Bridge Main Towers and all fracture-critical inspections using the rope climbing methods.
- **Engineering Support for Bridge Maintenance Operations.** Engineering is working closely with the Bridge Division ironworkers and painters to provide engineering oversight of on-going repairs and painting operations, including Quality Control and Quality Assurance of the work, and engineering oversight of the work access systems procured for these operations. During the past year, Engineering oversaw procurement of scaffolding for the South Approach Viaduct girder spans and maintenance repairs and painting of the South Approach Viaduct girder spans and the Suspension Bridge floor beams.
- **Main Cable Access System.** Engineering has retained an engineering consultant to design and prepare plans and specifications for work platforms that will allow District forces to access the Suspension Bridge Main Cables for inspection and maintenance. Because of the unique configuration and geometry of the Golden Gate Suspension Bridge Main Cables, the maintenance access platforms used on other suspension bridges would not accommodate the specific requirements of the Golden Gate Bridge. A Bridge-specific design has been developed. The Main Cable access system consists of caged aluminum platforms (travelers) with trolley wheel assemblies rolling along the Main Cables on steel ropes (also used as hand ropes). The steel hand ropes are supported by steel stanchions, which are attached every fifty feet to the cable bands of the Main Cables. Based on field verifications of the existing conditions performed during the design, it was determined that the existing Main Cable hand ropes and stanchions must be replaced prior to the installation of the travelers. During the past year, Engineering performed an assessment of technical challenges in the fabrication and operation of the travelers. It was determined that the interface between the traveler trolley wheels, the hand ropes and the stanchions is critical to the operation of the traveler trolley system. Engineering developed a strategy for constructing the project, which includes verifying, by physical testing, the performance of the trolley wheel assembly traveling over a mock-up of hand ropes and stanchions. The testing will allow us to determine if any modifications should be made to the design of stanchions and/or trolley wheel assembly prior to the installation of the new hand ropes and stanchions and fabrication of the travelers.
- **Golden Gate Bridge Toll Gantry.** The technology of the existing All Electronic Tolling (AET) system, which was installed on the Golden Gate Bridge toll booths in 2005, is out of date, has reached the end of its useful life, and is no longer supported by the vendor. In addition, the State of California has

adopted a new toll collection protocol, ISO 18000-63 or "6C," requiring the same radio frequency to be used by all tolling agencies in California to allow for one transponder to be read at all tolling locations across the state. The new protocol will take effect in 2019. The District's existing AET system does not use this frequency and cannot be modified to work with the new frequency. The District is moving forward with replacing the existing AET system with a new AET system. The limited vertical clearance and configuration of the existing toll booths structure cannot support the new AET technology. A new structure must be constructed to accommodate the required configuration of the new AET system electronic equipment, which will include cameras, motion sensors, antennas, lights and conduits. The structure must conform to the minimum highway roadway vertical clearance standards. During the past year, Engineering retained a consultant to design and prepare plans and specifications for a toll gantry that will support the new AET system at the Bridge Toll Plaza. Engineering oversaw geotechnical investigations for the new toll gantry foundations and for the replacement of portions of the roadway structural section, and the development of architectural design concepts of the toll gantry structure. In September 2017, the Board of Directors' President formed an Advisory Committee for Toll Gantry Architectural Design (Advisory Committee) to provide direction to staff and the design consultant during the development and selection of a toll gantry architectural concept. With the Advisory Committee guidance, Engineering implemented a review process that included external peer reviews and concept review by the Board of Directors regarding the architectural concepts. The process concluded in April 2018, with the Board approval of the preferred architectural design, allowing the project to move to the detail design stage.

- **Golden Gate Bridge Toll Plaza Pavement Overlay.** The winter storms have caused the Toll Plaza pavement to deteriorate to the extent that placement of a new asphalt concrete overlay from the south bridge abutment to the Lincoln Boulevard undercrossing is required. During the past year, Engineering completed plans and specifications for the pavement overlay construction.

- **Alexander Avenue Slope Protection.** The past winter storms have damaged the hill slope above Alexander Avenue, which serves as a bridge access road on the Marin County side of the Bridge. During the past year, Engineering retained a construction contractor and oversaw the installation of slope stabilization measures over the damaged slope.

The decades-old facilities of the District, Bridge, Bus and Ferry Divisions require repairs and upgrades to assure uninterrupted operations. During the past year, Engineering worked on several facility repair and improvement projects. Such efforts will continue during FY 18/19.

- **Sausalito Ferry Gangways and Piers Project.** The Engineering Department, in consultation with the Ferry Division and with the assistance of a design consultant, has developed a design of the replacement of the Sausalito Ferry Gangways and Piers. The environmental studies of the impacts associated with construction of the proposed concept were completed and an environmental clearance to proceed with the final design was obtained in FY 12/13. The final design of the Sausalito site was prepared and submitted to the regulatory agencies with jurisdiction over the Sausalito site to obtain construction permits. From December 2015 through January 2018, the project underwent additional City of Sausalito reviews that resulted in revisions to the project's design. In addition to supporting the City reviews, during the past year, Engineering and the design consultant developed the design of the revised project and prepared applications to obtain permits for the construction of the project.

- **Sausalito Float Inspection and Repairs.** During the past year, Engineering retained a consultant and oversaw above and underwater inspections by the consultant of the aging ferry float at the District Sausalito Ferry terminal, and then the development of repair design.

- **Toll Plaza Administration Building Renovation and Toll Plaza Modular Office Rehabilitation.** The project involves replacement of the roof and HVAC units in the Toll Plaza Administration Building and the HVAC units in the Toll Plaza modular offices. During the past year, Engineering developed sequencing of construction operations to minimize impacts on the District's operations, and oversaw construction of the project.
- **The Heavy Duty Shop and Body Shop Roof and HVAC Improvements.** The project involves roof, skylight, exterior siding and HVAC replacement, modifications to the electrical system, and painting at the District's Bus Division Heavy Duty Shop and Body Shop buildings on Andersen Drive in San Rafael. During the past year, Engineering completed the project design and advertised it for construction bids.
- **San Rafael Employee Parking Lot Improvements.** The project involves resurfacing of the parking lot and installation of solar panels and a supporting canopy over the parking lot, including an upgrade of the existing electrical transformer. It is estimated that the solar panels will generate approximately 1,100,000 kWh/year which will dramatically offset the cost of electricity used by the District's San Rafael offices and Bus facilities. During the past year, Engineering completed the project design and obtained PG&E approval of changes to the electrical system to prepare the project for the pavement and canopy construction and installation of the solar panels.
- **Corte Madera Wetland Restoration.** The project involves restoration of seasonal and tidal wetlands on a District-owned parcel located next to the Ecological Reserve in Corte Madera, Marin County. Engineering has retained a consultant to develop restoration concepts and the final design and construction bid documents. The consultant has completed topographical and ecological surveys of the parcel, prepared a wetland delineation map, a geotechnical report, a hydraulic survey of the site and surrounding areas, a cultural resource investigation of the site, and a soil characterization study and developed conceptual designs for the restoration of the site. During the past year, Engineering and the design consultant held meetings with the US Army Corps of Engineers, the California Department of Fish and Wildlife, the San Francisco Regional Water Quality Control Board, the Marin Audubon Society, the Marin Baylands Advocates and the Town of Corte Madera regarding maximizing the restoration of the wetland on the parcel and realigning the public access around the parcel. Because the consensus among the stakeholders regarding the public access and credits for the large wetland restoration area could not be reached, the District reevaluated the scope of the restoration and developed a preliminary concept of the regulatory required limits of wetland restoration.
- **Novato Bus Facility Site Cleanup.** The project involves a cleanup of a past fuel spill at the Novato Bus facility. Engineering has retained a consultant to develop a clean-up plan, applied for regulatory permits and developed design for the project. During the past year, after extensive coordination with the San Francisco Regional Quality Water Board, Engineering obtained the Water Board's approval of the project scope of work.

Finance Department Status

Director of Fiscal Resources

This past year the Department successfully secured a new July 1, 2017, OPEB valuation. The Finance Department is also in the process of securing a $76.2 million credit facility for our CP program at a reduced rate, which will result in an approximate $108,000 expense savings over two years. The Department has successfully executed certain tasks in our strategic plan with the District's Deferred Compensation partner (ICMA-RC), which increased employee participation to 73% and increased contributions by nearly 8%.

At the same time, plans' expenses were kept to a minimum without jeopardizing investment returns in the fund line up.

One of the more challenging projects continuing into next year will be to secure cash flow financing to support the final phase of the Bridge's seismic retrofit capital project.

Procurement Department

Senate Bill 622 was signed into law on September 30, 2017. This measure serves to streamline procurements for public works projects and Ferry repair and maintenance projects as well as provide expanded authority for the use of cooperative contracts. In January of 2018, the Board approved adopting a Procurement Ordinance that included the provisions of SB622 along with other reforms that will allow Procurement to more effectively and efficiently deliver service.

In August of 2017, the Procurement Department initiated a project to implement a cloud-based, electronic sourcing platform that could effectively and efficiently complete online vendor registration, solicitation management, proposal evaluation and tabulations, contracts management and document storage. The selected platform, Bonfire, has eliminated many manual processes and provides for a more transparent and modernized procurement function.

Procurement partnered with the Ferry Division to consolidate three vessel dry-docking and repair projects into one contract. This strategic procurement approach led to reduction in staff time, economies of scale and smaller than usual project growth (change orders). This project will be used as a model for future vessel work.

Capital and Grant Programs Office

Federal, state and local grant funds awarded in FY 17/18 total over $20 million for projects that support the District's Bus and Ferry service, including replacing buses and repowering ferry vessels, purchasing new radios for the communications system and improving District facilities.

The Board created a new Project Manager position to develop a draft Transit Asset Management (TAM) plan by October 2018, to comply with the Federal Transit Administration's final rule. The draft TAM plan is progressing on schedule and will provide the District with a plan that may lead to adopting best practices for asset management.

Accounting and Payroll Departments

The Accounting Department is currently involved in a District-wide project to issue an RFP for the potential acquisition of a financial management information system. The current system is over ten years old. Upgrade or implementation of a new system will result in greater reporting efficiencies and availability of data to facilitate decision making at all levels.

The Accounting Department has incorporated the complex reporting requirements of GASB No. 68 (Accounting and Financial Reporting for Pensions) into its financial statements. GASB No. 68 requires agencies to report unfunded pension obligations as a liability on the financial statements, even in cases where the agency is not legally responsible for the unfunded pension obligation. Accounting's next steps will be to apply the reporting requirements and the financial impact of recently issued GASB No. 74 (Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans) along with GASB No. 75 (Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions) which parallels the accounting treatment for pensions.

The Payroll Department is currently involved in the implementation phase of an Electronic Payroll Timekeeping system. The project will eliminate the manual inefficiencies of the current program. Automation will also reduce human error and delays in the system that create a burden due to stringent time reporting deadlines. As a result, FMLA and FLSA laws will also be efficiently addressed.

Budget and Electronic Revenue

The Office of Budget and Electronic Revenue has continued to support Finance and operating programs. In particular this year, the office is overseeing the multi-year project to replace the toll collection equipment with an open road tolling system that will be supported by a new over-the-road gantry. The Office has continued to coordinate the annual toll increase, update the annual Strategic Financial Plan, update the five- and ten-year projection, update the District's TSP document and file the STA/TDA claim. In the next year, the Budget Department will begin the development of options for a future five-year toll increase programs. The Budget Department participated in the preparation of the five-year fare plan that the Board approved in March 2017. In addition, this office continues to oversee and support the AET program, Clipper^{SM} activities, the ferry parking program and mobile ticketing programs.

Collaborative Achievements

The Finance Department publishes two Government Finance Officers Association (GFOA) Award-winning documents every year: The Budget Book, made in collaboration between the Budget and Electronic Revenue Office and the Capital and Grant Programs Office; and the Comprehensive Annual Financial Report (CAFR) made in collaboration between the Accounting Department and the Marketing Department.

District Secretary's Office Status

The District Secretary's Office (DS Office) continues to reduce the consumption of paper by sending the majority of its communications associated with the Board, legal and State compliance work by electronic means such as web and e-mail.

In FY 17/18, the DS Office continued the effort to preserve original documentation through the conversion of documents into an electronic format in order to lessen handling of these fragile documents and appropriately store them. The DS Office also launched a project to help departments develop retention standards, and outsource the scanning of a large volume of District-wide records to reduce the volume, space and storage required to retain these records.

In FY 18/19, the DS Office will continue to convert the District's historical records and properly manage them for easier retrieval to meet legal guidelines. In addition, the DS Office will identify the requirements for creating a Historical Archive and Collections Management program to properly store artifacts for possible future use.

Administration & Development Division Status

Employee Relations and Compliance Programs

The Employee Relations and Compliance Programs Department provided coaching and teambuilding opportunities to strengthen leadership and improve team dynamics for District staff. The Department monitored the District's Equal Employment Opportunity Program, pursuant to Title VII of the Civil Rights Acts and the FTA's Circular 4704.1, and implemented a New Employee Orientation in compliance with FTA Circular. The Department also ensured compliance with Equal Employment Commissions guidelines and worked to promote an environment free from discrimination and workplace harassment for all employees and applicants as well as completed California Supervisory Harassment Prevention Training in compliance with Assembly Bill 1825.

Human Resources

The Human Resources Department (HR Department) continued to focus on the recruitment of new employees throughout the District and developed a new Employee Orientation Program that was implemented this past year, along with a new District Guide Program to assist new hires in being welcomed and integrating in to the District. The Department continued staff development, training, held a Supervisor's Academy, continued District Learning Academy (on-site knowledge and skills training), and participated in the Dominican University Leadership Development Program which provides additional development opportunities for staff. Lastly, the HR department spent significant effort ensuring that the District's drug testing program is in compliance with all levels of government agencies.

Information Systems Department

The Information Systems Department led many technical projects to improve efficiencies to current District systems. These projects include implementing a computerized timekeeping system (Kronos), upgrading the physical server hardware of the Advanced Communications and Information System (ACIS) INIT system to allow virtualization of the environment and upgrade the database engines, upgrading the District's Voice Radio system, as well as implementing Cybersecurity Awareness Training for all District employees.

Marketing and Customer Relations Department

The Marketing and Communications department completed a redesign of the District's website to be rolled out in FY 18/19. The new and improved site will deliver information to our customers in a much more user friendly way.

Marketing continues to deliver public communications and messaging to ensure that all of our customers and riders have clear and up-to-date information. For drivers who cross the Bridge, they continue to do outreach to ensure that they are educated on how to pay their Golden Gate Bridge tolls electronically. Helping visitors to the Bay Area navigate the Bridge toll and working with the rental car companies has been integral to this effort. In an effort to make customer navigation of our system easier, the Marketing department revised our transit system and route maps to make them more user friendly and easier to read.

Increasing ridership continues to be a focus for this department and focus groups and a phone survey with non-riders were conducted in order to dig deeper into the barriers to using Golden Gate Transit. The data collected in these efforts will help guide a marketing campaign to build Bus ridership.

Marketing promoted the use of our two free ferry shuttles – Routes 25 and 31 – as well as educated customers to many other alternatives to access the Larkspur Ferry Terminal rather than driving and parking.

The District's Customer Service Center is running at full throttle now that the District is providing services on behalf of both Marin Transit and Sonoma-Marin Area Rail Transit (SMART). In an effort to provide the best customer service possible, the department is now notifying customers of service delays throughout the day via social media.

Planning Department

The Planning Department led efforts to sell two District-owned property parcels to SMART in order to accommodate their construction of the rail extension from San Rafael to Larkspur. Planning also coordinated with SMART regarding the Interim San Rafael Transit Center (SRTC), and Planning is leading the efforts associated with the environmental clearance and preliminary design of a replacement SRTC. The Department also analyzed the impacts of SMART on Golden Gate Transit's Sonoma County service and recommended efficiencies to streamline our bus service. Staff also worked with transit divisions on various projects to assist access to/from District services, including pedestrian crossings, parking access and bus stops, and continued progress on implementation of real-time information, including new coordinates for bus stops and outreach customers using the District's transit services.

The Planning Department finalized plans for and constructed a new bus stop at Perry and 4th Streets adjacent to the San Francisco Bus Lot implemented by end of June 2018, and engaged a consultant to conduct a survey of carpools and vehicle occupancies at the Golden Gate Bridge Toll Plaza. Lastly, the Department continues to collect required data and submitted annual National Transit Database statistics, participated in the TDA Audit and FTA Triennial Review processes, and staffed the District's three Passenger Advisory Committees (Bus, Ferry, and Accessibility).

Public Affairs

This new Department was established in FY 17/18 and hired one support staff. The department supported written and verbal media communications for various District projects and actions, including the Suicide Deterrent System, Seismic Retrofit, the San Rafael Transit Center replacement project, Larkspur Ferry parking, and sharing pertinent Board actions with the media. In addition, this Department facilitated informational meetings for the suicide prevention community, including families of those who have died and first responders at Marin General Hospital.

For District staff, they continued to promote knowledge about the District and connections through publication of *The Cable* newsletter. The department also created new outreach channels to the broader Bay Area community by creating videos targeted to the public, as well as seeking their input for our monthly *Ask the General Manager* video segment.

Risk Management

The Risk Management Department implemented a new Alternative Dispute Resolution program with the Bus Operators to facilitate workers' compensation treatment for employees and rolled out the expanded Drug and Alcohol Program panel (which includes opioids) with educational and training.

FY 18/19 DISTRICT DIVISION GOALS AND PROJECTS

Project Management	Provide Project Management for engineering, technology, planning and special ongoing activities. Support implementation of special projects.
Administration	Support Operating Divisions with administrative and employee support for internal agency functions in areas of Human Resources, Legal Services, Planning, Marketing, Information Systems, Finance, Grants, Accounting, Budgeting, Employee Relations, District-wide Training and the Board of Directors.
Logistics	Purchase materials and supplies. Execute and administer contracts and RFPs to potential vendors and ensure fair and competitive price procurement. Plan and execute special events, Board meetings, and public education meetings.
Compliance	Ensure that the District is compliant with Federal, State and local requirements and standards concerning insurance, Workers' Compensation, grants, environmental regulations, occupational health and safety regulations, financial auditing, Public Records Act requests, ethics training and Conflict of Interest reporting.
Communication/ Outreach	Provide public with various forms of communication through the website, written materials, customer service staff and public requests. Provide employees with communication on internal agency issues and activities.
Efficiency	Continue to improve internal processes and operations to promote effective and efficient service to the Operating Divisions, the Board of Directors and the public.

CHANGES FROM FY 17/18 ACTUAL TO FY 18/19 ADOPTED BUDGET

Revenues

The District Division does not have its own revenues. Any revenues associated with District staff activities are credited directly to the District's operating divisions.

Expenses

The District Division's FY 18/19 Adopted Operating Expenses total $34.3 million. The District Division's FY 18/19 Adopted Budget contains an increase of $3.7 million, or 12.1%, above FY 17/18 Actual expenses. The components of the changes to expense are summarized in the table on the following page.

Summary of Changes From FY 17/18 Actual to FY 18/19 Adopted Budget (All Figures In Millions)

Net Changes to Labor and Fringe Benefits*	
Increase in salaries due to the re-funding of vacant positions and a 3% COLA increase for nonrepresented and represented employees unless specified otherwise in their ratified Memorandum of Understanding	$0.8
Increase in payroll fringes in FY 18/19 due to COLA and re-funding of vacant positions	0.2
Increase in PERS contribution due to re-funding of vacant positions and higher contribution rate	1.1
Increase in medical expenses for FY 18/19 due to re-funding of vacant positions and increase in annual costs	0.3
Increase in postemployment benefits (OPEB) in FY 18/19	0.3
Increase in workers' compensation for FY 18/19 to re-fund historical levels due to lower than anticipated expenses in FY 17/18	0.2
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY 17/18	(1.1)
Professional Services	
Increase in expenses associated with District-wide consulting services for FY 18/19	0.7
Increase in Engineering professional services projected for FY 18/19	0.2
Increase in Marketing and Finance consulting services for a FTA grant-funded "Building Ridership" marketing promotion and Transit Asset Management program	0.3
Increase in legal and litigation fees due to higher projected activity in FY 18/19	0.6
Projected increase in District-wide software and licenses expenses in FY 18/19	0.1
Decrease in FY 18/19 District Division temporary help services compared to FY 17/18	(0.6)
Supplies and Other	
Increase in repair and operating supplies for FY 18/19	0.2
Projected decrease in telephone expenses for FY 18/19	(0.1)
Re-funding of staff development expenses unused in FY 17/18	0.3
Capital Contribution and Depreciation	
Increase in depreciation projected for FY 18/19	0.2
Total Change from FY 17/18 Actual to FY 18/19 Adopted Budget	**$3.7**

* **Labor and Fringe Benefits**

ICAP: The FY 18/19 Adopted Budget assumes $3.1 million, as compared to $1.9 million in FY 17/18, of indirect labor and fringe benefits will be capitalized and transferred from Operating to Capital expense. The transfer of this expense is in accordance with the District's Indirect Cost Allocation Plan (ICAP) and represents the District's central services activities in support of capital projects.

Engineering Capitalization: The FY 18/19 Adopted Budget assumes 50%, which is the same percentage used in FY 17/18, of Engineering Labor and associated benefits will be capitalized resulting in an additional operating Labor and Fringe decrease of $4.4 million as compared to $2.9 million for FY 17/18 Actual.

DISTRICT DIVISION OPERATING BUDGET

	FY 16/17 Actual	FY 17/18 Budget	FY 17/18 Actual	FY 18/19 Adopted Budget
Expenses				
Salaries	$12,638,808	$12,363,700	$12,328,755	$13,080,000
Fringe Benefits	8,698,907	8,999,600	8,330,773	9,324,000
Professional Services	7,324,215	8,945,800	7,533,227	8,850,600
Repair & Operating Supplies	1,200,349	1,052,600	953,612	1,038,600
Insurance, Taxes & Permits	56,850	55,300	54,901	64,200
Other	543,245	651,600	602,865	880,000
Leases & Rentals	2,869	3,000	2,805	3,000
Subtotal Expenses	**$30,465,243**	**$32,071,600**	**$29,806,938**	**$33,240,400**
Depreciation	718,158	767,300	761,933	1,014,600
Total Expenses	**$31,183,401**	**$32,838,900**	**$30,568,871**	**$34,255,000**
Percent Change		**5.3%**	**(6.9%)**	**12.1%**
District Transfers				
Bridge Division	$12,585,661	$13,170,900	$12,012,698	$12,994,500
Bus Division	11,791,174	12,528,800	11,776,639	13,631,200
Ferry Division	6,806,566	7,139,200	6,779,534	7,629,300
Total Transfers	**$31,183,401**	**$32,838,900**	**$30,568,871**	**$34,255,000**

Assumptions:

- 3% salary increase for non-represented and Coalition-represented employees unless specified otherwise in their ratified Memorandum of Understanding.
- Includes Employer PERS contribution of 30.76%.
- OPEB costs are included in Fringe Benefits and reflect adoption of GASB 75 which accrues for OPEB costs based on the Annual Required Contribution (ARC) for OPEB benefits.
- All fiscal years show the transfer of District Division expense by line item.

DISTRICT DIVISION CAPITAL BUDGET

Program Summary

The FY 18/19 Capital Budget for the District Division totals $1.6 million and represents 6% of the total agency's capital budget. The FY 18/19 capital program focuses on upgrading or replacing the District's transit scheduling (1712), electronic timekeeping (1513), radio upgrade (1711), and document management (1816) systems. The budget also introduces several new projects to protect the District's systems from cyber threats, security and disaster recovery.

Actual FY 17/18 capital expenditures for the District Division totaled $3.7 million, funded with $2.6 million, or 71%, District funds and $1.1 million, or 29%, in grant funds (See Appendix C).

Completed Projects

The District Division anticipates completion of five (5) Capital Projects in FY 17/18.

Project 1515 – Network Security – $205,000

Information Systems evaluated the current network security infrastructure and vulnerabilities, and from there designed and implemented a comprehensive network security solution. *[Operating Budget Impact: No significant impact.]*

Project 1516 – Disaster Recovery – $200,000

Disaster recovery policies, hardware and software will allow the District's production systems to be restored to operation within one business day. Prior to this project, the same recovery would have taken up to a week to complete. New policies will include offsite data storage, backup hardware for critical systems and regular testing of our procedures. *[Operating Budget Impact: No significant impact.]*

Project 1610 – Cyber Security – $535,000

This project evaluated the level of risk and implement recommendations for cost-effective solutions to provide protection from cyber threats both internal and external to the District. *[Operating Budget Impact: No significant impact.]*

Project 1716 – Financial Management System Analysis – $175,000

This project will gather information in order to upgrade or replace the District's financial software, IFAS. The IFAS vendor has retired the District's version of the product. The work product created by this effort will document: 1.) Workflows of the current Financial, Accounting, Payroll, Human Resources and reporting business processes; 2.) Interaction of those processes with procurement and contracts processes and with the existing IFAS system; 3.) Identification of opportunities for improvement by modifying business processes or implementing software solutions; and, 4.) Recommendations of which software solutions will best fit the needs and constraints of the District. *[Operating Budget Impact: Possible savings of $100-$200,000.]*

Project 1814 – Redundant Network / Systems, FY 17/18 – $250,000

The project will include research, acquisition and implementation of infrastructure designed to provide for high availability and ensure the uptime of District data and application software, especially for critical systems, and as systems defined by Chief Technology Director. Deliverables will include a detailed project plan that will include hardware and software recommendations, resource allocations and budget for the District to implement an appropriate infrastructure to support critical systems. The District is currently exposed to losing data and application software in the event of an unplanned incident that renders either the San Rafael data center or Bridge data center systems unusable. A single point of failure is possible at both of these locations and appropriate infrastructure is not in place to allow the continued use of data and applications. Some of the data and applications that are supported by Information Systems are critical to the continued operations for all divisions at the District. *[Operating Budget Impact: No significant impact.]*

District Division Capital Budget FY 18/19

Project Number and Description[2]	Total Project[1]	Prior Years	FY 18/19 Budget	Future Years	FY 18/19 Funding District	FY 18/19 Funding Other
New Projects						
1910 - Maximo for Bridge Division (IS)	$533,000	$-	$20,000	$513,000	100%	0%
1911 - Cyber Security Improvements (IS)	408,000	-	100,000	308,000	100%	0%
1912 - Manage Detection and Response Services (IS)	360,000	-	50,000	310,000	100%	0%
1913 - Disaster Recovery Improvements (2019) (IS)	318,000	-	20,000	298,000	100%	0%
1914 - Technology Improvements (2019) (IS)	269,000	-	50,000	219,000	100%	0%
1916 - San Rafael A&D Admin Office Improvements (FIN/A&D)	231,000	-	50,000	181,000	100%	0%
1915 - Cisco Phone System Software Upgrade (IS)	144,000	-	25,000	119,000	100%	0%
Total New Projects	**$2,263,000**	**$-**	**$315,000**	**$1,948,000**	**100%**	**0%**
Continuing Projects						
1712 - Transit Scheduling System (IS)	$2,135,000	$230,708	$250,000	$1,654,292	100%	0%
1711 - Radio System Upgrade (IS)	1,843,523	944,229	200,000	699,294	36%	64%
1513 - Electronic Timekeeping System (IS)	1,141,000	951,618	189,382	-	100%	0%
1811 - Hardware/Software ACIS/INIT (IS)	1,000,000	317,339	50,000	632,661	16%	84%
1816 - Document Management System (IS)	700,000	596,638	103,363	-	100%	0%
1713 - ADS ACIS Data Radio Replace (IS)	531,900	382,638	149,262	-	100%	0%
1518 - Website Redesign (IS)	300,000	-	50,000	250,000	100%	0%
1815 - Customer Service Incident System (Marketing) (IS)	45,000	-	20,000	25,000	100%	0%
Total Continuing Projects	**$7,696,423**	**$3,423,170**	**$1,012,006**	**$3,261,247**	**74%**	**26%**
Capital Equipment						
1919 - Capital Equipment	$260,000	$-	$260,000	$-	100%	0%
Total Capital Equipment	**$260,000**	**$-**	**$260,000**	**$-**	**100%**	**0%**
Total Capital Expenditures	**$10,219,423**	**$3,423,170**	**$1,587,006**	**$5,209,247**	**80%**	**20%**
Capital Fund Source						
District	$8,206,315	$2,556,153	$1,417,858	$4,232,304		
Other	2,013,108	867,016	169,148	976,943		
Total	**$10,219,423**	**$3,423,170**	**$1,587,006**	**$5,209,247**		

1. Projects are listed in order of descending total project value.
2. First two digits of project number indicate fiscal year the project began.

District Division FY 18/19 Capital Project Detail

New Projects

Project 1910 – Maximo for Bridge Division – $533,000

Maximo has been implemented for the Bus and Ferry Divisions over the past years. The Bridge Division is the last remaining division that needs to adopt Maximo into daily operations. There is also a requirement for the District from MAP-21 to have this project completed for compliance. *[Operating Budget Impact: Reduction of $10,000 to $50,000.]*

Project 1911 – Cyber Security Improvements – $408,000

The District has made vast improvements in data security for the infrastructure on premise over the past three years. Information Systems requires a cyber-security gap analysis on current technology and enterprise applications. This will establish a roadmap for the District to address major gaps first and prioritize the remaining items. *[Operating Budget Impact: Increase of $10,000 to $50,000.]*

Project 1912 – Manage Detection and Response Services – $360,000

The District has made vast improvements to the infrastructure on premises over the past three years. Information Systems requires the need of detection and response services on the District's current technology and enterprise applications. This will provide Information Systems with the ability to monitor and respond to issues /problems in a timely manner to our customers. *[Operating Budget Impact: Increase of $10,000 to $50,000.]*

Project 1913 – Disaster Recovery Improvements – $318,000

Disaster recovery policies, hardware and software will allow the District's production systems to be restored to operation within one business day. Today, the same recovery could take up to a week to complete. New policies will include offsite data storage, backup hardware for critical systems and regular testing of our procedures. The District is not prepared to deal with a large scale loss of data or hardware. The District's production systems, stored data and historical information are at risk without policy and procedures in place to protect these corporate assets. Equipment and data is currently stored at two data centers located in San Rafael and San Francisco. These data centers do not provide adequate backup for each other, nor do they ship data offsite to a secure location. The requested project will address this risk. *[Operating Budget Impact: Increase of $10,000 to $50,000.]*

Project 1914 – Technology Improvements – $269,000

The project will include research, acquisition and implementation of infrastructure designed to provide for the latest/up-to-date technology for computer, network and endpoint devices. There are many technology improvements that are happening every month, six month intervals and the District needs to start having the ability to research and determine if the new technology will be able to improve efficiency in systems/devices that the District currently owns. Examples of such technologies include Windows 10, Active Directory to 2016, DFS to 2016, SharePoint analysis and cloud management of hardware. *[Operating Budget Impact: Increase of $10,000 to $50,000.]*

Project 1916 – San Rafael A&D Admin Office Improvements – $231,000

This project involves hiring a space planner to assess how additional workspaces can be added to the Administration and Development (A&D) office space in San Rafael. The goal would be to create 21 cubicles, 3 work area conference tables, establish storage space, re-paint and carpet office areas. *[Operating Budget Impact: No significant impact.]*

Project 1915 – Cisco Phone System Software Upgrade – $144,000

The Cisco Phone system was implemented in March 2016. The phone system software and third party software require to be upgraded to latest version to keep up with support and eliminate major outage/changes to the phone system. We will be upgrading from version 11 to version 12 and skipping version 11.5. *[Operating Budget Impact: Increase of $10,000 to $50,000.]*

Continuing Projects

Project 1712 – Transit Scheduling System – $2,135,000

This project will initiate a feasibility study to determine whether an upgrade or full replacement of the current transit scheduling system would be more beneficial to the District. The current system is Hastus, an integrated and modular software system for route, vehicle and crew scheduling. *[Operating Budget Impact: Increase of $10,000 to $50,000.]*

Project 1711 – Radio System Upgrade – $1,843,523

This project will replace the control computers, reconfigure the broadcast cells and upgrade the radio system. By implementing the project, the District will be prepared for anticipated FCC mandates to change to a P25 Linear Simulcast mode. *[Operating Budget Impact: Increase of $10,000 to $50,000.]*

Project 1513 – Electronic Timekeeping System – $1,141,000

This project will implement a secure and online electronic timekeeping system. An automated time and attendance tracking system provides many advantages: Compliance toward internal, federal, state or industry-specific policies (resulting in reduction of employee compensation grievances); accuracy of time-tracking and elimination of errors and administrative tasks involved in time sheet production; defined interface to allow automated upload into IFAS's payroll system to avoid manual intervention; real-time analysis of employee time by managers; addresses FLSA issues for non-exempt employees. *[Operating Budget Impact: Reduction of $10,000 to $50,000.]*

Project 1811 – Hardware/Software for ACIS/INIT – $1,000,000

The project will update the ACIS INIT server hardware, allow virtualization of the environment, upgrade the Versant database engine used in real-time processing and allow establishment of Test, Development and Production software environments. The District is hampered in its ability to do testing due to lack of a complete test environment. *[Operating Budget Impact: No significant impact.]*

Project 1816 – Document Management System – $700,000

The project will evaluate options for a document management package designed to digitize hard copy documents and index existing digital files. Software will be provided to locate all files within a content searchable format. This is a district-wide effort to reduce the impact of storing, maintaining and searching through physical paper files. *[Operating Budget Impact: Reduction of $10,000 to $50,000.]*

Project 1713 – ACIS Data Radio Replacement – $531,900

This project will replace the ACIS data radio system with cellular communications. ACIS transmits real time information from District vehicles. *[Operating Budget Impact: No significant impact.]*

Project 1518 – Website Redesign – $300,000

In collaboration with Marketing, Information Systems will upgrade the District's website. The final deliverable will be a new website that provides an innovative conduit for information to our patrons. *[Operating Budget Impact: No significant impact.]*

Project 1815 – Customer Service Incident System – $45,000

Identify and implement a new, off the shelf customer service incident system to replace the existing proprietary system. *[Operating Budget Impact: No significant impact.]*

Projects Moved to the Project List

Project 1810 – Financial/HR/Payroll Management System Procurement – $4,500,000

The District is currently conducting an assessment of IFAS, the District's Core Financial, Human Resources and Payroll System. The assessment will determine whether the District will either replace IFAS with a new system or upgrade the current IFAS system. The upgrade or replacement will require hundreds of hours of effort on the part of consultants and District personnel. Depending on scope, it is desired that the increased cost of software licensing fees will be offset with improved efficiencies in payroll, in reporting and in transferring financial information from departments such as Procurement, Budget, Capital Grants and Contracts into the core financial system. *[Operating Budget Impact: To be determined.]*

Project 1812 – Asset and Vehicle Fluid Management System – $1,000,000

EJ Ward is the District's fueling system for both revenue and non-revenue vehicles. The District has not upgraded the system since the initial implementation and is in need of an upgrade of both software and hardware. The software is installed on servers that are at end of life and in order to replace, the software needs to be upgraded. *[Operating Budget Impact: No significant impact.]*

Project 1813 – Transportation Statistics Reporting – $500,000

Transtat is currently the District's transportation statistics reporting engine. It is an internally developed solution which is designed to be the single source of transportation statistical data for both Bus and Ferry Divisions. With the increase of data coming from the ACIS CAD/AVL system, there will be a need for additional development to incorporate the data into Transtat. Before this development takes place, it is necessary for the District to analyze the requirements and identify whether additional investment into the Transtat tool, or replacement of the Transtat tool with a Commercial Off the Shelf (COTS) product, is in the best interest of the District. The project will be broken into phases to gather requirements, produce an RFP, select a solution and implement additional development of the Transtat tool or replacement of the tool with a COTS system. *[Operating Budget Impact: No significant impact.]*

Capital Equipment

Project 1919 – Capital Equipment – District – $260,000

This project is for the annual purchase of capital equipment for the District Division. *[Operating Budget Impact: No significant impact.]*

DISTRICT DIVISION PERSONNEL SUMMARY BY DEPARTMENT

GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT					
District Staffing by Department	FY 16/17 Year-End	FY 17/18 Budget	FY 17/18 Year-End	FY 18/19 Budget	Net Change FY 17/18 to FY 18/19
The District Division					
Administration & Development 101					
Administrative Assistant	1	1	1	1	0
Deputy GM, Admin & Development	1	1	1	1	0
Director of Public Affairs	0	0	1	1	0
Disadvantaged Bus. Enterprise Analyst	1	1	1	0	(1)/(e)
DBE Program Administrator	0	0	0	1	1/(e)
Employee Relations & Compliance Mgr.	1	1	1	1	0
Leaves Analyst	1	1	1	1	0
Public Affairs Specialist	0	0	1	1	0
Total	**5**	**5**	**7**	**7**	**0**
Customer Relations 102					
Customer Relations Assistant	6	6	6	6	0
Customer Relations Supervisor	1	1	1	1	0
Total	**7**	**7**	**7**	**7**	**0**
Risk Management 103					
Director of Risk Mgt & Safety	1	1	1	1	0
Env. Health & Safety Specialist	1	1	1	1	0
Security Emergency Mgt Specialist	1	1	1	1	0
Workers' Comp/Liability Claims Admin.	1	1	1	1	0
Total	**4**	**4**	**4**	**4**	**0**
Human Resources 104					
Human Resources Administrator	1	1	1	1	0
Human Resources Analyst	2	2	2	2	0
Human Resources Analyst – Admin.	1	1	1	1	0
Human Resources Coordinator	2	2	2	2	0
Human Resources Director	1	1	1	1	0
Human Resources Manager/Admin.	1	1	1	1	0
Human Resources Technician	1	1	1	1	0
Office Coordinator	1	1	1	1	0
Senior Human Resources Analyst	1	1	1	1	0
Total	**11**	**11**	**11**	**11**	**0**

Legend: (a) Title Change; (b) Added; (c) Transferred; (d) Eliminated; (e) Reclassification

GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT District Staffing by Department	FY 16/17 Year-End	FY 17/18 Budget	FY 17/18 Year-End	FY 18/19 Budget	Net Change FY 17/18 to FY 18/19
The District Division					
Information Systems 105					
Business Information Systems Engineer	3	3	4	4	0
Chief Technology Director	1	1	1	1	0
Data Architect	1	0	0	0	0
Help Desk	1	1	1	1	0
Information Systems Admin (ACIS)	0	1	0	0	0
Database Engineer	1	1	1	1	0
Information Systems Manager	3	3	2	2	0
Network Administrator	0	1	1	1	0
Senior Project Manager	1	1	1	1	0
Information Systems Security Engineer	1	0	0	0	0
Project Manager	2	2	2	2	0
Sr. Business Info Systems Engineer	3	3	3	3	0
Sr. Desktop Systems Administrator	1	1	1	1	0
Senior Network Administrator	1	1	1	1	0
Senior Systems Administrator	2	2	2	2	0
Senior Systems Engineer	0	0	1	1	0
Systems Administrator, PC Support	1	1	1	1	0
Total	**22**	**22**	**22**	**22**	**0**
Marketing & Communications 106					
Art Supervisor	1	1	1	1	0
Marketing and Comm. Director	1	1	1	1	0
Marketing Communications Specialist	2	2	2	2	0
Marketing Coordinator	1	1	1	1	0
Marketing Representative	1	1	1	1	0
Public Info & Marketing Programs Mgr	1	1	0	0	0
Total	**7**	**7**	**6**	**6**	**0**

Legend: (a) Title Change; (b) Added; (c) Transferred; (d) Eliminated; (e) Reclassification

GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT District Staffing by Department	FY 16/17 Year-End	FY 17/18 Budget	FY 17/18 Year-End	FY 18/19 Budget	Net Change FY 17/18 to FY 18/19
The District Division					
Planning 107					
ADA Compliance & Program Mgr	1	1	1	1	0
Administrative Assistant	1	1	1	1	0
Associate Planner	1	1	1	1	0
Director of Planning	1	1	1	1	0
Mgr of Real Estate Svcs & Propty Dvlpmt	1	1	1	1	0
Principal Planner	3	3	3	3	0
Senior Planner	1	1	1	1	0
Total	**9**	**9**	**9**	**9**	**0**
District Secretary 111					
Administrative Assistant	1	1	1	1	0
Assistant Clerk of the Board	1	1	1	1	0
Office Specialist	1	1	1	1	0
Secretary of District	1	1	1	1	0
Senior Board Analyst	1	1	1	1	0
Total	**5**	**5**	**5**	**5**	**0**
Engineering 120					
Associate Engineering Inspectors	3	3	3	3	0
Associate Steel Inspector	3	3	3	3	0
Deputy District Engineer	1	1	1	1	0
District Engineer	1	1	1	1	0
Documents Control Assistant	3	3	3	3	0
Engineering Contracts Assistant	3	3	3	3	0
Engineering Contracts Officer	1	1	1	1	0
Engineering Design Technician	0	0	0	1	1/(b)
Executive Assistant to District Engineer	1	1	1	1	0
Facilities Engineer	1	1	1	1	0
Senior Civil Engineer	12	12	12	14	2/(b)
Senior Electrical Engineer	1	1	1	1	0
Senior Engineer	1	1	1	1	0
Senior Engineering Design Tech	1	1	1	1	0
Senior Mechanical Engineer	1	1	1	1	0
Senior Steel Inspector	1	1	1	1	0
Supervising Civil Engineer	3	3	3	3	0
Total	**37**	**37**	**37**	**40**	**3**

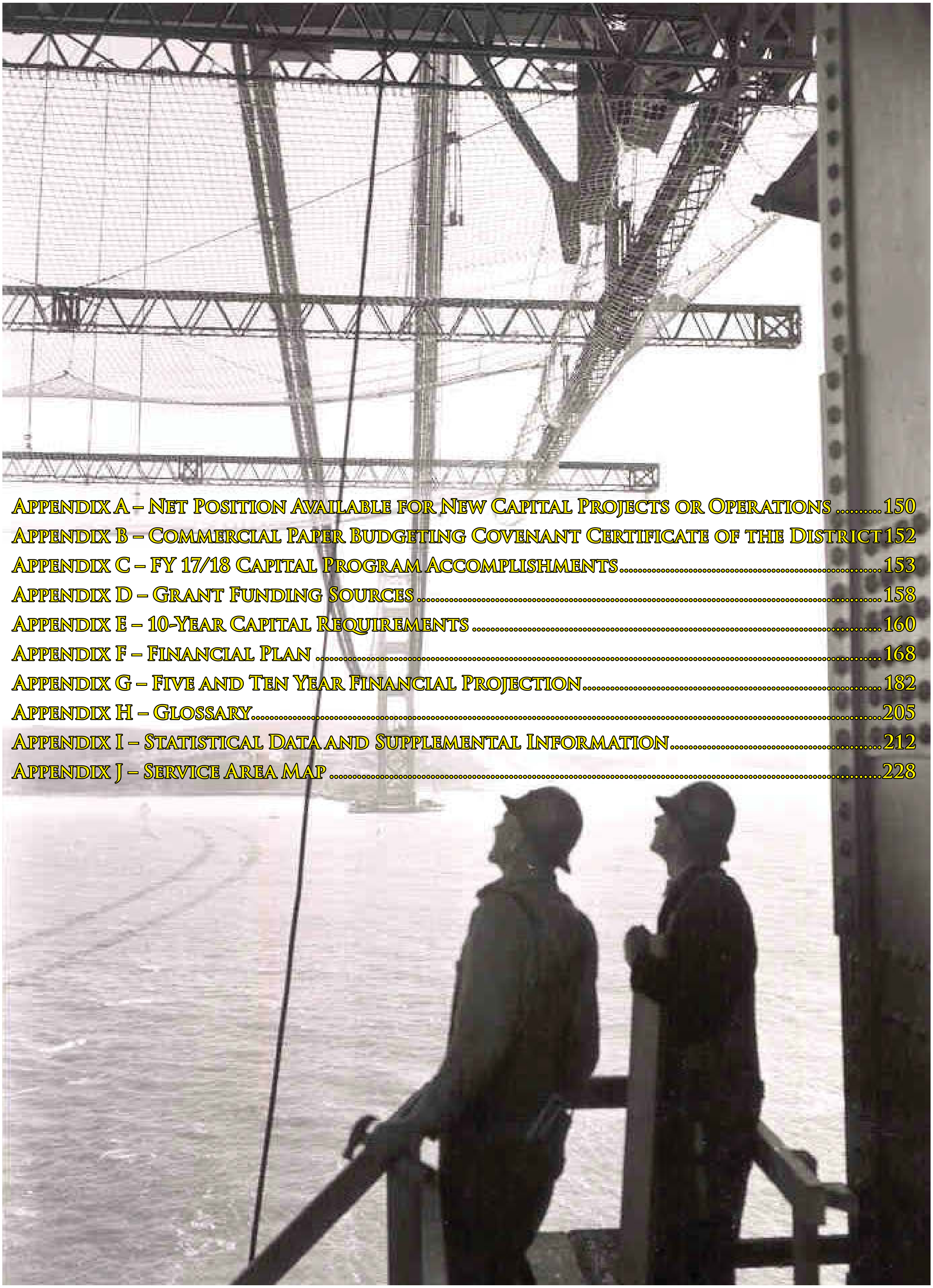
Legend: (a) Title Change; (b) Added; (c) Transferred; (d) Eliminated; (e) Reclassification

GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT District Staffing by Department	FY 16/17 Year-End	FY 17/18 Budget	FY 17/18 Year-End	FY 18/19 Budget	Net Change FY 17/18 to FY 18/19
The District Division					
Finance 130					
Administrative Assistant	1	1	1	1	0
Auditor-Controller	1	1	1	1	0
Director of Fiscal Resources	1	1	1	1	0
Total	**3**	**3**	**3**	**3**	**0**
Accounting 131					
Accountant	2	2	2	2	0
Accounting Analyst	1	1	1	1	0
Accounting Manager	1	1	1	1	0
Accounting Specialist	2	2	2	2	0
Director of Accounting	1	1	1	1	0
Total	**7**	**7**	**7**	**7**	**0**
Budget & Analysis 133					
Budget & Programs Analyst	1	1	1	1	0
Director of Budget & Electronic Revenue	1	1	1	1	0
Principal Budget & Programs Analyst	2	2	2	2	0
Total	**4**	**4**	**4**	**4**	**0**
Capital & Grant Programs 134					
Capital & Grant Programs Analyst (1 LT)	2	2	2	2	0
Director of Capital & Grant Programs	1	1	1	1	0
Principal Capital & Grant Programs Analyst	1	1	1	1	0
TAM Project Manager	1	1	1	1	0
Total	**5**	**5**	**5**	**5**	**0**
Payroll 136					
Assistant Payroll Manager	2	2	2	2	0
Payroll Manager	1	1	1	1	0
Payroll Timekeeping Specialist	3	3	3	3	0
Total	**6**	**6**	**6**	**6**	**0**

Legend: (a) Title Change; (b) Added; (c) Transferred; (d) Eliminated; (e) Reclassification

GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT District Staffing by Department	FY 16/17 Year-End	FY 17/18 Budget	FY 17/18 Year-End	FY 18/19 Budget	Net Change FY 17/18 to FY 18/19
The District Division					
Procurement & Retail Operations 137					
Administrative Assistant	1	1	0	0	0
Contracts Officer	1	1	1	1	0
Office Specialist	2	2	1	1	0
Procurement Analyst	1	1	1	1	0
Procurement Director	1	1	1	1	0
Procurement Program Analyst	0	0	1	1	0
Purchasing Officer	1	1	1	1	0
Senior Buyer	1	1	1	1	0
Total	**8**	**8**	**7**	**7**	**0**
General Manager 140					
Administrative Assistant	1	1	1	1	0
Executive Assistant to the GM	1	1	1	1	0
General Manager	1	1	1	1	0
Total	**3**	**3**	**3**	**3**	**0**
District Division Totals					
Total Authorized Positions	**143**	**143**	**143**	**146**	**3**
Regular Positions	142	142	142	145	3
Limited Term Positions	1	1	1	1	0

Legend: (a) Title Change; (b) Added; (c) Transferred; (d) Eliminated; (e) Reclassification



APPENDIX A – NET POSITION AVAILABLE FOR NEW CAPITAL PROJECTS OR OPERATIONS

Category		Estimated Balance 07/01/18	Estimated Balance 06/30/19	Estimated Balance 07/01/19
Available Net Position before Long Term Liabilities, Board Designated and Other Reserves[1]:	**[A]**	**$71,900,000**	**$90,300,000**	**$90,300,000**
Long Term Liabilities[2]				
CalPERS Net Pension Liability		$97,900,000	$97,900,000	$97,900,000
Golden Gate Transit Amalgamated Retirement Plan Net Pension Liability		71,300,000	71,300,000	71,300,000
Subtotal Long Term Liabilities	**[B]**	**$169,200,000**	**$169,200,000**	**$169,200,000**
Board Designated and Other Reserves				
Operating Reserve[3]		($16,000,000)	($17,300,000)	($17,300,000)
Emergency Reserve[4]		(7,400,000)	(8,100,000)	(8,100,000)
Bridge Self Insurance Loss Reserve		(15,900,000)	(17,200,000)	(17,200,000)
Subtotal Board Designated and Other Reserves	**[C]**	**($39,300,000)**	**($42,600,000)**	**($42,600,000)**
Net Position (*Reserves*) Available Before Committed Capital Projects	**[A]+[B]+[C]**	**$201,800,000**	**$216,900,000**	**$216,900,000**
Committed Capital Projects				
Bridge		($105,500,000)	($97,600,000)	($103,700,000)
Transit		(38,400,000)	(33,000,000)	(55,200,000)
Total Committed Capital Projects (District-funded portion only)	**[D]**	**($143,900,000)**	**($130,600,000)**	**($158,900,000)**
Net Position Available for New Capital Projects or Operations	**[A]+[B]+[C]+[D]**	**$57,900,000**	**$86,300,000**	**$58,000,000**

1. Adjusted to exclude funded capital contributions, Bridge self insurance reserves and restricted Local, State and Federal grant funds for capital projects.
2. In 2015, the District restated its Net Position as a result of the new reporting requirements of GASB 68 ("Accounting and Financial Reporting for Pensions"). GASB 68 requires agencies to report unfunded pension obligations as a liability on the financial statements even in cases where the agency is not legally responsible for the unfunded pension obligation. The District is not legally responsible for the funding of the Golden Gate Transit Amalgamated Retirement Plan.
3. Board policy funds the operating reserve at 7.5% of the budget or to cover the expected operating deficit, whichever is larger.
4. Board policy funds the emergency reserve at 3.5% of the operating budget to enable the amount kept in reserve for emergencies to remain relative to the size of District's operations.

Golden Gate Bridge, Highway and Transportation District
Changes in Fund Balance/Equity
($ in Thousands)

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Unaudited	FY 18/19 Budget
Operating Revenues				
Bridge Tolls	$137,618	$143,011	$146,568	$151,689
Transit Fares	35,341	35,426	36,399	37,400
Marin Transit	11,973	10,210	10,581	10,435
Other Operating (Excluding RM2 Funding)	3,341	3,149	3,133	3,214
Total Operating Revenues	**$188,273**	**$191,796**	**$196,681**	**$202,738**
Operating Expenses				
Operations	$87,903	$90,260	$96,621	$103,624
Maintenance	41,766	42,297	43,221	47,901
General & Administrative	46,065	56,915	41,665	46,174
Depreciation (Includes Grant Depreciation)	31,264	33,343	33,805	33,243
Total Operating Expenses (Excludes Capital Contribution)	**$206,998**	**$222,815**	**$215,312**	**$230,942**
Operating Loss	**($18,725)**	**($31,019)**	**($18,631)**	**($28,204)**
Non-Operating Revenues (Expenses)				
Operating Assistance				
- State Operating Assistance	$16,317	$18,737	$16,510	$18,320
- Federal Operating Assistance	211	232	35	383
- Local Operating Assistance (RM2)	2,777	2,968	2,770	2,770
Total Operating Assistance	**$19,305**	**$21,937**	**$19,315**	**$21,473**
Capital Contributions to Other Agencies	($76,123)*	($2,217)	($3,721)	($6,531)
Investment Income	3,822	1,831	2,215	2,000
Interest Expense	(81)	(426)	(717)	(1,770)
Gain (Loss) on Disposal of Capital Assets	1	8	734	-
Total Non-Operating Revenues	**($72,381)**	**($804)**	**($1,489)**	**($6,301)**
Income Before Capital Contributions	**($71,801)**	**($9,886)**	**($805)**	**($13,032)**
Capital Contributions (Non-District Funded)	**$33,298**	**$13,213**	**$24,906**	**$19,765**
Net Increase/(Decrease) in Net Position	**(38,503)**	**3,327**	**24,101**	**6,733**
Net Position, Beginning of Year	**680,211**	**641,708**	**645,035**	**669,136**
Restatement of Beginning Net Position				
Net Position, End of Year	**$641,708**	**$645,035**	**$669,136**	**$675,869**

* Includes $75 million capital contribution to San Francisco County Transportation Authority (SFCTA) in regards to the Presidio Parkway, Doyle Drive reconstruction project and in accordance with the Memorandum of Understanding Agreement dated 11/26/2008 between GGBHTD and SFCTA.

APPENDIX B – COMMERCIAL PAPER BUDGETING COVENANT CERTIFICATE OF THE DISTRICT

As was true in every budget since the Commercial Paper Program began in 2001, the FY 18/19 Adopted Budget meets the pledge made to the holders of the District's commercial paper notes to insure that it is able to pay debt service on those notes. The District's pledge to debt holders includes a covenant that requires the District to pass a budget that produces sufficient revenues to pay twice as much debt service as projected. The covenant allows the District to count the $7.3 million in Bridge Operating Reserve Fund toward the 2X ratio. In addition to the Bridge Operating Reserve Fund, the District created and fully funded a Debt Service Reserve Fund of $5.5 million to further insure the security of the note holders by providing sufficient reserves to meet unforeseen eventualities. Those reserve funds have been, and will remain, fully funded throughout the Commercial Paper Program.

Golden Gate Bridge, Highway and Transportation District
Commercial Paper Debt Payment Coverage Covenant
($ in Thousands)

	14/15 Actual	15/16 Actual	16/17 Actual	17/18 Actual	18/19 Adopted
Total Revenues	**$199,585**	**$211,400**	**$215,564**	**$218,211**	**$226,211**
Less Total Operating Expenses (Less Depreciation, Capital Contribution, Bridge Self-Insurance and Debt Service Payments)	($160,873)	($175,734)	($189,472)	($181,506)	($197,699)
Total Net Revenues	**$38,712**	**$35,666**	**$26,092**	**$36,705**	**$28,512**
Plus Operating Reserve Fund	$7,320	$7,320	$7,320	$7,320	$7,320
Total Net Revenues + Operating Reserve	**$46,032**	**$42,986**	**$33,412**	**$44,025**	**$35,832**
Actual/Estimated Debt Service	$45	$81	$426	$717	$1,770
Coverage (with Operating Reserve)	1,022.9	530.7	78.4	61.4	20.2
Coverage (without Operating Reserve)	860.3	440.3	61.2	51.2	16.1

APPENDIX C – FY 17/18 CAPITAL PROGRAM ACCOMPLISHMENTS

Program Summary

FY 17/18 capital expenditures for the agency totaled $40.7 million, funded with $21.9 million, or 54% District funds and $18.8 million, or 46% grant funds. Total FY 17/18 expenditures include expenditures on completed projects and multi-year projects that were carried over to be completed in FY 17/18 or future years.

A summary of the FY 17/18 program is provided below, followed by each division's detailed program.

FY 17/18 Capital Expenditures by Division

	Total Project	FY 17/18 Budget	FY 17/18 Actual	Actual/Budget %
Bridge - Seismic Retrofit	$52,451,216	$1,707,000	$4,811,276	282%
Bridge - Other	240,279,333	20,811,896	16,986,373	82%
Bus	77,194,100	1,319,600	614,005	47%
Ferry	76,524,987	9,381,482	14,632,132	156%
District	17,562,132	7,892,019	3,661,031	46%
Agency Total	**$464,011,768**	**$41,111,997**	**$40,704,817**	**99%**

Capital Fund Source

	Total Project	FY 17/18 Budget	FY 17/18 Actual	% of Actual Expenditures
District Funds	$164,214,174	$25,554,263	$21,886,841	54%
Federal Funds	282,480,459	13,462,786	16,492,074	41%
State Funds	17,022,267	2,062,999	2,288,673	6%
Other Local Funds	294,868	31,950	37,229	0%
Total Expenditures	**$464,011,768**	**$41,111,997**	**$40,704,817**	**100%**

FY 17/18 Capital Program Accomplishments
Bridge Division

Actual FY 17/18 Bridge Division capital expenditures totaled $21.8 million, funded with $7.7 million, or 35% District funds and $14.1 million, or 65% grants funds.

Project Number & Description	Total Project	FY 17/18 Budget	FY 17/18 Actual	Actual/ Budget %*
Bridge Division – Seismic Retrofit				
9102 - Seismic Phase III - Design Review (ENG)	$40,591,216	$1,207,000	$3,681,509	305%
1528 - GGB Wind Retrofit (ENG)	11,860,000	500,000	1,129,767	226%
Total Bridge Seismic Retrofit	**$52,451,216**	**$1,707,000**	**$4,811,276**	**282%**
Bridge Division – Other				
1526 - Suicide Deterrent - Construction (ENG)	$192,335,000	$15,000,000	$11,602,918	77%
9826 - Main Cable Access (ENG)	13,180,000	250,000	79,562	32%
1525 - Toll System Upgrade (FIN)	7,851,949	1,000,000	1,040,594	104%
1118 - Suicide Deterrent - Design (ENG)	5,543,101	83,696	6,543	8%
0805 - South Approach & Pier Security Improvements (ENG)	5,000,000	200,000	-	0%
1722 - Toll Plaza Pavement Overlay (ENG)	3,500,000	300,000	35,508	12%
1721 - Toll Plaza Admin Bldg HVAC Repl & Roof Rehab (ENG)	2,952,100	250,000	2,039,694	816%
1829 - Capital Equipment (FY 17/18) (BRIDGE)	2,878,200	2,878,200	1,487,075	52%
1820 - Toll Plaza Gantry - Construction (ENG)	2,000,000	300,000	1,768	1%
1821 - IS Data Center Seismic Retrofit (ENG)	1,500,000	50,000	4,483	9%
1422 - FasTrak Equipment Upgrade (BRIDGE)	1,000,000	100,000	360,055	360%
1524 - North Anchorage House Security (ENG)	1,000,000	50,000	-	0%
1523 - Modular Offices Rehabilitation (ENG)	558,900	100,000	200,533	201%
1822 - North Tower Pier Shore Protection Des/Env (ENG)	500,000	50,000	596	1%
1560 - South Visitor Plaza Restrooms Improvement Design Project (BRIDGE)	480,083	200,000	127,038	64%
Total Bridge Division Other	**$240,279,333**	**$20,811,896**	**$16,986,373**	**82%**
Total Bridge Division	**$292,730,549**	**$22,518,896**	**$21,797,649**	**97%**

Capital Fund Source

	Total Project	FY 17/18 Budget	FY 17/18 Actual	% of Actual Expenditures
District Funds	$106,564,792	$10,092,454	$7,740,421	35%
Federal Funds	178,465,806	11,663,373	13,494,640	62%
State Funds	7,480,083	745,922	549,325	3%
Other Local Funds	219,868	17,147	13,264	0%
Total Expenditures	**$292,730,549**	**$22,518,896**	**$21,797,649**	**100%**

*There is adequate budget remaining in the total project budget to cover projects with expenditures greater than 100%.

FY 17/18 Capital Program Accomplishments
Bus Division

Actual FY 17/18 Bus Division capital expenditures totaled $614,000, funded with $472,000, or 77% District funds and $142,000, or 23% grants funds.

Project Number & Description	Total Project	FY 17/18 Budget	FY 17/18 Actual	Actual/ Budget %*
Bus Division				
1730 - Replace 67 Transit Buses with Hybrids (BUS)	$67,600,000	$100,000	$-	0%
1431 - D1 Resurface Employee Parking Lot & Solar Panels (ENG)	5,130,000	100,000	19,127	19%
1830 - D-1 Heavy Duty Shop Rehab: Roof/HVAC/Paint/ Windows (ENG)	1,600,000	200,000	293,557	147%
1434 - Bus Security Cameras (BUS)	900,000	100,000	101,081	101%
1831 - Replace Six (6) Paratransit 22' Gas Cutaways (BUS)	540,000	200,000	-	0%
1531 - SF Bus Lot Env Eval and Mods (PLANNING)	500,000	50,000	-	0%
1532 - MCI 120v Outlets (BUS)	427,500	378,000	-	0%
1832 - Electric Bus Charging Pilot Project (ENG)	380,000	75,000	121,422	162%
1839 - Capital Equipment (FY 17/18) (BUS)	116,600	116,600	78,816	68%
Total Bus Division	**$77,194,100**	**$1,319,600**	**$614,005**	**47%**

Capital Fund Source

	Total Project	FY 17/18 Budget	FY 17/18 Actual	% of Actual Expenditures
District Funds	$11,770,278	$565,928	$471,929	77%
Federal Funds	62,898,874	647,267	27,981	4%
State Funds	2,449,948	91,602	90,130	15%
Other Local Funds	75,000	14,803	23,965	4%
Total Expenditures	**$77,194,100**	**$1,319,600**	**$614,005**	**100%**

*There is adequate budget remaining in the total project budget to cover projects with expenditures greater than 100%.

FY 17/18 Capital Program Accomplishments
Ferry Division

Actual FY 17/18 Ferry Division capital expenditures totaled $14.6 million, funded with $11.1 million, or 76% District funds and $3.5 million, or 24% grants funds.

Project Number & Description	Total Project	FY 17/18 Budget	FY 17/18 Actual	Actual/ Budget %*
Ferry Division				
1740 - *M.S. Sonoma* Refurbishment and Repower (FERRY)	$22,500,000	$100,000	$1,775,123	1,775%
1741 - *M.S. Marin* Repower & Dry Dock (FERRY)	13,334,262	100,000	5,962,032	5,962%
0503 - Gangway & Piers - Design (ENG)	11,862,725	100,000	1,171,983	1,172%
1441 - Gangways & Piers - Sausalito Construction (ENG)	11,500,000	5,000	-	0%
1840 - *M.V. Mendocino* Capital Improvements & DD (FERRY)	5,000,000	5,000,000	2,609,344	52%
1849 - Capital Equipment (FY 17/18) (FERRY)	3,298,000	3,298,000	1,319,833	40%
9710 - Corte Madera Marsh Restoration (ENG)	2,489,000	100,000	153,315	153%
1742 - *M.V. Golden Gate* Dry Docking & Cap Improvements (FERRY)	1,925,000	100,000	1,434,673	1,435%
1542 - SLEP Larkspur (FERRY)	1,740,000	100,000	98,304	98%
1841 - Fuel System Rehab Des/Env (ENG)	1,500,000	50,000	210	0%
1647 - *M.V. Mendocino* - Eng. Design Correction (FERRY)	810,000	100,000	-	0%
1743 - Ferry Terminal Security Camera Upgrades (FERRY)	200,000	88,938	75,994	85%
1745 - Bicycle Conveyor - Spaulding (FERRY)	150,000	100,000	-	0%
1545 - TVM Enclosure Door Replacement (FERRY)	100,000	50,000	-	0%
1842 - Automatic Identification System (AIS) (FERRY)	65,000	65,000	27,054	42%
1744 - LFT Reception Area Rehab (FERRY)	51,000	24,545	4,267	17%
Total Ferry Division	**$76,524,987**	**$9,381,482**	**$14,632,132**	**156%**

Capital Fund Source

	Total Project	FY 17/18 Budget	FY 17/18 Actual	% of Actual Expenditures
District Funds	$31,627,864	$8,887,019	$11,087,105	76%
Federal Funds	39,037,240	448,909	2,503,605	17%
State Funds	5,859,883	45,554	1,041,422	7%
Other Local Funds	-	-	-	0%
Total Expenditures	**$76,524,987**	**$9,381,482**	**$14,632,132**	**100%**

*There is adequate budget remaining in the total project budget to cover projects with expenditures greater than 100%.

FY 17/18 Capital Program Accomplishments
District Division

Actual FY 17/18 District Division capital expenditures totaled $3.7 million, funded with $2.6 million, or 71% District funds and $1.1 million, or 29% grants funds.

Project Number & Description	Total Project	FY 17/18 Budget	FY 17/18 Actual	Actual/ Budget %*
District Division				
1810 - Financial/HR/Payroll Mgmt System Procurement (IS)	$4,500,000	$500,000	$43,942	9%
1712 - Transit Scheduling System (IS)	2,135,000	1,990,726	86,434	4%
1717 - SRTC Relocation Des/Env (PLANNING)	2,065,209	320,000	335,259	105%
1711 - Radio System Upgrade (IS)	1,843,523	1,842,062	942,768	51%
1513 - Electronic Timekeeping System (IS)	1,141,000	390,797	201,414	52%
1811 - Hardware/Software for ACIS/INIT (IS)	1,000,000	615,000	317,339	52%
1812 - Asset and Vehicle Fluid Management System (IS)	1,000,000	100,000	34,697	35%
1713 - ADS ACIS data radio replacement (IS)	700,000	662,636	559,273	84%
1610 - Cyber Security (IS)	535,000	234,854	234,124	100%
1518 - Website Redesign (IS)	531,900	350,000	301,008	86%
1813 - Transportation Statistics Reporting (IS)	500,000	100,000	-	0%
1816 - Engineering Document Management (IS)	300,000	50,000	-	0%
1715 - Aviat Microwave Update - Santa Rosa Link (IS)	250,000	100,000	40,474	40%
1814 - Redundant Network / Systems, FY 17/18 (IS)	250,000	250,000	252,675	101%
1515 - Network Security (IS)	205,000	32,737	29,845	91%
1516 - Disaster Recovery (IS)	200,000	100,000	151,149	151%
1819 - Capital Equipment (FY 17/18) (Multiple)	185,500	185,500	125,675	68%
1716 - Financial Management System Analysis (IS)	175,000	22,708	4,955	22%
1815 - Customer Service Incident System (Marketing) (IS)	45,000	45,000	-	0%
Total District Division	**$17,562,132**	**$7,892,019**	**$3,661,031**	**46%**

Capital Fund Source

	Total Project	FY 17/18 Budget	FY 17/18 Actual	% of Actual Expenditures
District Funds	$14,251,240	$6,008,863	$2,587,386	71%
Federal Funds	2,078,539	703,236	465,848	13%
State Funds	1,232,353	1,179,919	607,797	16%
Other Local Funds	-	-	-	0%
Total Expenditures	**$17,562,132**	**$7,892,019**	**$3,661,031**	**100%**

*There is adequate budget remaining in the total project budget to cover projects with expenditures greater than 100%.

APPENDIX D – GRANT FUNDING SOURCES

Major Sources of Grant Funds

Fund Source	Programming Process/Agency	Program Cycle	Amount in FY 18/19 Budget: Capital	Amount in FY 18/19 Budget: Operating	Secured for Future Years: Capital	Secured for Future Years: Operating
Federal Grants						
Ferry Boat Discretionary and Formula Programs	Application to Caltrans/FHWA and/or Congressional Earmark.	Annual Earmark / DOT Discretionary	$0	N/A	$0	N/A
Federal Transit Administration (FTA) - Section 5307, 5337 and 5309 Programs	Programming application to MTC. Contract application and award by FTA.	Annual - MTC Discretionary	$4,345,000	N/A	$77,790,000	N/A
State Highway Bridge Program (HBP) / SAFETEA-LU High Priority Project (HPP) and Discretionary Bridge Fund (DBF)	For GGB Seismic Retrofit and Suicide Deterrent System Project. Application to and award by Caltrans.	State and Congressional Discretionary funding	$6,549,000	N/A	$120,779,000	N/A
Surface Transportation Program (STP)	Funds programmed by State and MTC for the San Rafael Transit Center Relocation Design/Env Project	One-Time	$2,017,000	N/A	$36,962,000	N/A
State Grants						
Infrastructure Bond: State Transit Security Grant Program (CA-TSGP)	Application to Caltrans/MTC.	Annual for 10-year Period (2008-2017)	$36,000	N/A	$930,048	N/A
Infrastructure Bond: PTMISEA Account	Application to Caltrans/MTC.	Annual for 10-year Period (2008-2017)	$471,000	N/A	$11,268,000	N/A
Low Carbon Transit Operations Program (LCTOP)*	Programmed based on Formula.	Annual	$44,000	N/A	$801,000	N/A
Transportation Development Act (TDA)	Per agreement with the Counties and MTC. Annual application to MTC.	Annual	$0	Marin: $7,707,000	$0	Marin: TBD
			$0	Sonoma: $5,947,000	$0	Sonoma: TBD
State Transit Assistance (STA)*	Revenue Based - Service-based formula. Population Based - MTC Discretion.	Annual	$338,000	N/A	$0	TBD

Fund Source	Programming Process/Agency	Program Cycle	Amount in FY 18/19 Budget		Secured for Future Years	
			Capital	Operating	Capital	Operating
Other Local Grants						
Regional Measure 2 (RM2)	Programming application to MTC	Annual	$65,000	N/A	$419,000	N/A
Regional Measure 3 (RM3)*	Programming application to MTC	Annual	$0	N/A	$10 to $30 Million	N/A
Donations/Cell Site Revenues	For Suicide Deterrent System	One-Time	$5,000	N/A	$10,000	N/A
TAM	For San Rafael Transit Center Relocation Design/Env Project and Bus Electric Charging Stations Project	One-Time	$18,000	N/A	$20,000	N/A
Total Grant Funds			**$13,888,000**	**$13,654,000**	**$248,979,000**	**$0**

All dollar amounts rounded to the nearest one hundred.

GGBHTD 10-YEAR CAPITAL PLAN
FY 2020 - FY 2029

							10-Year Projected Capital Need ($000)											
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
JLKEY - Project Name (10YP ID)	10-Year Total ($000)	10-Year Grants ($000)	10-Year District ($000)	TOTAL PROJECT	FY18 & Prior Years	FY19 Budget	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Future Years	Line Item Total
AGENCY SUMMARY																		
BRIDGE DIVISION																		
GRANT FUNDED	725,496	725,496	-	779,192	43,324	10,372	63,868	62,783	92,953	116,985	116,927	116,057	118,381	21,109	10,311	6,121	-	779,192
DISTRICT FUNDED	334,954	-	334,954	361,869	19,505	7,410	40,238	37,678	36,671	34,657	34,769	36,587	50,477	29,129	22,343	12,405	-	361,869
TOTAL	**1,060,450**	**725,496**	**334,954**	**1,141,061**	**62,830**	**17,782**	**104,105**	**100,461**	**129,625**	**151,642**	**151,696**	**152,644**	**168,858**	**50,239**	**32,654**	**18,526**	**-**	**1,141,061**
BUS DIVISION																		
GRANT FUNDED	235,362	235,362	-	239,161	1,318	881	60,378	15,570	20,854	20,359	15,887	33,688	11,813	47,223	6,830	2,759	1,600	239,161
DISTRICT FUNDED	67,651	-	67,651	68,788	261	475	13,815	2,205	4,916	5,531	8,331	18,288	3,215	8,210	2,020	1,120	400	68,788
TOTAL	**303,013**	**235,362**	**67,651**	**307,948**	**1,579**	**1,356**	**74,193**	**17,775**	**25,770**	**25,890**	**24,218**	**51,976**	**15,028**	**55,433**	**8,850**	**3,879**	**2,000**	**307,948**
FERRY DIVISION																		
GRANT FUNDED	278,679	278,679	-	424,835	9,026	1,814	30,664	39,998	21,549	4,520	7,818	28,557	60,377	45,288	24,404	15,504	135,316	424,835
DISTRICT FUNDED	87,624	-	87,624	134,033	8,649	3,931	16,648	13,462	6,640	2,885	2,922	7,714	15,829	11,397	6,176	3,951	33,829	134,033
TOTAL	**366,303**	**278,679**	**87,624**	**558,868**	**17,675**	**5,745**	**47,313**	**53,461**	**28,188**	**7,405**	**10,740**	**36,271**	**76,206**	**56,685**	**30,580**	**19,455**	**169,145**	**558,868**
DISTRICT DIVISION																		
GRANT FUNDED	5,929	5,929	-	6,987	889	169	1,157	490	600	900	1,838	44	800	100	-	-	-	6,987
DISTRICT FUNDED	38,942	-	38,942	49,148	2,578	1,418	5,984	9,139	3,491	2,600	3,258	3,786	3,504	3,680	2,100	1,400	6,210	49,148
TOTAL	**44,871**	**5,929**	**38,942**	**56,135**	**3,467**	**1,587**	**7,141**	**9,629**	**4,091**	**3,500**	**5,096**	**3,830**	**4,304**	**3,780**	**2,100**	**1,400**	**6,210**	**56,135**
AGENCY TOTAL																		
GRANT FUNDED	1,245,466	1,245,466	-	1,450,175	54,558	13,235	156,067	118,841	135,956	142,764	142,470	178,346	191,371	113,721	41,545	24,384	136,916	1,450,175
DISTRICT FUNDED	529,172	-	529,172	613,838	30,993	13,235	76,685	62,485	51,718	45,673	49,280	66,375	73,025	52,416	32,639	18,876	40,439	613,838
TOTAL	**1,774,638**	**1,245,466**	**529,172**	**2,064,013**	**85,551**	**26,470**	**232,752**	**181,326**	**187,674**	**188,436**	**191,750**	**244,721**	**264,396**	**166,137**	**74,184**	**43,260**	**177,355**	**2,064,013**

GGBHTD 10-YEAR CAPITAL PLAN
FY 2020 - FY 2029

							10-Year Projected Capital Need ($000)											
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
JLKEY - Project Name (10YP ID)	10-Year Total ($000)	10-Year Grants ($000)	10-Year District ($000)	TOTAL PROJECT	FY18 & Prior Years	FY19 Budget	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Future Years	Line Item Total
BRIDGE DIVISION																		
GGB SEISMIC RETROFIT																		
Seismic: Design																		
9102 - Seismic Phase III - Design Review (BR-0025)	9,196	8,394	802	40,591	30,395	1,000	9,196	-	-	-	-	-	-	-	-	-	-	40,591
Seismic: Construction																		
1528 - GGB Wind Retrofit (BR-0027)	9,889	9,889	-	11,860	1,471	500	3,000	3,000	3,889	-	-	-	-	-	-	-	-	11,860
0000 - Seismic Phase IIIB Construction (BR-0023)	609,140	499,495	109,645	609,140	-	-	-	20,000	80,000	130,000	130,000	130,000	119,140	-	-	-	-	609,140
0000 - Seismic Phase IIIB Construction (Financing) (BR-0059)	35,000	28,000	7,000	35,000	-	-	-	3,200	2,000	2,056	2,846	6,034	7,136	5,687	4,014	2,026	-	35,000
BRIDGE IMPROVEMENTS/REHABILITATION																		
Safety/Security Enhancements																		
0805 - South Approach & Pier Security Improvements (BR-0020)	3,814	635	3,179	5,000	1,136	50	1,000	1,000	1,814	-	-	-	-	-	-	-	-	5,000
1118 - Suicide Deterrent - Design (BR-0018)	-	-	-	5,543	5,466	77	-	-	-	-	-	-	-	-	-	-	-	5,543
1524 - North Anchorage House Security (BR-0016)	795	-	795	1,000	155	50	300	495	-	-	-	-	-	-	-	-	-	1,000
1526 - Suicide Deterrent - Construction (BR-0019)	162,537	111,865	50,672	192,335	17,798	12,000	76,000	59,000	27,537	-	-	-	-	-	-	-	-	192,335
0000 - Fixed CMS North Approach (#1620) (BR-0015)	1,560	-	1,560	1,560	-	-	60	500	1,000	-	-	-	-	-	-	-	-	1,560
Bridge Access Systems																		
1922 - Technical Svcs for Bridge Access Systems (BR-0062)	350	-	350	400	-	50	50	50	50	50	50	50	50	-	-	-	-	400
9826 - Main Cable Access (BR-0003)	11,213	-	11,213	13,180	1,817	150	4,000	4,000	3,213	-	-	-	-	-	-	-	-	13,180
0000 - South Approach & Arch Access Systems (#1521) (BR-0002)	19,992	-	19,992	20,000	8	-	-	-	-	-	500	5,000	12,000	2,492	-	-	-	20,000
0000 - North End Access Systems (#1522) (BR-0030)	20,000	-	20,000	20,000	-	-	-	-	-	-	-	500	5,000	12,000	2,500	-	-	20,000
Improvements/Rehab																		
0000 - Electrical Service to North Approach (BR-0007)	3,960	-	3,960	3,960	-	-	-	-	-	-	-	160	1,290	1,660	850	-	-	3,960
0000 - Roadway Lighting (BR-0008)	100	-	100	100	-	-	-	-	-	-	-	-	100	-	-	-	-	100
Paint/Erosion Rehab																		
1822 - North Tower Pier Shore Protection Des/Env (BR-0051)	484	-	484	500	1	15	484	-	-	-	-	-	-	-	-	-	-	500
0000 - North Tower Paint Rehab (BR-0009)	30,000	24,000	6,000	30,000	-	-	-	-	-	-	-	500	10,000	15,000	4,500	-	-	30,000
0000 - Fort Point Arch Paint Rehab (BR-0010)	7,500	6,000	1,500	7,500	-	-	-	-	-	-	-	1,000	4,500	2,000	-	-	-	7,500
0000 - North Tower Pier Shore Protection Construction (BR-0052)	1,000	-	1,000	1,000	-	-	1,000	-	-	-	-	-	-	-	-	-	-	1,000
Roadway Rehab																		
1722 - Toll Plaza Pavement Overlay (BR-0057)	3,362	-	3,362	3,500	88	50	1,000	1,000	1,362	-	-	-	-	-	-	-	-	3,500
1424 - Deck Paving Investigation (BR-0013)	150	-	150	150	-	-	75	75	-	-	-	-	-	-	-	-	-	150
0000 - Bridge Pavement Repair (BR-0011)	30,000	15,000	15,000	30,000	-	-	-	-	500	15,000	14,500	-	-	-	-	-	-	30,000
Structure Rehab																		
0000 - Cable Band Rehab Construction (BR-0022)	8,200	6,560	1,640	8,200	-	-	-	-	-	-	-	2,000	3,500	2,700	-	-	-	8,200
0000 - Cable Band Rehab Design (BR-0021)	400	320	80	400	-	-	-	-	-	200	200	-	-	-	-	-	-	400
FACILITIES REHABILITATION																		
Grounds and Roads																		
1920 - Alexander Avenue Slope Strengthening Des/Env (BR-0060)	480	-	480	500	-	20	480	-	-	-	-	-	-	-	-	-	-	500
0000 - Alexander Avenue Pavement Rehabilitation (#1421) (BR-0033)	2,987	-	2,987	3,000	13	-	-	-	-	200	200	1,000	1,587	-	-	-	-	3,000
0000 - Alexander Avenue Slide Repair - Design/Env (BR-0054)	500	-	500	500	-	-	-	100	100	300	-	-	-	-	-	-	-	500
0000 - Employee Parking Lots & Tunnel Rehab (BR-0032)	2,300	-	2,300	2,300	-	-	-	-	-	-	-	400	1,300	600	-	-	-	2,300
0000 - Merchant Road Rehabilitation (BR-0031)	1,800	-	1,800	1,800	-	-	-	-	-	-	400	1,400	-	-	-	-	-	1,800
0000 - Alexander Avenue Slide Repair - Construction (BR-0055)	850	-	850	850	-	-	-	-	-	-	200	200	450	-	-	-	-	850
Improvements/Rehab																		
1523 - Modular Offices Rehabilitation (BR-0035)	140	-	140	559	319	100	140	-	-	-	-	-	-	-	-	-	-	559

GGBHTD 10-YEAR CAPITAL PLAN
FY 2020 - FY 2029

JLKEY - Project Name (10YP ID)	10-Year Total ($000)	10-Year Grants ($000)	10-Year District ($000)	TOTAL PROJECT	FY18 & Prior Years	FY19 Budget	10-Year Projected Capital Need ($000) Year 1 FY2020	Year 2 FY2021	Year 3 FY2022	Year 4 FY2023	Year 5 FY2024	Year 6 FY2025	Year 7 FY2026	Year 8 FY2027	Year 9 FY2028	Year 10 FY2029	Future Years	Line Item Total
BRIDGE DIVISION																		
Maintenance Facilites																		
0000 - Fuel Station Upgrade and Rehabilitation (BR-0037)	820	410	410	820	-	-	-	100	720	-	-	-	-	-	-	-	-	820
0000 - Maintenance Facility Relocation (BR-0038)	9,150	9,150	-	9,150	-	-	-	-	-	-	-	-	350	800	3,500	4,500	-	9,150
0000 - Wash Rack Replacement (BR-0036)	755	378	378	755	-	-	-	-	-	-	-	300	455	-	-	-	-	755
Toll Plaza Buildings																		
1721 - Toll Plaza Admin Bldg HVAC Repl & Roof Rehab (BR-0039)	-	-	-	2,952	2,088	864	-	-	-	-	-	-	-	-	-	-	-	2,952
1820 - Toll Plaza Gantry - Construction (BR-0058)	7,062	-	7,062	7,264	2	200	3,000	3,000	1,062	-	-	-	-	-	-	-	-	7,264
1821 - IS Data Center Seismic Retrofit (BR-0042)	1,481	-	1,481	1,500	4	15	1,000	481	-	-	-	-	-	-	-	-	-	1,500
1921 - Stores Bldg Office Space HVAC Replacement (BR-0061)	20	-	20	35	-	15	20	-	-	-	-	-	-	-	-	-	-	35
0000 - Permanent Toll Collection Gantry & Pavement Rehab (BR-0056)	30,000	-	30,000	30,000	-	-	-	-	-	-	-	-	-	5,000	15,000	10,000	-	30,000
0000 - Toll Plaza Administration Bldg Rehab (BR-0040)	3,000	2,400	600	3,000	-	-	-	-	-	100	800	2,100	-	-	-	-	-	3,000
0000 - Maintenance Shop Retrofit & Roof Rehab (BR-0041)	1,690	-	1,690	1,690	-	-	-	500	1,190	-	-	-	-	-	-	-	-	1,690
0000 - Round House Roof Rehab (BR-0044)	590	-	590	590	-	-	-	-	-	-	-	-	-	300	290	-	-	590
0000 - Purchasing & Stores Bldg & Roof Rehab (BR-0045)	860	-	860	860	-	-	100	760	-	-	-	-	-	-	-	-	-	860
0000 - South Visitor Plaza Restrooms Improvement - Construction (BR-0006)	3,000	3,000	-	3,000	-	-	-	-	2,000	1,000	-	-	-	-	-	-	-	3,000
INFORMATION SYSTEMS/TECHNOLOGY																		
1422 - FASTRAK Equipment Upgrade (BR-0047)	586	-	586	1,000	364	50	200	200	186	-	-	-	-	-	-	-	-	1,000
1525 - Toll System Upgrade (BR-0048)	3,736	-	3,736	5,942	1,706	500	1,000	1,000	1,000	736	-	-	-	-	-	-	-	5,942
CAPITAL EQUIPMENT																		
Tools and Equipment																		
XX29 - Capital Equipment (BR-0001)	20,000	-	20,000	22,075	-	2,075	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	-	22,075
TOTAL	**1,060,450**	**725,496**	**334,954**	**1,141,061**	**62,830**	**17,782**	**104,105**	**100,461**	**129,625**	**151,642**	**151,696**	**152,644**	**168,858**	**50,239**	**32,654**	**18,526**	**-**	**1,141,061**

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JLKEY - Project Name (10YP ID)	10-Year Total ($000)	10-Year Grants ($000)	10-Year District ($000)	TOTAL PROJECT	FY18 & Prior Years	FY19 Budget	10-Year Projected Capital Need ($000) Year 1 FY2020	Year 2 FY2021	Year 3 FY2022	Year 4 FY2023	Year 5 FY2024	Year 6 FY2025	Year 7 FY2026	Year 8 FY2027	Year 9 FY2028	Year 10 FY2029	Future Years	Line Item Total
BUS DIVISION																		
REVENUE VEHICLES																		
Revenue Vehicle Improvements																		
0000 - Replace Fareboxes (BUS-0034)	5,500	4,565	935	5,500	-	-	-	-	-	-	-	500	1,000	3,000	1,000	-	-	5,500
0000 - Revenue Vehicle Enhancements: bike racks, outlets, etc (BUS-0035)	500	400	100	500	-	-	-	-	-	-	-	-	-	-	500	-	-	500
1532 - MCI USB Outlets (BUS-0032)	328	262	66	428	-	100	328	-	-	-	-	-	-	-	-	-	-	428
Revenue Vehicle Replacements																		
0000 - ADA Paratransit Vans (BUS-0039)	3,198	2,654	544	3,198	-	-	-	1,270	-	-	570	-	1,358	-	-	-	-	3,198
0000 - Replace Buses (Local) (BUS-0038)	26,286	26,286	-	26,286	-	-	-	8,960	-	-	6,378	-	-	10,948	-	-	-	26,286
0000 - Replace Buses (Regional) (BUS-0037)	92,471	76,751	15,720	92,471	-	-	-	-	22,270	20,240	-	20,726	-	29,235	-	-	-	92,471
1730 - Replace 67 Transit Buses with Hybrids (BUS-0036)	67,100	56,048	11,052	67,600	-	500	67,100	-	-	-	-	-	-	-	-	-	-	67,600
1831 - Replace Six (6) Paratransit 22' Gas Cutaways (BUS-0050)	525	420	105	540	-	15	525	-	-	-	-	-	-	-	-	-	-	540
Safety/Security																		
0000 - Security Systems (BUS-0044)	1,000	800	200	1,000	-	-	-	-	-	-	-	-	-	-	1,000	-	-	1,000
1434 - Security Systems - Bus Security Cameras (BUS-0045)	-	-	-	900	765	135	-	-	-	-	-	-	-	-	-	-	-	900
Systemwide																		
1932 - Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis (BUS-0054)	110	-	110	125	-	15	110	-	-	-	-	-	-	-	-	-	-	125
FACILITIES REHABILITATION																		
D-1: San Rafael																		
1431 - Resurface D1 Employee Parking Lot & Solar Panels (BUS-0002)	4,887	3,910	977	5,130	143	100	2,000	2,887	-	-	-	-	-	-	-	-	-	5,130
1830 - D-1 Heavy Duty Shop Rehab: Roof/HVAC/Paint/Windows (BUS-0004)	1,206	965	241	1,600	294	100	1,206	-	-	-	-	-	-	-	-	-	-	1,600
1931 - Bus Division Office Improvements (BUS-0053)	345	-	345	420	-	75	345	-	-	-	-	-	-	-	-	-	-	420
1934 - San Rafael Server HVAC Modifications (BUS-0055)	30	-	30	50	-	20	30	-	-	-	-	-	-	-	-	-	-	50
0000 - San Rafael Card Access Security (BUS-0042)	216	173	43	216	-	-	-	-	-	-	-	-	-	-	-	216	-	216
0000 - Replace Steam Bay Waste Water Recycling System (FY11) (BUS-0012)	284	227	57	284	-	-	-	-	-	-	-	-	-	-	-	284	-	284
0000 - Injector Room Ventilation (BUS-0016)	35	28	7	35	-	-	-	-	-	-	-	-	-	-	-	35	-	35
0000 - Extend/Add Mezzanine (FY10; FY11; FY12) (BUS-0019)	115	-	115	115	-	-	-	-	-	-	-	-	-	-	-	115	-	115
0000 - Elevator for D1 HD Shop Building (BUS-0018)	650	520	130	650	-	-	-	-	-	-	-	-	-	-	-	650	-	650
0000 - D1 New Warehouse: Parts and Records Storage (FY10) (BUS-0017)	225	180	45	225	-	-	-	-	-	-	-	-	-	-	-	225	-	225
0000 - D-1 Main Shop Utility Rehab (BUS-0007)	1,900	1,520	380	1,900	-	-	-	-	800	1,100	-	-	-	-	-	-	-	1,900
0000 - D-1 Main Shop Roof Replacement (BUS-0003)	-	-	-	2,000	-	-	-	-	-	-	-	-	-	-	-	-	2,000	2,000
0000 - D-1 IT Dispatch Office Rehab (BUS-0009)	800	640	160	800	-	-	-	-	-	-	-	-	-	-	-	800	-	800
0000 - D-1 Fuel Island Building Rehab: Concrt Apron/Roof/Paint (BUS-0005)	850	680	170	850	-	-	-	100	750	-	-	-	-	-	-	-	-	850
0000 - D-1 Fire Alarm System Upgrade (BUS-0041)	300	240	60	300	-	-	-	-	-	-	-	-	-	-	-	300	-	300
0000 - D1 Drainage Improvements Warehouse Area (BUS-0014)	25	20	5	25	-	-	-	-	-	-	-	-	-	-	-	25	-	25
0000 - D-1 Bus Lot Pavement Rehabilitation (BUS-0008)	2,500	2,000	500	2,500	-	-	-	500	1,000	1,000	-	-	-	-	-	-	-	2,500
0000 - D-1 Bus Lot Campus Redev. Ph1-Planning Study (BUS-0010)	400	320	80	400	-	-	-	-	-	200	200	-	-	-	-	-	-	400
0000 - D-1 Bus Lot Campus Redev, Ph2-Construction (BUS-0011)	25,000	20,000	5,000	25,000	-	-	-	-	-	-	-	1,000	10,000	10,000	4,000	-	-	25,000
0000 - D-1 Bus Admin Bldg Roof, HVAC & Dispatch Rm (BUS-0040)	1,700	1,360	340	1,700	-	-	100	1,500	100	-	-	-	-	-	-	-	-	1,700
0000 - D-1 Body Shop Roof and Coating, Storage Bldg (BUS-0006)	1,100	880	220	1,100	-	-	-	-	-	600	500	-	-	-	-	-	-	1,100
0000 - Bus Main Shop Heaters Replacement (BUS-0015)	91	73	18	91	-	-	-	-	-	-	-	-	-	-	-	91	-	91
0000 - Bus Lot Landscapes (BUS-0056)	100	-	100	100	-	-	-	-	-	100	-	-	-	-	-	-	-	100
0000 - Automatic Door/Enclosure by Driver's Room (FY11; FY12) (BUS-0043)	150	120	30	150	-	-	-	-	-	-	-	-	-	-	-	150	-	150
D-2: Novato																		
1930 - D-2 Pavement & Remediation (BUS-0052)	1,980	1,584	396	2,000	-	20	800	1,180	-	-	-	-	-	-	-	-	-	2,000
0000 - D-2 Dispatch & Fuel Island Bldg Roof Rehab (BUS-0020)	760	608	152	760	-	-	-	-	-	-	320	440	-	-	-	-	-	760
0000 - D-2 Pavement Rehabilitation (BUS-0022)	1,700	1,360	340	1,700	-	-	-	-	-	-	-	300	600	800	-	-	-	1,700
0000 - D-2 Wash Rack Improvements (BUS-0021)	840	672	168	840	-	-	-	-	-	-	-	320	520	-	-	-	-	840
D-3: Santa Rosa																		
0000 - D-3 Bus Security Improvements (BUS-0046)	1,500	1,200	300	1,500	-	-	-	-	-	-	-	300	1,200	-	-	-	-	1,500
0000 - D-3 Dispatch & Fuel Island Bldg Roof and Restroom Rehab (BUS-0024)	900	720	180	900	-	-	-	-	-	300	600	-	-	-	-	-	-	900
0000 - D-3 Pavement Rehabilitation (BUS-0026)	2,100	1,680	420	2,100	-	-	-	-	-	-	-	-	-	800	800	500	-	2,100
0000 - D-3 Wash Rack Improvements (BUS-0025)	840	672	168	840	-	-	-	-	-	-	300	540	-	-	-	-	-	840
D-4: San Francisco																		
1933 - SF Curb Cut Bus Stop Improvements (BUS-0057)	30	-	30	50	-	20	30	-	-	-	-	-	-	-	-	-	-	50
1531 - San Francisco (D-4) Bus Lot Env Eval and Mods (BUS-0027)	480	-	480	500	-	20	480	-	-	-	-	-	-	-	-	-	-	500
0000 - D-4 Pavement Rehabilitation (BUS-0028)	1,500	1,200	300	1,500	-	-	-	-	-	-	-	-	-	300	1,200	-	-	1,500

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							10-Year Projected Capital Need ($000)											
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
JLKEY - Project Name (10YP ID)	10-Year Total ($000)	10-Year Grants ($000)	10-Year District ($000)	TOTAL PROJECT	FY18 & Prior Years	FY19 Budget	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Future Years	Line Item Total
BUS DIVISION																		
R-7: San Rafael Transit Center																		
0000 - SRTC Relocation PS&E/CON (BUS-0029)	45,000	22,500	22,500	45,000	-	-	-	-	500	2,000	15,000	27,500	-	-	-	-	-	45,000
1717 - SRTC Relocation Design/Env (Planning Dept) (BUS-0048)	1,629	986	643	2,065	337	100	600	1,029	-	-	-	-	-	-	-	-	-	2,065
Systemwide																		
0000 - Install LED Yard Lighting at Bus Facilities (BUS-0031)	138	138	-	138	-	-	-	-	-	-	-	-	-	-	-	138	-	138
INFORMATION SYSTEMS/TECHNOLOGY																		
1715 - Aviat Microwave Update - Santa Rosa Link (BUS-0051)	190	-	190	250	40	20	190	-	-	-	-	-	-	-	-	-	-	250
CAPITAL EQUIPMENT																		
XX39 - Capital Equipment (BUS-0001)	3,500	-	3,500	3,617	-	117	350	350	350	350	350	350	350	350	350	350	-	3,617
TOTAL	**303,013**	**235,362**	**67,651**	**307,948**	**1,579**	**1,356**	**74,193**	**17,775**	**25,770**	**25,890**	**24,218**	**51,976**	**15,028**	**55,433**	**8,850**	**3,879**	**2,000**	**307,948**

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							10-Year Projected Capital Need ($000)											
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
JLKEY - Project Name (10YP ID)	10-Year Total ($000)	10-Year Grants ($000)	10-Year District ($000)	TOTAL PROJECT	FY18 & Prior Years	FY19 Budget	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Future Years	Line Item Total
FERRY DIVISION																		
REVENUE VEHICLES																		
MS San Francisco																		
0000 - MS San Francisco Repower & Capital Improvement (FER-0042)	6,510	5,208	1,302	8,260	-	-	785	1,685	-	785	-	785	-	1,685	-	785	1,750	8,260
0000 - MS San Francisco: End of Useful Life Replacement (FER-0043)	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	25,000	25,000
MS Marin																		
0000 - M.S. Marin Ramp & Gangways Vessel Modifications (#1640) (FER-0019)	1,340	1,072	268	1,340	-	-	-	500	500	340	-	-	-	-	-	-	-	1,340
0000 - MS Marin: End of Useful Life Replacement (FER-0041)	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	25,000	25,000
0000 - MS Marin: Repower & Capital Improvements (FER-0040)	5,290	4,232	1,058	5,290	-	-	1,850	-	585	-	1,685	-	585	-	585	-	-	5,290
1741 - M.S. Marin Repower & Dry Dock (FER-0015)	5,345	560	4,785	13,334	5,990	2,000	5,345	-	-	-	-	-	-	-	-	-	-	13,334
MS Sonoma																		
1740 - M.S. Sonoma Refurbishment and Repower (FER-0016)	20,565	19,951	614	22,500	1,785	150	10,000	10,565	-	-	-	-	-	-	-	-	-	22,500
0000 - MS Sonoma: End of Useful Life Replacement (FER-0045)	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	25,000	25,000
0000 - MS Sonoma Repower & Capital Improvements (FER-0044)	4,205	3,364	841	5,890	-	-	-	565	-	585	-	1,885	-	585	-	585	1,685	5,890
MV Mendocino																		
0000 - MV Mendocino: End of Useful Life Replacement (FER-0051)	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	25,000	25,000
0000 - MV Mendocino Repower & Capital Improvements (FER-0050)	7,300	5,840	1,460	7,300	-	-	1,070	-	1,070	-	3,320	-	920	-	920	-	-	7,300
MV Del Norte																		
1941 - M.V. Del Norte Engine Rebuild/Cap Improvement (FER-0068)	4,495	3,596	899	4,545	-	50	1,000	2,000	1,495	-	-	-	-	-	-	-	-	4,545
0000 - MV Del Norte QL3 (FER-0065)	665	532	133	665	-	-	300	365	-	-	-	-	-	-	-	-	-	665
0000 - MV Del Norte Repower & Capital Improvements (FER-0046)	8,130	6,504	1,626	16,260	-	-	-	1,090	-	1,490	-	3,530	-	1,010	-	1,010	8,130	16,260
0000 - MV Del Norte: End of Useful Life Replacement (FER-0047)	25,000	20,000	5,000	25,000	-	-	-	-	-	-	-	-	25,000	-	-	-	-	25,000
MV Napa																		
0000 - MV Napa Capital Improvements & DD (FER-0066)	1,000	800	200	1,000	-	-	100	400	500	-	-	-	-	-	-	-	-	1,000
0000 - MV Napa Repower & Capital Improvements (FER-0052)	8,630	6,904	1,726	8,630	-	-	-	1,450	-	1,450	-	1,000	-	3,730	-	1,000	-	8,630
0000 - MV Napa: End of Useful Life Replacement (FER-0053)	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	25,000	25,000
1942 - M.V. Napa Engine Rebuild/Cap Improvement (FER-0022)	4,160	3,328	832	4,410	-	250	1,000	1,000	2,160	-	-	-	-	-	-	-	-	4,410
0000 - M.V. Napa Ramp & Gangways Vessel Modifications (#1641) (FER-0072)	1,180	944	236	1,180	-	-	200	500	480	-	-	-	-	-	-	-	-	1,180
MV Golden Gate																		
1943 - M.V. Golden Gate Engine Rebuild/Cap Improvement (FER-0071)	3,385	2,708	677	3,535	-	150	1,000	1,000	1,385	-	-	-	-	-	-	-	-	3,535
0000 - MV Golden Gate Repower & Capital Improvements (FER-0048)	7,580	6,064	1,516	15,160	-	-	-	1,050	-	1,000	-	3,530	-	1,000	-	1,000	7,580	15,160
0000 - MV Golden Gate: End of Useful Life Replacement (FER-0049)	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	25,000	25,000
0000 - MV Golden Gate: Structural Modifications (#1440) (FER-0020)	100	80	20	100	-	-	100	-	-	-	-	-	-	-	-	-	-	100
Systemwide																		
1940 - Purchase New Vessel - Phase 1 (FER-0067)	10,950	6,570	4,380	11,000	-	50	8,000	2,950	-	-	-	-	-	-	-	-	-	11,000
0000 - Purchase New Vessel - Phase 2 (FER-0080)	19,000	11,400	7,600	19,000	-	-	8,000	11,000	-	-	-	-	-	-	-	-	-	19,000
1945 - Renewable Diesel Pilot Program (FER-0069)	535	-	535	560	-	25	535	-	-	-	-	-	-	-	-	-	-	560
FACILITIES REHABILITATION																		
Systemwide																		
0503 - Gangway & Piers - Design (FER-0007)	3,019	2,502	517	11,863	7,843	1,000	500	500	2,019	-	-	-	-	-	-	-	-	11,863
0000 - Security Systems (FER-0059)	500	400	100	500	-	-	-	500	-	-	-	-	-	-	-	-	-	500
0000 - Warehouse Security and Storage Project (FER-0079)	1,970	-	1,970	1,970	-	-	100	200	500	500	670	-	-	-	-	-	-	1,970

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							10-Year Projected Capital Need ($000)											
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
JLKEY - Project Name (10YP ID)	10-Year Total ($000)	10-Year Grants ($000)	10-Year District ($000)	TOTAL PROJECT	FY18 & Prior Years	FY19 Budget	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Future Years	Line Item Total
FERRY DIVISION																		
Larkspur Ferry Terminal																		
0000 - Admin Bldg Roof, Paint Exterior, Restroom Rehab (FER-0028)	1,500	1,200	300	1,500	-	-	300	1,200	-	-	-	-	-	-	-	-	-	1,500
0000 - Design/Install Swing Mooring Apparatus (FER-0057)	86	-	86	86	-	-	-	86	-	-	-	-	-	-	-	-	-	86
0000 - Gangways & Piers - Larkspur Construction (FER-0026)	66,000	52,800	13,200	66,000	-	-	-	-	-	-	-	4,000	24,000	24,000	14,000	-	-	66,000
0000 - LFT Berth and Turning Basin Dredging (FER-0025)	8,000	6,400	1,600	8,000	-	-	-	300	3,000	-	-	-	400	4,300	-	-	-	8,000
0000 - LFT Channel Dredging (FER-0024)	29,100	23,280	5,820	29,100	-	-	-	500	12,500	-	-	-	800	15,300	-	-	-	29,100
0000 - LFT Maintenance Facility Rehabilitation (FER-0060)	1,160	-	1,160	1,160	-	-	-	-	-	-	-	500	660	-	-	-	-	1,160
0000 - LFT Parking Garage (FER-0035)	40,000	32,000	8,000	40,000	-	-	-	-	-	-	-	500	4,500	5,000	15,000	15,000	-	40,000
0000 - Oil Boom Platform Berth 3 (FER-0032)	900	-	900	900	-	-	-	900	-	-	-	-	-	-	-	-	-	900
0000 - Parking Lot Striping, Improvements, Signage (FER-0055)	50	-	50	50	-	-	-	50	-	-	-	-	-	-	-	-	-	50
0000 - Rehab Overflow Parking Lot Area (FER-0033)	800	640	160	800	-	-	-	800	-	-	-	-	-	-	-	-	-	800
0000 - Rehab Parking Lot (FER-0034)	1,500	1,200	300	1,500	-	-	-	-	-	-	-	300	1,200	-	-	-	-	1,500
0000 - Terminal Bldgs and Waiting Area Roof Rehab (FER-0027)	2,000	1,600	400	2,000	-	-	300	1,700	-	-	-	-	-	-	-	-	-	2,000
0000 - Terminal Truss Rehab and Painting (FER-0030)	4,000	3,200	800	4,000	-	-	-	-	-	-	468	1,766	1,766	-	-	-	-	4,000
0000 - Terminal Water Line and Utilities Rehab (FER-0029)	1,000	800	200	1,000	-	-	-	500	500	-	-	-	-	-	-	-	-	1,000
1542 - SLEP Larkspur (FER-0003)	1,481	1,185	296	1,740	209	50	1,481	-	-	-	-	-	-	-	-	-	-	1,740
1841 - Fuel System Rehab (FER-0031)	1,480	-	1,480	1,500		20	200	200	500	580	-	-	-	-	-	-	-	1,500
0000 - EV Charger Upgrades (FER-0070)	200	-	200	200	-	-	-	50	50	100	-	-	-	-	-	-	-	200
0000 - Larkspur Ferry Office Partitions and Furniture (FER-0074)	58	-	58	58	-	-	58	-	-	-	-	-	-	-	-	-	-	58
0000 - Modify Slip #3, Larkspur Ferry Terminal (ADA Compliance) (FER-0075)	96	-	96	96	-	-	96	-	-	-	-	-	-	-	-	-	-	96
0000 - Larkspur Ferry Kiosk Restoration and Refurbishment (FER-0076)	380	-	380	380	-	-	200	180	-	-	-	-	-	-	-	-	-	380
0000 - Modify/Improve Larkspur Ferry Overflow Parking Lot (FER-0077)	400	-	400	400	-	-	100	300	-	-	-	-	-	-	-	-	-	400
San Francisco Ferry Terminal																		
0000 - Gangways & Piers - San Francisco Construction (FER-0036)	30,000	24,000	6,000	30,000	-	-	-	-	-	-	3,500	12,500	14,000	-	-	-	-	30,000
0000 - Rehab Former Ticket Office Bldg (FER-0038)	2,800	2,240	560	2,800	-	-	-	-	-	-	-	2,000	800	-	-	-	-	2,800
0000 - SFFT Security Gate (FER-0063)	300	-	300	300	-	-	300	-	-	-	-	-	-	-	-	-	-	300
0000 - Waiting Area Roof Rehab (FER-0037)	1,200	960	240	1,200	-	-	-	-	-	-	300	900	-	-	-	-	-	1,200
0000 - San Francisco Ferry Terminal Improvements (FER-0078)	1,222	-	1,222	1,222	-	-	100	200	200	500	222	-	-	-	-	-	-	1,222
Sausalito Ferry Terminal																		
1441 - Gangways & Piers - Sausalito Construction (FER-0005)	11,300	9,040	2,260	11,500		200	3,000	8,300	-	-	-	-	-	-	-	-	-	11,500
0000 - Sausalito Terminal Environmental Mitigation (FER-0039)	100	-	100	100	-	-	100	-	-	-	-	-	-	-	-	-	-	100
Corte Madera Marsh																		
9710 - Corte Madera Marsh Restoration Design (FER-0002)	618	-	618	2,489	1,821	50	618	-	-	-	-	-	-	-	-	-	-	2,489
0000 - CM Marsh Restoration Construction (FER-0023)	5,000	4,000	1,000	5,000	-	-	-	-	-	-	500	3,000	1,500	-	-	-	-	5,000
INFORMATION SYSTEMS/TECHNOLOGY																		
1944 - Ticketing Systems/TVMs/Door Replacement (FER-0073)	1,969	1,575	394	2,019	-	50	500	800	669	-	-	-	-	-	-	-	-	2,019
1842 - Automatic Identification System (AIS) (FER-0064)	-	-	-	37	27	10	-	-	-	-	-	-	-	-	-	-	-	37
CAPITAL EQUIPMENT																		
XX49 - Capital Equipment (FER-0001)	750	-	750	2,440	-	1,690	75	75	75	75	75	75	75	75	75	75	-	2,440
TOTAL	**366,303**	**278,679**	**87,624**	**558,868**	**17,675**	**5,745**	**47,313**	**53,461**	**28,188**	**7,405**	**10,740**	**36,271**	**76,206**	**56,685**	**30,580**	**19,455**	**169,145**	**558,868**

GGBHTD 10-YEAR CAPITAL PLAN
FY 2020 - FY 2029

							10-Year Projected Capital Need ($000)											
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
JLKEY - Project Name (10YP ID)	10-Year Total ($000)	10-Year Grants ($000)	10-Year District ($000)	TOTAL PROJECT	FY18 & Prior Years	FY19 Budget	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Future Years	Line Item Total
DISTRICT DIVISION																		
FACILITIES REHABILITATION																		
0000 - A&D Admin Building Remodel/Rehab (DIST-0002)	1,500	-	1,500	1,500	-	-	200	1,300	-	-	-	-	-	-	-	-	-	1,500
0000 - Office Facility Renovation/Consolidation (DIST-0003)	750	-	750	6,960	-	-	-	-	-	-	-	-	-	-	-	750	6,210	6,960
0000 - Security Systems (DIST-0046)	700	560	140	700	-	-	100	100	-	500	-	-	-	-	-	-	-	700
INFORMATION SYSTEMS/TECHNOLOGY																		
1513 - Electronic Time Keeping (DIST-0010)	-	-	-	1,141	952	189	-	-	-	-	-	-	-	-	-	-	-	1,141
1518 - Website Redesign (DIST-0013)	-	-	-	532	383	149	-	-	-	-	-	-	-	-	-	-	-	532
1711 - Radio System Upgrade (DIST-0005)	699	444	255	1,844	944	200	699	-	-	-	-	-	-	-	-	-	-	1,844
1712 - Transit Scheduling System (DIST-0009)	1,654	-	1,654	2,135	231	250	700	500	454	-	-	-	-	-	-	-	-	2,135
1713 - ADS ACIS Data Radio Replacement (DIST-0006)	-	-	-	700	597	103	-	-	-	-	-	-	-	-	-	-	-	700
1810 - Financial/HR/Payroll Management System Procurement (DIST-0021)	4,456	2,228	2,228	4,500	44	-	200	500	1,000	1,000	1,756	-	-	-	-	-	-	4,500
1811 - Hardware and Software for ACIS/INIT (DIST-0051)	633	533	100	1,000	317	50	633	-	-	-	-	-	-	-	-	-	-	1,000
1813 - Transportation Statistics Reporting (DIST-0061)	500	-	500	500	-	-	250	250	-	-	-	-	-	-	-	-	-	500
1815 - Customer Service Incident System (Marketing) (DIST-0056)	25	-	25	45	-	20	25	-	-	-	-	-	-	-	-	-	-	45
1816 - Document Management System (DIST-0057)	250	-	250	300	-	50	250	-	-	-	-	-	-	-	-	-	-	300
1910 - Maximo for Bridge Division (DIST-0064)	513	-	513	533	-	20	513	-	-	-	-	-	-	-	-	-	-	533
1911 - Cyber Security Improvements (DIST-0065)	308	-	308	408	-	100	308	-	-	-	-	-	-	-	-	-	-	408
1912 - Manage Detection and Response Services (DIST-0066)	310	-	310	360	-	50	310	-	-	-	-	-	-	-	-	-	-	360
1913 - Disaster Recovery Improvements (2019) (DIST-0067)	298	-	298	318	-	20	298	-	-	-	-	-	-	-	-	-	-	318
1914 - Technology Improvements (2019) (DIST-0068)	219	-	219	269	-	50	219	-	-	-	-	-	-	-	-	-	-	269
1915 - Cisco Phone System Software Upgrade (DIST-0069)	119	-	119	144	-	25	119	-	-	-	-	-	-	-	-	-	-	144
1916 - San Rafael A&D Admin Office Improvements (DIST-0070)	181	-	181	231	-	50	181	-	-	-	-	-	-	-	-	-	-	231
0000 - Video Conferencing (DIST-0053)	299	-	299	299	-	-	-	-	-	-	50	125	124	-	-	-	-	299
0000 - Transit Scheduling System (DIST-0018)	1,200	960	240	1,200	-	-	-	-	-	-	1,200	-	-	-	-	-	-	1,200
0000 - Time Keeping System (DIST-0026)	1,055	844	211	1,055	-	-	-	-	-	-	-	55	1,000	-	-	-	-	1,055
0000 - Telephone System Upgrade (DIST-0019)	2,550	-	2,550	2,550	-	-	-	-	800	-	-	-	50	1,700	-	-	-	2,550
0000 - Technology Improvements (DIST-0052)	2,250	-	2,250	2,250	-	-	250	250	250	250	250	250	250	250	250	-	-	2,250
0000 - Replace Server Equipment (DIST-0024)	600	-	600	600	-	-	200	-	-	-	200	-	-	-	200	-	-	600
0000 - Replace Network Equipment (DIST-0023)	740	-	740	740	-	-	-	-	-	-	740	-	-	-	-	-	-	740
0000 - Redundant Network / Systems (DIST-0017)	650	-	650	650	-	-	-	-	-	150	-	350	150	-	-	-	-	650
0000 - Radio System Upgrade (DIST-0016)	2,000	-	2,000	2,000	-	-	-	-	-	500	-	500	-	500	-	500	-	2,000
0000 - Radio Subscriber Upgrade (DIST-0060)	4,000	-	4,000	4,000	-	-	-	3,000	-	-	-	-	1,000	-	-	-	-	4,000
0000 - Network Security (DIST-0035)	230	-	230	230	-	-	-	-	-	230	-	-	-	-	-	-	-	230
0000 - Maximo Upgrade SAAS (DIST-0071)	452	-	452	452	-	-	100	100	252	-	-	-	-	-	-	-	-	452
0000 - IVR replacement (DIST-0036)	200	-	200	200	-	-	-	-	200	-	-	-	-	-	-	-	-	200
0000 - Internet of Things for all Divisions (DIST-0050)	750	-	750	750	-	-	-	-	250	-	-	250	-	-	250	-	-	750
0000 - INIT software refresh (DIST-0045)	1,100	-	1,100	1,100	-	-	1,100	-	-	-	-	-	-	-	-	-	-	1,100
0000 - Indoor and Outdoor Wireless Network Access (DIST-0028)	660	-	660	660	-	-	-	-	320	-	-	-	-	340	-	-	-	660
0000 - GFI System Upgrade (DIST-0037)	245	-	245	245	-	-	86	159	-	-	-	-	-	-	-	-	-	245
0000 - Firetide Mesh Refresh (DIST-0042)	500	-	500	500	-	-	-	500	-	-	-	-	-	-	-	-	-	500
0000 - Financial/HR/Payroll Management System Procurement (DIST-0058)	2,000	-	2,000	2,000	-	-	-	-	-	-	-	1,000	-	-	1,000	-	-	2,000
0000 - Ferry Passenger Information Systems (DIST-0030)	250	200	50	250	-	-	-	-	125	-	-	-	-	125	-	-	-	250
0000 - Exacom Voice Recorder Refresh (DIST-0044)	40	-	40	40	-	-	-	-	40	-	-	-	-	-	-	-	-	40
0000 - Email/MS Office (DIST-0032)	1,000	-	1,000	1,000	-	-	-	500	-	250	-	-	250	-	-	-	-	1,000
0000 - Document Management System (DIST-0025)	540	-	540	540	-	-	-	-	-	-	-	70	470	-	-	-	-	540
0000 - District Web Site Re-Design w/Mobile App (DIST-0039)	220	-	220	220	-	-	-	-	-	220	-	-	-	-	-	-	-	220
0000 - Disaster Recovery (DIST-0029)	1,000	-	1,000	1,000	-	-	-	250	-	250	-	250	-	250	-	-	-	1,000
0000 - Database Systems (SQL) (DIST-0062)	750	-	750	750	-	-	-	250	-	-	250	-	-	250	-	-	-	750
0000 - Data Storage System (DIST-0027)	1,200	-	1,200	1,200	-	-	-	600	-	-	-	-	600	-	-	-	-	1,200
0000 - Cyber Security (DIST-0033)	805	-	805	805	-	-	-	250	-	-	-	80	260	215	-	-	-	805
0000 - Compellent San Replacement ACIS (DIST-0041)	200	160	40	200	-	-	-	200	-	-	-	-	-	-	-	-	-	200
0000 - Business Intelligence (DIST-0059)	1,250	-	1,250	1,250	-	-	-	750	-	-	-	500	-	-	-	-	-	1,250
0000 - Bus Wifi (DIST-0031)	750	-	750	750	-	-	250	-	-	-	500	-	-	-	-	-	-	750
0000 - Avtec VPGate Refresh (DIST-0043)	20	-	20	20	-	-	-	20	-	-	-	-	-	-	-	-	-	20
0000 - Asset and Vehicle Fluid Mgmt System (DIST-0054)	750	-	750	750	-	-	-	-	250	-	-	250	-	-	250	-	-	750
CAPITAL EQUIPMENT																		
XX19 - Capital Equipment (DIST-0001)	1,500	-	1,500	1,760	-	260	150	150	150	150	150	150	150	150	150	150	-	1,760
TOTAL	**44,871**	**5,929**	**38,942**	**56,135**	**3,467**	**1,587**	**7,141**	**9,629**	**4,091**	**3,500**	**5,096**	**3,830**	**4,304**	**3,780**	**2,100**	**1,400**	**6,210**	**56,135**

APPENDIX F – FINANCIAL PLAN

Agenda Item No. (11)

To: Finance-Auditing Committee/Committee of the Whole
Meeting of October 26, 2017

From: Jennifer Mennucci, Director of Budget and Electronic Revenue
Joseph M. Wire, Auditor-Controller
Denis J. Mulligan, General Manager

Subject: **STATUS REPORT ON THE 2014 STRATEGIC FINANCIAL PLAN**

Recommendation

The following report is provided for informational purposes and does not require any action.

Introduction

This report provides a background on the Board of Director's (Board) process to create the 2014 Strategic Financial Plan (Plan), development of the plan's criteria and guiding principles, and the objectives of the Plan. Also, attached is an updated Plan including the current status of each Initiative (see Attachment C).

When the Golden Gate Bridge, Highway and Transportation District (District) approved its current Strategic Financial Plan (Plan) for achieving long-term financial stability on October 24, 2014, it was noted that the Plan was not only a financial plan but a work plan for staff and thus a living document that would require regular review on a routine basis. This report discusses the impact of the Plan, the current status of the Plan's initiatives, and next steps.

Impact of the Financial Plan

The goal of the Plan is to implement initiatives that will bring down the deficit. The original five-year deficit for the 2009 Plan was $132 million. For example, the *2009 Strategic Plan for Achieving Long-Term Financial Stability* was successful in eliminating the five year deficit of approximately $200 million.

The result of this year's five-year projection is that the five-year period of this Strategic Financial Plan is $25.3 million in surplus. The Plan shows a 10-year deficit of $144 million. In Appendix D, the chart compares the projection with the actual results from the Financial Plan. Overall, the results are positive from when this Strategic Financial Plan was developed in FY 13/14.

The 2014 Plan Status

The Plan has 46 initiatives. The initiatives have been categorized into the following four phases (see Appendix C for a complete set of initiatives):

Projects Underway (17 Initiatives) – Initiatives that are Board approved and are being implemented or Initiatives that are under analysis and have not yet come to the Board for action. This includes projects such as efficiencies from negotiations, improving toll collection system, green initiatives, and addressing Larkspur Ferry demand, etc.

Projects To Be Started (4 Initiatives) – Initiatives that are not yet Board approved or implemented and planned to be worked on in future years.

Projects Completed (18 Initiatives) – Initiatives that are fully implemented. These initiatives include projects such as Moveable Median Barrier, implementation of ACIS project, Bus Wi-Fi, the passage of temporary license plate legislation, implementation of transit fare increase, review of Capital Plan, converting Board meeting to once a month, converting to clean diesel, and the transition of supplemental school service to Marin Transit.

Projects Withdrawn or Deferred (7 Initiatives) **–** Initiatives that are withdrawn include projects such as sidewalk access fees on the Bridge sidewalks, while initiatives that are currently deferred by the Board include projects such as implementing Wi-Fi on the Ferry System. Reducing Ferry service during December Holiday period and increasing ridership through a multiday bus pass.

Consideration of New Initiatives for 2016/2017

The Board has an option to add/delete initiatives on/off the Plan at any time. Staff reviewed the Plan and recommends continuing to work off the current plan based on the numerous projects that are underway now and in future years. If the Board chooses to add an initiative, it does not commit the Board to implementation. Prior to implementation of any specific initiative, further staff analysis will be done and, as required by Board policy, each element of the Plan will be brought through the Board's committee structure and then to the Board for approval prior to implementation.

Fiscal Impact

There is no fiscal impact associated with this status report. Fiscal impacts will occur when specific initiatives are approved for implementation.

Attachments: Appendix A, Guiding Principles & Priority Criteria
Appendix B, Financial Plan Background
Appendix C, Financial Plan Status Report
Appendix D, Cumulative Deficit Comparison, 2015-2020

Guiding Principles

1. The Advisory Committee will develop a Strategic Plan whose components the Committee members can champion to the full Board of Directors when brought forward for adoption.

2. The Committee will be guided by the Mission Statement of the District in reviewing options for expense reduction and revenue generation:

    > The mission of the Golden Gate Bridge, Highway & Transportation District (District) is to provide safe and reliable operation, maintenance and enhancement of the Golden Gate Bridge and to provide transportation services, as resources allow, for customers within the U.S. Highway 101 Golden Gate Corridor.

3. The Strategic Plan will identify general priorities to guide implementation work on each initiative in recognition that staff resources are limited and not everything can happen at the same time.

4. The focus of the Advisory Committee will include both expense reductions and additional revenue generation.

5. The focus of the expense reduction initiatives will be on improving efficiency of current activities in such a way that savings result from the efficiencies and on finding new ways to provide the core services of the District. Outright elimination of any services will be minimized as much as possible.

6. This Advisory Committee will seek to keep existing projects underway at the District moving forward on schedule to the degree possible while undertaking new initiatives that are set forth by the Committee and ultimately adopted by the Board of Directors.

Development Criteria

This plan is an outline on how to ensure financial stability, but is also serves as a workplan for staff in recognition of workload impacts. The workload impact of the plan will be addressed each year in the Districts' budget. The Plan and initiatives will be reviewed annually as part of the review on the financial projections and conditions of the District. In general, initiatives in the proposed Plan are included based on the following criteria.

A. Complete initiatives already underway.

B. Focus on initiatives that will improve efficiencies of existing services or initiatives that work with community partners to increase the quality and breadth of service.

C. Undertake initiatives that have substantial payoff potential but require a longer lead-time to fully implement.

Background

The District adopted its first Strategic Financial Plan in 2009 and was completed in 2013. In November 2013, a Committee was assigned to create a 2014 Strategic Financial Plan to address the District's projected financial deficit as outlined at the Board's October 25, 2013, Special Board meeting on the District's long-term financial condition. The Board approved the 2014 Strategic Financial Plan to guide the District in its long-term deficit reduction effort. It presents a path that, if implemented as presented, would eliminate the projected five and the majority of the ten year deficit.

The approval of the proposed Plan is not the approval of any of the specific initiatives within the Plan. Prior to implementation of any specific initiative, further staff analysis will be done and as required by Board policy, each element of the Plan will be brought through the Board's committee structure and then forward to the Board for possible approval. Also, some initiatives will require public outreach and public hearings during the deliberation process.

Development of the Financial Plan

As the first step in creating a proposed Strategic Financial Plan, the Advisory Committee developed guiding principles to assist in identifying initiatives for inclusion in the Plan. Secondly, they established a set of development criteria to guide in developing which ideas to undertake and include in the Plan (See Appendix A- for the Guiding Principles and Development Criteria).

The 2014 Plan had a set of themes that fell into one of the following categories:

1. Review Administrative Processes and Procedures.
2. Transit Service Efficiencies.
3. Benefit Cost Reductions.
4. Technology Efficiencies.
5. Regional Partnerships & Coordination.
6. New Ways to Generate Revenue.
7. Reassess Capital Plan.

Objectives of the Strategic Financial Plan

The Plan is tracked to provide progress on initiatives over the five year period. The Plan always covers the same five and ten year period of FY 15/16 – FY 24/25. The District's long-term deficit will be updated with every projection for the appropriate years, but the original savings amounts for each initiative in the plan will remain the same to provide a baseline for judging the plan's effectiveness.

Description of Plan Document Structure

The savings/revenues column shows the cumulative savings/revenue for the time period. For example, if it is year three, the savings/revenues are shown for first three years of the plan period. The status column will be updated in order to show the progress on each initiative. If needed, new initiatives will be incorporated each year during the annual review, prior to the annual budget process where initiatives can be funded.

The Plan uses the same five and ten year period as the most current projection which was presented to the Finance Committee on September 23, 2015. The "five-year horizon" starts with the fiscal year that began on July 1, 2015, and end at the end of the fifth year, June 30, 2020, while the "ten-year horizon" ends June 30, 2025. While the main focus of this effort is on the next five years, the ten year impact of the various initiatives is included to reinforce each initiative's long-term value in reducing the deficit, especially those initiatives that are projected to take several years to implement or will begin in later years of the Plan.

Next Steps

The staff will continue to work on the individual initiatives underway. Potential new initiatives will be discussed and planned during the upcoming annual budget process. The Plan as a whole will come to the Board for review again next fall and will again be compared to the latest deficit projection.

	Initiatives (Cumulative $ in Millions)	**YEAR 1** **FY 15/16**	**YEAR 2** **FY 15/16-16/17**	**YEAR 3** **FY 15/16-17/18**	**YEAR 4** **FY 15/16-18/19**	**YEAR 5** **FY 15/16-19/20**	**10-YR** **FY 15/16 - 24/25**	**Status of Project to Date**
	Updated Deficit Projection (September 2017)	**$14.3**	**$22.9**	**$24.0**	**$29.2**	**$25.3**	**($143.5)**	Updated deficit projection from Sept 2017: The Financial Plan covers FY 15/16 - 24/25. Actual is used for FY 15/16 and FY16/17, Budget for FY 17/18 and the September 2017 projection is used for FY 18/19 - FY 27/28.
	Projects Underway:							
5	Implement time collection and Payroll automation throughout the District. Net reduction of 1-2 FTEs.	$0.0	$0.1	$0.2	$0.3	**$0.4**	$0.9	Completion scheduled for 2018.
7	Improve automatic toll collection system process to ensure toll collection from all auto traffic.	$0.1	$0.2	$0.3	$0.4	**$0.5**	$1.0	Several initiatives already implemented and the new toll system procured in FY 16/17 will further ensure accurate toll collection.
10	ATU Labor Negotiations. Cost savings in the areas of health, pension, workers' compensation, absenteeism and work rule efficiencies. (Negotiations in 2014 & 2018)	$0.2	$0.6	$1.0	$1.4	**$1.8**	$3.8	Negotiations in 2014 completed. Significant changes in health plan design, premium sharing, pension contributions, worker's compensation reform, absenteeism. Next negotiation 2018.
11	Coalition Labor Negotiations. Cost savings in the areas of health plan design and employee premium contribution, workers' compensation, and work rule efficiencies. (Negotiations in 2014, 2017, & 2020)	$0.5	$1.0	$1.6	$2.6	**$3.6**	$8.6	Negotiations with Coalition in 2014 and 2017 completed. Significant changes in health plan design and premium sharing. Next negotiation 2020.
17	Implement Administrative efficiencies. Implement opportunities to reduce costs, including increased use of technology and streamlining administration processes.Net reduction of 1-2 FTEs.	$0.2	$0.3	$0.5	$0.6	**$0.8**	$1.5	Establishment of the medical provider network and the nurse triage program for workers' compensation injuries, alternative dispute resolution and structured return to work programs for Bus Operators, consolidation of District printer services underway, Wi-fi implemented in bus yard allowing efficient downloads of multiple system data, and online sourcing for procurement underway.

	Initiatives (Cumulative $ in Millions)	YEAR 1 FY 15/16	YEAR 2 FY 15/16-16/17	YEAR 3 FY 15/16-17/18	YEAR 4 FY 15/16-18/19	YEAR 5 FY 15/16-19/20	10-YR FY 15/16 - 24/25	Status of Project to Date
Projects Underway: (cont.)								
18	Evaluate opportunities to reduce managing positions by approximately 10% as a goal through attrition. Reduction of 3-5 FTEs.	$0.2	$0.3	$0.4	$0.8	**$1.2**	$3.2	Actions to date include elimination of 2 supervisor positions: 1 vacant Bus Manager, 1 vacant Bridge Sergeant. Restructuring of 1 HR Administrator.
19	Winter Holiday Facility closures for non-operational functions as possible: Reduce functions between Christmas and New Year's.	$-	$-	$-	$-	**$-**	$-	Board approved to begin the Program on a voluntary basis for Non-Represented employees in 2016 and will continue the voluntary pilot in 2017.
21	Develop a comprehensive initiative for paid parking and tour bus access to the Bridge visitor areas to reduce congestion and increase revenue.		$-	$-	$-	**$-**	$-	Working with local partners to develop a long term plan. Currently staff is working on technologies to manage traffic and paid parking in this area.
23	When SMART operations begin, optimize bus service of competing bus trips in the same corridor.		$0.1	$0.1	$0.2	**$0.3**	$0.8	Assess in 2018 after SMART has been operational for nine months.
24	Develop partnerships with Bay Area private transportation providers and employers to develop increased bus and ferry usage during non-peak and reverse commute times.		$0.0	$0.0	$0.1	**$0.2**	$0.7	Consultant delivered a finalized report. Next steps are to look for ways to implement findings.
26	Green Initiatives - Explore cost savings on installation of solar panels, wind power, and other green initiatives in District Facilities.			$-	$-	**$-**	$-	Staff anticipates advertising and implementation of solar panels in the San Rafael employee lot complete in 2018.
32	Replace Existing Ferry Terminal Gangways and Piers: Increase operating efficiency. May impact FTEs.				$0.1	**$0.2**	$0.7	In October 2017, City of Sausalito approved project to move forward on Sausalito terminal. Staff will continue to finalize design and permitting. When Sausalito design and permitting is complete, San Francisco terminal will continue with the environmental and design process.

2017 STRATEGIC FINANCIAL PLAN

	Initiatives (Cumulative $ in Millions)	YEAR 1 FY 15/16	YEAR 2 FY 15/16-16/17	YEAR 3 FY 15/16-17/18	YEAR 4 FY 15/16-18/19	YEAR 5 FY 15/16-19/20	10-YR FY 15/16 - 24/25	Status of Project to Date
Projects Underway: (cont.)								
33	Implementation of Clipper 2.0 reducing transaction costs to collect revenue				$0.1	**$0.2**	$0.7	The Bay Area region has released an RFP to procure a vendor for Clipper 2.0. It is anticipated the new system will begin implementation in 2020.
35	Work with regional partners to increase bus travel speed in San Francisco to reduce operating costs.				$0.2	**$0.3**	$1.1	This project is underway with the commencement of the Van Ness bus lane project.
37B	Address the increased demand for Larkspur Ferry service through exploring the environmental review process to expand the Larkspur Ferry Service beyond the allowable 42 trips a day.					**$-**	$-	This initiative is scheduled to begin to be explored in FY 17/18.
38	Implementation of Clipper 2.0 eliminating cash collection on buses.					**$0.1**	$0.6	Clipper 2.0 is currently being developed and attempting to build Clipper to have functionality to go cashless.
44	Work with regional partners to convert HOV lanes in north bay to 3+ occupants to increase bus speed and reduce operating costs.						$-	District advocating for this initiative with local and regional authorities. The District has had meetings with local partners such as MTC, TAM, SMART, and Caltrans to continue to further this project.

2017 STRATEGIC FINANCIAL PLAN

	Initiatives (Cumulative $ in Millions)	**YEAR 1** **FY 15/16**	**YEAR 2** **FY 15/16-16/17**	**YEAR 3** **FY 15/16-17/18**	**YEAR 4** **FY 15/16-18/19**	**YEAR 5** **FY 15/16-19/20**	**10-YR** **FY 15/16 - 24/25**	**Status of Project to Date**
Projects To Be Started:								
30	Review and implement multi-year toll increase plan when current plan ends in June 2018.				$7.0	**$14.4**	$116.7	Scheduled for consideration on FY 18/19.
34	Explore additional Partnership Projects with the Parks Conservancy.				$-	**$-**	$-	Scheduled to be explored in a future year.
42	Evaluate purchasing other agency staff expertise for specialized needs.					**$-**	$-	Savings estimate to be defined when project is developed.
45	Partner with MTC to receive funding to provide bus service in the highway 37 corridor to reduce congestion, speed up service, and increase ridership.						$-	The District is working with MTC to identify potential funding.

	Initiatives (Cumulative $ in Millions)	YEAR 1 FY 15/16	YEAR 2 FY 15/16-16/17	YEAR 3 FY 15/16-17/18	YEAR 4 FY 15/16-18/19	YEAR 5 FY 15/16-19/20	10-YR FY 15/16 - 24/25	Status of Project to Date
Projects Completed:								
1	Implement Moveable Median Barrier: Will impact staffing in lane management and roadway operations. Net reduction of 1-2 FTEs.	$0.1	$0.2	$0.3	$0.4	**$0.5**	$1.0	1 FTE reduction in the FY 15/16 Budget.
2	Complete Implementation of ACIS Project: Project will increase customer service and operations efficiencies.	$0.0	$0.1	$0.2	$0.3	**$0.4**	$0.9	Fully implemented in Summer 2016. Savings will come from future reduced run times and fuel savings.
3	Review of Capital Plan. Accurately assess timing and costs for Capital Plan.	$-	$-	$-	$-	**$-**	$-	Capital Office evaluated the plan and reduced the Capital need over 10 years reflected in the FY 16/17 Budget.
4	Develop an initiative to have one set of Board and Committee meetings a month to save District resources.	$0.1	$0.1	$0.1	$0.2	**$0.2**	$0.4	A reduction in the number of meetings occurred in 2016. The Board-approved schedule set meetings for once a month.
6	Charge for Parking at Larkspur Ferry: Assumed at $2/day.	$0.4	$0.8	$1.2	$1.6	**$2.0**	$4.0	The parking lot fees were approved by the Board in FY 15/16. Annual net revenue approx. $0.6 million.
8	Evaluate the cost-effectiveness of using Clean Diesel over Bio-Diesel in Ferry fleet. Convert from blended Bio-Diesel Fuel to Clean Diesel in Ferry Fleet.	$0.5	$1.1	$1.6	$2.2	**$2.7**	$5.4	Staff evaluated the cost-effectiveness of using Clean Diesel over Bio-Diesel and converted to clean diesel fuel for cost savings while retaining a similar environmental footprint. In addition, staff is evaluating in converting the Ferry fleet to renewable diesel.
9	Non-Represented Employees. Cost savings in the areas of health plan design and employee premium contribution.	$0.2	$0.3	$0.8	$1.1	**$1.4**	$2.9	Significant changes in health plan design, and premium sharing completed and continued examination of future changes in this area will occur.

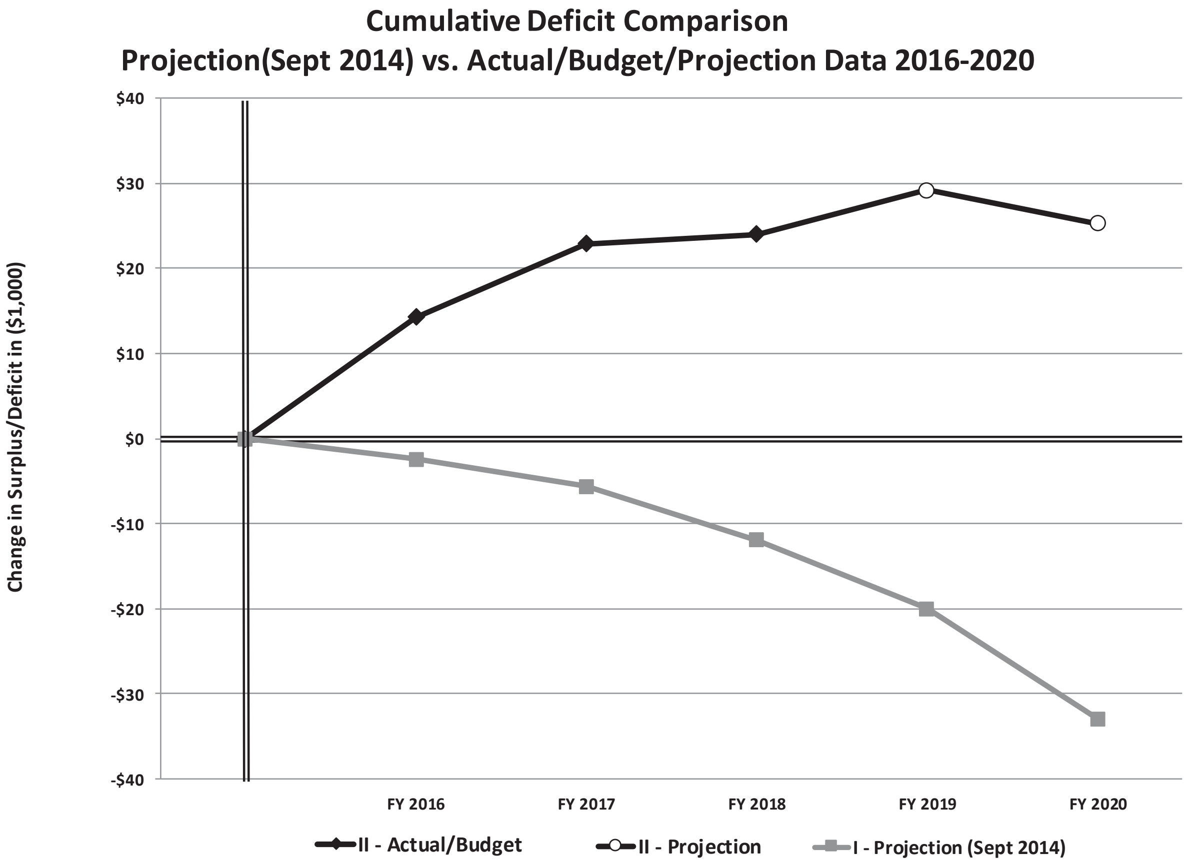
	Initiatives (Cumulative $ in Millions)	YEAR 1 FY 15/16	YEAR 2 FY 15/16-16/17	YEAR 3 FY 15/16-17/18	YEAR 4 FY 15/16-18/19	YEAR 5 FY 15/16-19/20	10-YR FY 15/16 - 24/25	Status of Project to Date
Projects Completed: (cont.)								
12	Support Marin Transit in the transition of Supplemental School Service to alternative service provider. Will reduce FTEs.	$1.1	$2.3	$3.4	$4.6	**$5.7**	$11.4	It is estimated that annual savings is approximately $450,000.
13	Improve the efficiencies of legal claims process.	$0.1	$0.2	$0.3	$0.4	**$0.5**	$1.0	With a new third party claims administrator with increased tracking capacity and better project management practices, the District and Legal have been able to improve their systems and increase efficiency. The third party administrator's process for settling claims is far more efficient, and there is less back and forth with Risk Management and Legal.
14	Expansion of Wave service to increase Ferry ridership.	$-	$-	$-	$0.1	**$0.1**	$0.6	1 route is permanent and 2 pilot routes were eliminated after not meeting the minimum ridership standards.
15	Implement Wi-Fi on the Bus system. Increase ridership revenue and enhance customer service through implementing the ability to use Wi-Fi.	$-	$-	$-	$-	**$-**	$-	Bus Wi-Fi was available to customers December 2014.
22	Analyze and implement a five year fare increase plan for Transit when the current plan expires.		$1.8	$3.7	$5.6	**$7.6**	$10.0	Board approved a five year fare increase plan in March 2017 for FY 17/18 - FY21/22. Eliminated 2 fare zones and reduced fares for local and intra county rides while achieving fare revenue goals.
25	Implement temporary plate legislation (AB2197). Temporary plates will provide more collectible toll revenue.			$1.0	$2.0	**$3.0**	$8.0	Assembly Bill 516 enacted and scheduled for implementation in 2019.
29	Partner with Marin Transit to reduce the cost to the District of regional paratransit service.			$-	$-	**$-**	$-	Staff negotiated a lower rate to reduce the costs and is exploring other delivery methods to further reduce overall costs and create efficiencies.
36	Bus Transit Alternative Fuel Study. Assess fuel use in buses that would result in cost savings. Currently 80 buses are due for replacement in 2016.				$-	**$-**	$-	Board made decision to purchase hybrid/electric buses for the next bus purchases.

2017 STRATEGIC FINANCIAL PLAN

	Initiatives (Cumulative $ in Millions)	YEAR 1 FY 15/16	YEAR 2 FY 15/16-16/17	YEAR 3 FY 15/16-17/18	YEAR 4 FY 15/16-18/19	YEAR 5 FY 15/16-19/20	10-YR FY 15/16 - 24/25	Status of Project to Date
Projects Completed: (cont.)								
37A	Address the increase demand for Larkspur Ferry service through acquiring additional parking, additional service, and utilizing active transportation (bike and pedestrians).					**$-**	$-	Additional service in the afternoon commute implemented and District relocated Marin Airporter to create an additional 200 spaces for ferry customers.
41	Evaluate providing direct staff resources to other local public agencies for a fee.					**$-**	$	District is currently providing local transit agencies, Marin Transit and SMART, with customer services.
43	Take steps to be competitive to provide transportation to local SMART train stations.						$-	District is providing a shuttle from the SMART station in San Rafael to the Larkspur Ferry.

	Initiatives (Cumulative $ in Millions)	**YEAR 1** **FY 15/16**	**YEAR 2** **FY 15/16-16/17**	**YEAR 3** **FY 15/16-17/18**	**YEAR 4** **FY 15/16-18/19**	**YEAR 5** **FY 15/16-19/20**	**10-YR** **FY 15/16 - 24/25**	**Status of Project to Date**
Projects Withdrawn or Deferred:								
16	Implement Wi-Fi on the Ferry system. Increase ridership revenue and enhance customer service through implementing the ability to use Wi-Fi.	$-	$-	$-	$-	**$-**	$-	This project was deferred and will be considered in a future capital plan.
20	Reduce Ferry Service during December Holiday period: Assumes weekend schedule service every day over 2 weeks.	$0.2	$0.4	$0.6	$0.8	**$1.0**	$2.0	Given the increased need for Ferry service, this initiative will be considered in a future plan.
27	Evaluate Sidewalk Access Fees for Bikes.			$-	$-	**$-**	$-	AB40 prohibits charging a sidewalk access fee.
28	Evaluate Sidewalk Access Fees for Pedestrians.			$-	$-	**$-**	$-	AB40 prohibits charging a sidewalk access fee.
31	Evaluate security staffing after upcoming Bridge construction projects. May impact up to 4 FTEs.				$0.6	**$1.2**	$4.2	This initiative will not be considered until after the completion of the Suicide Barrier.
39	Develop multiday bus pass to increase ridership.					**$-**	$-	Assess feasibility and implementation timing after Clipper 2.0 implementation.
40	Work with regional partners to increase number and size of park and ride lots in 101 corridor to increase bus ridership.					**$0.2**	$1.2	Moved to a future financial plan due to timing.
	TOTAL Savings/Revenues	$ 3.8	$ 9.9	$ 17.3	$ 33.4	$ 50.4	$ 193.2	
	TOTAL Surplus(Deficit)	$ 14.3	$ 22.9	$ 24.0	$ 29.2	**$ 25.3**	$ (-143.5)	
	NET CHANGE	**$ 18.1**	**$ 32.8**	**$ 41.3**	**$ 62.6**	**$ 75.7**	**$ 49.7**	

Below is a graphical representation of the actual projection savings since the workshop of April 10, 2009; an overview of the District's financial condition demonstrates the improvements to the District's deficit from that time period.



Annual Amounts
($ in Millions)

Per Year Difference Surplus/(Deficit)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Actual/Current Projection	$14.3	$8.6	$1.1	$5.2	($3.9)
Projection (Sept. 2014)	($2.4)	($3.2)	($6.3)	($8.1)	($12.9)

Note: The Projection was developed in April 2009 as a Special Order of Business and was used as the basis of discussion of the "Overview of the District's Financial Condition and Impact of Economic Downturn."

APPENDIX G – FIVE AND TEN YEAR FINANCIAL PROJECTION

Agenda Item No. (7)

To: Finance-Auditing Committee/Committee of the Whole
Meeting of September 21, 2017

From: Jennifer Mennucci, Director of Budget and Electronic Revenue
Joseph M. Wire, Auditor-Controller
Denis J. Mulligan, General Manager

Subject: **RECEIVE THE UPDATED FIVE- AND TEN-YEAR FINANCIAL PROJECTION**

Recommendation

The Finance-Auditing Committee recommends that the Board of Directors receive the updated five- and ten-year financial projection, as detailed in this staff report.

Summary

I. Background

This report contains the Golden Gate Bridge, Highway and Transportation District's (District) five- and ten-year financial projection of operating and capital project revenues and expenses from FY 18/19 through FY 27/28. The projection reflects the maintenance of all current policy decisions – current operating service levels, the current capital project schedule and current revenue assumptions – over the period of the projection. It assumes that the cost will change over time with inflation and that revenues will change according to projections of traffic and transit patronage. *Future* policy decisions to change tolls, fares, and/or service levels are *not* included in this projection.

The projection presents the long-term financial impact of the present baseline level of operations. The projection is not a policy document and therefore does not represent the future direction of the District. That direction will be set by policy decisions made by the Board in the coming year and beyond. Those decisions will change the direction of the District as compared to this projection, i.e., increase or decrease the fiscal strength of the District and, correspondingly, its ability to serve the public.

II. Fiscal Strength of the District

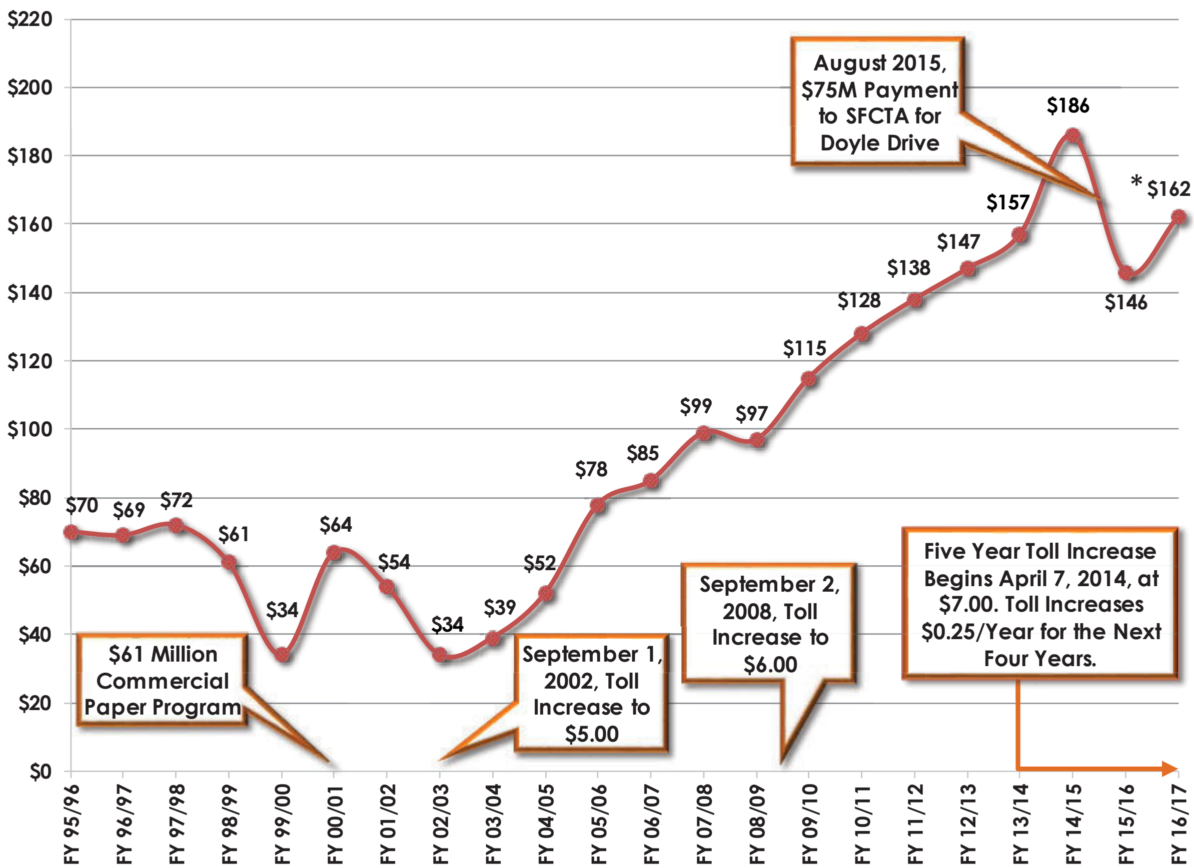
Summary

The fiscal strength of the District is best tracked by comparing the level of reserve funds available for operating and capital with the time period necessary for the projected needs of the District to exhaust those resources. In the District's case, it is projected that the FY 18/19 Operating and Capital Budget will encumber all available capital reserve resources.

Reserve Level

Historically, the District has maintained reserve funds for capital projects and operating expense emergencies. The amount of these reserves has varied but adequate reserves are essential to the ability of the District to maintain its core assets – the Bridge, the transit rolling stock and infrastructure, and District facilities – and to survive downturns in the economy. At present, the District's reserves have increased due to the implementation of a five-year toll increase program that began in FY 13/14.

The capital reserve levels for the last + 20 years are displayed in the chart below.

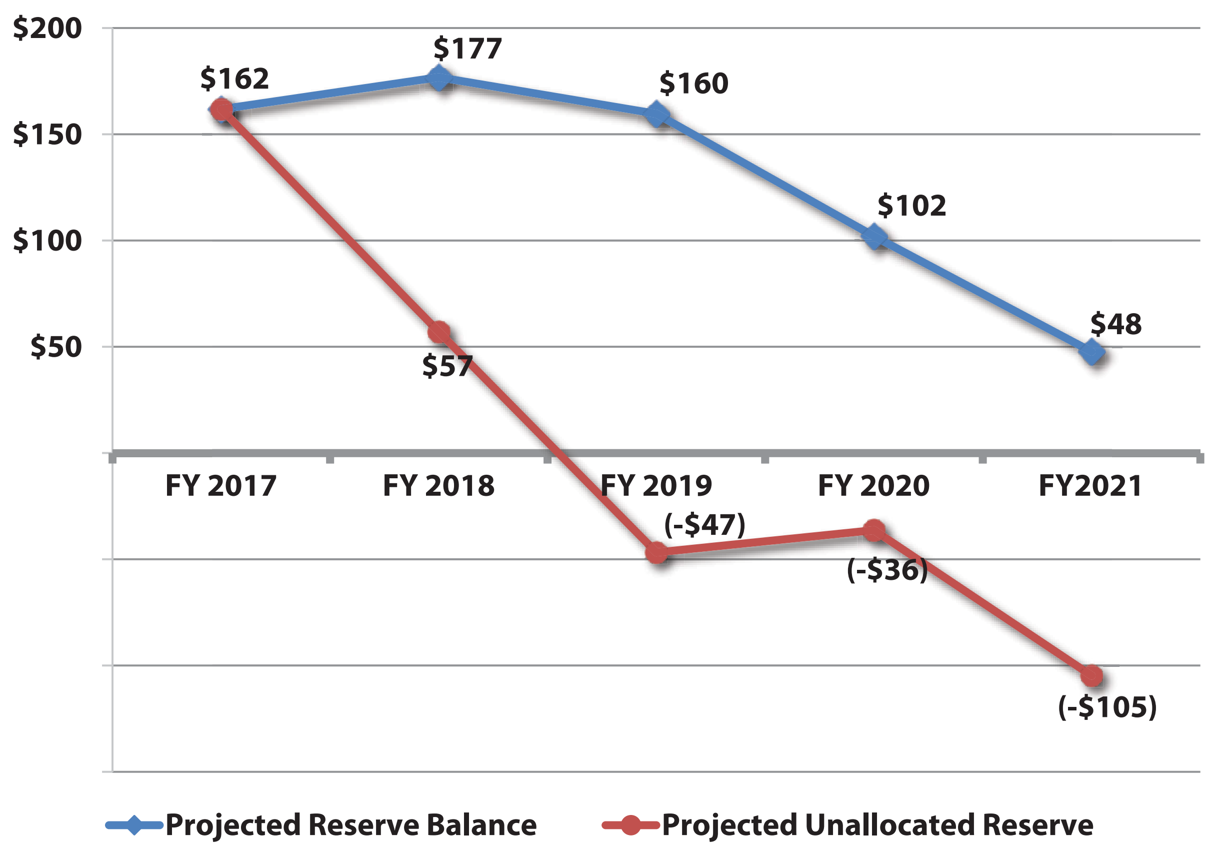


*Note: Graph amounts represent beginning of the year balances. See Appendix E for more details.

Given the projected funding needs of the capital projects, liability, and operating reserve over the next few years, all-available capital reserves are expected to be allocated in FY 18/19. Additional funding for new capital projects in future years beyond FY 18/19 will need to be raised to fund the full ten-year capital plan in this projection. This projection's deficit includes that necessary funding.

In addition to the Capital Project Reserves, the District holds reserves for operations, emergencies, Bridge self-insured losses, other legal liabilities and debt services reserves (See Appendix E). These reserves are not considered available for capital projects.

The District accumulates reserves through its operating budget. Those reserves are set aside until the Board allocates them to fund the District's share of the capital projects or to cover temporary operating budget deficits. After funds are allocated by the Board, they are spent out over one to several years depending on the particular project. The following graph represents a projection of how the current total of capital reserves as presented in the District's FY 17/18 Budget would be allocated (Projected Unallocated Reserve line) and spent out (Projected Reserve Balance line) if capital projects are undertaken as laid out in the 10-Year Capital Plan.



Note: Graph amounts represent beginning of the year balances.

Use of Reserves to Fund Capital Projects

Current Board direction is to apply the capital project reserves to fund Capital projects in the ten-year projection period. These funds do not fully cover the District's Capital funding needs. Additional funds will need to be raised through the capital contribution transfer from the operating budget.

How the Reserves are Funded

New reserves are accumulated if future operating budgets are balanced. In FY 17/18, the operating budget will provide approximately $30.3 million for the capital project reserves through three mechanisms; 1) the capital contribution set aside; 2) depreciation expense; and, 3) Bridge self-insurance against losses. The District is projected to have no operating deficit and therefore would be able to make a small contribution to further fund reserves for future capital projects. The tradeoffs between which capital projects to begin and when will be made during the future year budget process. (For more information regarding the capital contribution or reserve structure, see Appendix D and E).

III. Projection Findings

The findings of the revised five- and ten-year projection for revenues and expenses are summarized in the following table. A year-by-year summary table and detailed operating and capital revenue and expense tables are in the appendices.

	Year 1 FY 18/19 Estimate	**Sub Total Year 1 – 5 Estimate**	**Total Year 1 – 10 Estimate**
Total Operating with Capital Contribution	$227	$1,243	$2,716
Total Operating Revenue	$232	$1,171	$2,356
Total Operating & Capital Surplus (Deficit)	$5	($72)	($360)

For comparison purposes, the projected ten-year deficit of $360 million is approximately $21 million higher than the $339 million presented in the previous projection of September 23, 2016. The increase in the 10-year projected deficit is primarily due to increase in salaries, fringe benefits (medical and pension in particular) and depreciation. Increase in salaries, assuming a consistent CPI, attribute for approximately $87 million (24%) of the $360 million deficit over 10 years. Similarly, medical benefits assume a historical increase of approximately 5.7% contributing to $62 million (17%) of the 10-year deficit. Pension contributions, using the actuarial assumptions, make up an additional $67 million (18%) of the 10-year deficit. The other major expense factor is depreciation, due to finishing major projects in the 10-year timeframe, contributes $97 million (26%) of the 10-year deficit (See Appendix B for more details).

In last year's five- and ten-year projections, the capital contribution for FY 17/18 was estimated to be $19 million. The FY 17/18 Adopted Budget was approved with the $21 million capital contribution. A capital contribution of $21 million is required to fund the projected 10 year capital plan and attempts to accommodate the financing risk associated with future large capital projects.

Capital Contribution

In the budget process, the ten-year Capital Plan is updated which becomes the basis for the annual Capital Contribution need. As the projection moves forward one year, new District-funded capital projects become part of the projection and need to be funded through the projected capital contribution. The projected ten-year District capital need is estimated at $508 million compared to the $483 million projected last year, an increase of $25 million due to higher District funded capital projects overall (See Appendix C for more detail). After accounting for funds contributed by depreciation, the use of $170 million in District reserves offset by projected increase in capital project costs and financing risk, the necessary capital contribution from District Operations is approximately $210 million or $21 million annually for the ten-year period (See Appendix D for detail).

Comparison to Last Year's Projection

The five- and ten-year projection is expected to stay relatively flat except for the areas in salaries, benefits and capital contribution. The current projection estimates a five-year deficit of $72 million compared to $51 million projected last year. However, these deficit projections cover different periods of time. When comparing one year's projection to another, it is difficult to recognize the actual change in the deficit projection unless one focuses on the same period in time.

In an apples-to-apples comparison over the same ten-year period (2018-2027) between the new projection and the previous projection, the new projection shows:

- A $36 million deficit for 5 years, which is $15 million lower than the previous projection; and,
- A $288 million deficit for 10 years, which is $51 million lower from the previous projection.

IV. Assumptions

The assumptions used to build the projection are very important to the findings. Whether the assumption is the inflation rate used to inflate salary and expense costs or the list of capital projects to be undertaken, all assumptions have an impact on the findings. However, a change to any one of the inflation assumptions or capital projects will not dramatically change the findings in this report. Since the projection is neither a policy document, nor a direction for the District, but a status quo baseline to be used to provide a benchmark for future policy decisions, assumptions have been chosen that provide the greatest likelihood that the projection will correctly reflect a status quo future. The major operating revenue and expense assumptions are listed in Appendix B.

Capital Project Revenue and Expense Assumptions

The FY 18/19 through FY 27/28 Ten-Year Capital Projection, provided in Appendix C, identifies a $1.7 billion capital need over the next ten years requiring a District contribution of $508 million. This plan has been structured to systematically maintain and sustain existing Bridge, Bus and Ferry capital investments within existing staff resources.

Grants are generally assumed to fund 80% of Transit rehabilitation and replacement projects, consistent with prior experience, and 80% of the core Bridge rehabilitation projects. The 80% grant funding assumption is based on past experience, but will be reviewed each year to reflect current experience. All projects have been reviewed and rated essential for the continued operation of the District and the timing of each project balances the operational need for the project with the availability of staff resources to complete the project in a timely fashion.

Alternative Capital Revenue Assumption Scenarios

Historically, the ten-year Capital projections assume 80% grant funding for major Bridge projects (See table on the following page for a list of projects). The Board requested an analysis on what the size of the deficit would be if less grant funding were obtained for these Capital projects. The following is a summary of the results:

Capital Revenue Assumption Scenarios (In Millions)	10 Year Deficit	Variance from 80% Funding Level
Grant Funding Level 80%	$ 360	$ 0
Grant Funding Level 50%	$ 520	$ 160
Grant Funding Level 30%	$ 670	$ 310

These scenarios all assume using approximately $170 million of the District's Reserves over a 10-year period. The following is a table that lists the assumption of 80% grant funded Capital Bridge projects:

BRIDGE DIVISION
(All number in thousands)

Capital Project Detail	10 - Year Total
Bridge Seismic Retrofit	
Phase IIIB Design/Construction	$622,670
Wind Retrofit	11,020
Safety/Security Enhancements:	
Suicide Deterrent - Construction	$171,140
South Approach & Pier Security Improvement	3,660
Paint/Erosion Rehab	
North Tower Paint Rehab	$30,000
Fort Point Arch Paint Rehab	7,500
Roadway Rehab	
Bridge Pavement Repair	$30,000
Structure Rehab	
Floor Beam & Cable Bank Rehab Construction	$8,200
Floor Beam & Cable Bank Rehab Design	400
Maintenance Facilities	
Maintenance Facility Relocation	$9,150
Fuel Station Upgrade and Rehabilitation	820
Wash Rack Replacement	760

Capital Project Detail	10 - Year Total
Toll Plaza Buildings	
Toll Plaza Administration Bldg. Rehab	$3,000
South Visitor Plaza Restrooms Imp-Construction	3,000
Toll Plaza Admin Bldg. HVAC Repl & Roof Rehab	2,650
South Visitor Plaza Restrooms Imp-Design	60
TOTAL	**$904,030**

V. Next Steps

In response to previous financial projections, District staff developed a series of proposed initiatives to address the District's projected financial deficit. In October 2014, the Board approved its second Strategic Financial Plan to address the projected financial deficit. The *2014 Strategic Financial Plan* (Plan) outlines the District's long-term finances and proposed initiatives to reduce the deficit of which many are currently underway.

The Financial Plan has become part of the Board's regular financial planning cycle and will be reviewed by the Board this Fall.

Fiscal Impact

There is no direct fiscal impact. The report provides a 10-year projection of the potential fiscal impact of current policy.

Appendices:

A. Projection
B. Assumptions
C. Ten-Year Capital Plan Projection
D. Capital Contribution Calculation
E. Reserve Structure

Golden Gate Bridge, Highway & Transportation District Operating Budget Projection

Five-Year and Ten-Year Financial Projections FY 18/19 - FY 27/28

All Figures Rounded to ($000)

80% Grant Funded

	Year 1 FY 2019 Estimate	Year 2 FY2020 Estimate	Year 3 FY 2021 Estimate	Year 4 FY 2022 Estimate	Year 5 FY 2023 Estimate	Year 6 FY 2024 Estimate	Year 7 FY 2025 Estimate	Year 8 FY 2026 Estimate	Year 9 FY 2027 Estimate	Year 10 FY 2028 Estimate	Total 5 Year Estimate	Total 10 Year Estimate
Agency Expense:												
Salaries (Gross of Capitalization & ICAP)	$ 81,800	$ 84,100	$ 86,100	$ 88,100	$ 90,100	$ 92,200	$ 94,300	$ 96,500	$ 98,700	$ 100,900	$ 430,200	$ 912,800
Fringe Benefits (Incl PR Taxes)	66,000	70,100	73,900	77,500	81,100	84,300	87,600	90,300	93,100	96,000	368,600	819,900
Professional Services	24,100	24,600	25,200	25,800	26,400	27,000	27,600	28,300	28,900	29,500	126,100	267,400
Fuel & Related Taxes	11,800	12,100	12,400	12,700	12,900	13,200	13,600	13,900	14,200	14,500	61,900	131,300
Repair & Operating Supplies	9,100	9,300	9,600	9,800	10,000	10,200	10,500	10,700	11,000	11,200	47,800	101,400
Insurance, Taxes & Permits	6,100	6,200	6,300	6,500	6,600	6,800	7,000	7,100	7,300	7,400	31,700	67,300
Purchased Transportation	2,000	2,100	2,100	2,200	2,200	2,300	2,300	2,400	2,400	2,500	10,600	22,500
Staff Development	1,200	1,200	1,200	1,300	1,300	1,300	1,300	1,400	1,400	1,400	6,200	13,000
Leases & Rentals	600	600	600	700	700	700	700	700	700	800	3,200	6,800
Debt Service-Interest Expense	1,500	1,800	2,100	2,400	2,700	2,700	2,600	2,500	2,500	2,400	10,500	23,200
Depreciation	9,400	13,500	15,500	19,000	21,700	25,200	24,800	25,800	23,700	24,700	79,100	203,300
Total Expenses	**$ 213,600**	**$ 225,600**	**$ 235,000**	**$ 246,000**	**$ 255,700**	**$ 265,900**	**$ 272,300**	**$ 279,600**	**$ 283,900**	**$ 291,300**	**$ 1,175,900**	**$ 2,568,900**
Known Changes:												
Federal Health Excise Tax (ACA)	$ -	$ 800	$ 1,900	$ 2,300	$ 2,700	$ 3,100	$ 3,600	$ 4,200	$ 4,800	$ 5,500	$ 7,700	$ 28,900
Capitalized Labor	(4,000)	(4,100)	(4,200)	(4,300)	(4,400)	(4,500)	(4,600)	(4,700)	(4,800)	(4,900)	(21,000)	(44,500)
Commercial Paper Principal Pymts	-	-	-	-	-	1,400	1,500	1,600	1,700	1,800	-	8,000
Debt Service Expense Savings	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,100)	(1,100)	(1,100)	(6,000)	(11,700)
Depreciation - delay in the completion of Capital Projects	(400)	(1,700)	(900)	(800)	(2,100)	(3,800)	(2,600)	(1,700)	(1,400)	(1,300)	(5,900)	(16,700)
ICAP	(2,400)	(2,500)	(2,600)	(2,600)	(2,700)	(2,700)	(2,800)	(2,900)	(2,900)	(3,000)	(12,800)	(27,100)
Total Known Changes	**$ (8,000)**	**$ (8,700)**	**$ (7,000)**	**$ (6,600)**	**$ (7,700)**	**$ (7,700)**	**$ (6,100)**	**$ (4,600)**	**$ (3,700)**	**$ (3,000)**	**$ (38,000)**	**$ (63,100)**
Sub-Total Expense	**$ 205,600**	**$ 216,900**	**$ 228,000**	**$ 239,400**	**$ 248,000**	**$ 258,200**	**$ 266,200**	**$ 275,000**	**$ 280,200**	**$ 288,300**	**$ 1,137,900**	**$ 2,505,800**
Capital Contribution	**$ 21,000**	**$ 21,000**	**$ 21,000**	**$ 21,000**	**$ 21,000**	**$ 21,000**	**$ 21,000**	**$ 21,000**	**$ 21,000**	**$ 21,000**	**$ 105,000**	**$ 210,000**
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Expense	**$ 226,600**	**$ 237,900**	**$ 249,000**	**$ 260,400**	**$ 269,000**	**$ 279,200**	**$ 287,200**	**$ 296,000**	**$ 301,200**	**$ 309,300**	**$ 1,242,900**	**$ 2,715,800**
Total Operating Revenue	**$ 227,100**	**$ 227,800**	**$ 228,700**	**$ 229,500**	**$ 228,800**	**$ 228,500**	**$ 229,500**	**$ 231,100**	**$ 231,900**	**$ 232,700**	**$ 1,141,900**	**$ 2,295,600**
Known Changes:												
Temporary License Plate	**$ 1,500**	**$ 3,000**	**$ 3,000**	**$ 3,000**	**$ 3,000**	**$ 3,000**	**$ 3,000**	**$ 3,000**	**$ 3,000**	**$ 3,000**	**$ 13,500**	**$ 28,500**
STA Funding-Senate Bill 1	**$ 3,200**	**$ 3,200**	**$ 3,200**	**$ 3,200**	**$ 3,200**	**$ 3,200**	**$ 3,200**	**$ 3,200**	**$ 3,200**	**$ 3,200**	**$ 16,000**	**$ 32,000**
Total Net Surplus/(Deficit)	**$ 5,200**	**$ (3,900)**	**$ (14,100)**	**$ (24,700)**	**$ (34,000)**	**$ (44,500)**	**$ (51,500)**	**$ (58,700)**	**$ (63,100)**	**$ (70,400)**	**$ (71,500)**	**$ (359,700)**

Bridge Expense	**$ 82,500**	**$ 86,500**	**$ 91,100**	**$ 95,000**	**$ 98,100**	**$ 103,700**	**$ 108,500**	**$ 111,300**	**$ 113,700**	**$ 116,000**	**$ 453,200**	**$ 1,006,400**
Transit Expense	**$ 144,000**	**$ 151,400**	**$ 158,000**	**$ 165,400**	**$ 171,000**	**$ 175,600**	**$ 178,600**	**$ 184,800**	**$ 187,300**	**$ 193,500**	**$ 789,800**	**$ 1,709,600**

Golden Gate Bridge, Highway & Transportation District Operating Budget Projection
Five-Year and Ten-Year Financial Projections FY 18/19 - FY 27/28

Revenue Detail

All Figures Rounded to ($000)

Revenue Categories	Year 1 FY 2019 Estimate	Year 2 FY2020 Estimate	Year 3 FY 2021 Estimate	Year 4 FY 2022 Estimate	Year 5 FY 2023 Estimate	Year 6 FY 2024 Estimate	Year 7 FY 2025 Estimate	Year 8 FY 2026 Estimate	Year 9 FY 2027 Estimate	Year 10 FY 2028 Estimate	Total 5 Year Estimate	Total 10 Year Estimate
Bridge Tolls	$ 151,800	$ 152,000	$ 152,300	$ 152,500	$ 152,500	$ 152,500	$ 152,500	$ 152,500	$ 152,500	$ 152,500	$ 761,100	$ 1,523,600
Transit Fares	37,500	38,300	39,500	40,800	40,700	40,700	40,700	40,700	40,700	40,700	196,800	400,300
Investment Income	4,800	4,900	4,700	4,300	3,700	3,400	4,400	5,800	6,600	7,400	22,400	50,000
Ferry Concessions	1,200	1,200	1,200	1,300	1,300	1,300	1,300	1,400	1,400	1,400	6,200	13,000
Other (Incl Adv. & Leases)	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,500	1,500	1,500	7,000	14,300
RM2 Local funding	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	14,000	28,000
Local Funds (MCTD Contract)	10,100	9,700	9,300	8,900	8,900	8,900	8,900	8,900	8,900	8,900	46,900	91,400
Federal/State/Local Funds	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	87,500	175,000
Total Revenue	**$ 227,100**	**$ 227,800**	**$ 228,700**	**$ 229,500**	**$ 228,800**	**$ 228,500**	**$ 229,500**	**$ 231,100**	**$ 231,900**	**$ 232,700**	**$ 1,141,900**	**$ 2,295,600**

Bridge Revenue	**$ 157,200**	**$ 157,600**	**$ 157,700**	**$ 157,400**	**$ 156,900**	**$ 156,600**	**$ 157,500**	**$ 159,100**	**$ 159,900**	**$ 160,600**	**$ 786,800**	**$ 1,580,500**
Transit Revenue	**$ 69,800**	**$ 70,300**	**$ 71,000**	**$ 71,900**	**$ 71,900**	**$ 71,900**	**$ 72,000**	**$ 72,000**	**$ 72,000**	**$ 72,000**	**$ 354,900**	**$ 714,800**

Golden Gate Bridge, Highway and Transportation District

Five- and Ten-Year Financial Projection for FY 18/19 – FY 27/28

CATEGORY ASSUMPTIONS

Operating Revenue

General Assumption: The FY 17/18 Adopted Budget has been used as the basis for all revenue and expense projections.

Bridge Tolls

Bridge traffic is projected to increase 0.17% per year for the first four years with no growth for the remainder of the 10-year projection period. In April of 2014, the Board implemented a five-year toll increase. At the time of creating the FY 17/18 budget, the revenue projection was conservative. This projection reflects updated revenues based on the trend from the last three fiscal years of actual revenue and traffic while including the remaining annual toll increase for FY18/19.

Bus Transit

The projection assumes no migration of passengers to the Clipper program. Based on the District's Planning Department projections, Regional Bus passengers are projected to decrease (6.4%) over 10 years. The Board of Directors approved a new five-year fare plan effective July 2017. Though bus passengers decrease, the revenue slightly increases of the first four years and remain flat for all the other years. Marin Transit contract revenue based on 2.7% annual hourly rate increase with 5,000 hours reduced annually over the four years and flat for the remaining years.

Ferry Transit

The projection assumes no migration of passengers to the Clipper program. Ferry ridership is projected to decrease 3.4% for year one and remain flat for all years. The Board of Directors approved a new five-year fare plan effective July 2017.

Local Funds

This projection includes a new contract with Marin Transit Local Service that includes a 2.7% increase per year in the rate per revenue hour through FY 21/22 in accordance with a 5-year contract that became effective July 1, 2015, with two one-year options. No additional increases beyond FY 21/22 are assumed for this projection. This projection assumes a decrease in the number of hours of service. No increases to local funding for Regional Measure 2 (RM2) are anticipated per the Metropolitan Transportation Commission (MTC).

State Funding

All State Transit Assistance (STA) and Transportation Development Act (TDA) funding is based on historical trends on funds received.

Federal Funding

No Federal operating funding is assumed for this projection.

Golden Gate Bridge, Highway and Transportation District

Five- and Ten-Year Financial Projection for FY 18/19 – FY 27/28

CATEGORY ASSUMPTIONS

Investment Income
Interest on investment is projected to be 1.9% for the first year, increasing slightly to a maximum of 4.5% based on current rate trends. Projected account balance is net of operating deficit excluding capital contribution, bridge self-insurance reserve and depreciation and includes projected capital spending plan. Other Revenue based on a projected average CPI rate of 2.3%. This revenue includes leases, advertising, parking meters, ferry concessions, and parking fees.

Known Changes

Temporary License Plate – AB516 bill
Projected revenue for implementing temporary license plates will begin on 1/1/19 and continue throughout the projection.

Transportation Funding – SB1
Projection assumes revenue of $3.2 million per year over the 10 years for SB1.

Operating Expense

CPI Rates
Projected CPI rates are based on estimates provided by California's Legislative Analyst's Office (LAO), Metropolitan Transportation Commission (MTC) and Congressional Budget Office (CBO). Projected rates for FY 18/19 - FY 20/21 are based on an average of all rates. Projected rates for FY 21/22 - FY 26/27 are based on MTC and CBO projections which average 2.3%. The projected CPI rate from MTC for FY 27/28 is 2.2%.

Salaries
Salary increases for non-Bus Operators are based on negotiated wage rates for the first 2 years and CPI rate projections as noted above. Salary increases for Bus Operators include a 2% January 2018 negotiated wage increase for the first year and CPI rate projections for all other years. Capitalized labor and ICAP (Indirect Cost Allocation Plan) are itemized and reported separately as "Known Changes" (See Known Changes category below for detail on Capitalization and ICAP).

Pension
PERS Pension (Employer Responsibility) is based on CalPERS actuarial estimates of 28.4%, 31.5%, 34.0%, 36.0%, 37.6%, 38.6% and 39.3% for the years FY17/18 through FY24/25 respectively. This projection assumes that pension cost continues to remain flat for the years of FY 25/26 - FY 27/28. Pension rate for Bus Operator (ATU) is 22.165% for FY 18/19. This projection assumes that the ATU pension rates continue to remain flat for the years of FY 19/20 - FY 27/28.

Medical Insurance
Assumes an average of 5.7% per year increase, based on projected rates from the Centers for Medicare & Medicaid Services, Office of the Actuary. In previous years, more organizations have produced projections, but due to the pending Federal Health Excise Tax, there are sparse publications for the time period this projection covers.

Golden Gate Bridge, Highway and Transportation District

Five- and Ten-Year Financial Projection for FY 18/19 – FY 27/28

CATEGORY ASSUMPTIONS

Workers' Compensation
Workers' Compensation is based on historical trend and are projected to increase based on CPI rates.

Debt Service Payment
Assumes an interest rate increase of 0.5% per year reaching a cap of 4.5% in year 6.

All other expenses not mentioned above
Projection assumes an average increase of 2.2% - 2.8% depending on the year based on LAO, MTC and CBO CPI projections as described above.

Depreciation
Based on 10-Year Capital Expenditure Plan. Assumes the completion of major projects such as Suicide Deterrent, Main Cable Access, 67 Hybrid Buses, Channel Dredging and IS related projects for the first five years of the Projection. For the last five years, major capital projects that are assumed completed are Seismic IIIB, Bridge Access Systems, Bridge Pavement Repair, SRTC Relocation, Gangway & Piers-Larkspur/San Francisco and LFT Garage.

Known Changes

ACA
Costs for the Federal Health Excise Tax (ACA) will begin in FY19/20 and continue throughout the projection.

Capitalized Labor and Benefits
Capitalized labor and benefits reflects 50% Engineering labor charged to capital projects.

Commercial Paper Principal
Payments to the Commercial Paper Debt Principal will begin in FY 23/24, following completion of the Seismic Retrofit project. Per the original indenture agreement, projected payments are based on $1.4 million beginning in FY 23/24.

Commercial Paper Savings
Cost savings on Commercial Paper debt service expense calculated at the 2.0% difference between the projected interest rate of approximately 2.5% and the 4.5% interest rate cap.

Depreciation Adjustment
Reduction in depreciation cost due to the delay in the completion of capital projects and acquisition of capital equipment.

Hiring Patterns
There will be no assumption for the hiring pattern.

ICAP (Indirect Cost Allocation Plan)
ICAP is estimated at approximately 61.31% of Engineering capitalized labor expense.

GGBHTD 10-YEAR CAPITAL PLAN
FY 2018 - FY 2027

	10-Year Total ($000)	10-Year Grants ($000)	10-Year District ($000)	TOTAL PROJECT	FY18 & Prior Years	10-Year Projected Capital Need ($000) Year 1 FY 2019	Year 2 FY 2020	Year 3 FY 2021	Year 4 FY 2022	Year 5 FY 2023	Year 6 FY 2024	Year 7 FY 2025	Year 8 FY 2026	Year 9 FY 2027	Year 10 FY 2028	Future Years	Line Item Total
AGENCY SUMMARY																	
BRIDGE DIVISION																	
GRANT FUNDED	700,460	700,460	-	741,765	41,305	42,694	126,634	172,120	167,875	147,130	2,800	3,380	12,628	17,100	8,100	-	741,765
DISTRICT FUNDED	336,974	-	336,974	360,849	23,875	27,190	59,325	56,890	57,760	61,370	18,992	6,830	12,218	22,360	14,040	-	360,849
TOTAL	**1,037,434**	**700,460**	**336,974**	**1,102,614**	**65,179**	**69,883**	**185,959**	**229,010**	**225,635**	**208,500**	**21,792**	**10,210**	**24,845**	**39,460**	**22,140**	-	**1,102,614**
BUS DIVISION																	
GRANT FUNDED	229,210	229,210	-	234,658	1,869	5,366	70,269	3,371	20,800	25,887	19,729	20,018	10,597	46,583	6,590	3,579	234,658
DISTRICT FUNDED	58,067	-	58,067	59,267	560	1,979	9,907	1,320	5,090	10,563	11,729	4,558	2,911	8,050	1,960	640	59,267
TOTAL	**287,277**	**229,210**	**58,067**	**293,925**	**2,429**	**7,345**	**80,176**	**4,691**	**25,890**	**36,450**	**31,458**	**24,576**	**13,508**	**54,633**	**8,550**	**4,219**	**293,925**
FERRY DIVISION																	
GRANT FUNDED	227,148	227,148	-	363,593	6,925	29,552	9,736	11,959	31,516	36,117	28,116	26,492	32,528	19,904	1,228	129,520	363,593
DISTRICT FUNDED	72,697	-	72,697	111,821	6,745	15,546	7,734	3,939	7,771	9,104	7,104	7,198	8,867	5,051	382	32,380	111,821
TOTAL	**299,844**	**227,148**	**72,697**	**475,414**	**13,670**	**45,098**	**17,470**	**15,898**	**39,287**	**45,221**	**35,220**	**33,690**	**41,395**	**24,955**	**1,610**	**161,900**	**475,414**
DISTRICT DIVISION																	
GRANT FUNDED	5,624	5,624	-	12,934	350	1,900	830	490	100	400	960	44	800	100	-	6,960	12,934
DISTRICT FUNDED	39,831	-	39,831	43,048	3,217	6,900	6,391	6,900	3,005	2,850	2,630	2,466	4,160	3,430	1,100	-	43,048
TOTAL	**45,455**	**5,624**	**39,831**	**55,982**	**3,567**	**8,800**	**7,221**	**7,390**	**3,105**	**3,250**	**3,590**	**2,510**	**4,960**	**3,530**	**1,100**	**6,960**	**55,982**
AGENCY TOTAL																	
GRANT FUNDED	1,162,442	1,162,442	-	1,352,950	50,449	79,512	207,469	187,939	220,292	209,534	51,605	49,934	56,553	83,687	15,918	140,059	1,352,950
DISTRICT FUNDED	507,569	-	507,569	574,985	34,396	51,615	83,356	69,049	73,626	83,887	40,455	21,052	28,155	38,891	17,482	33,020	574,985
TOTAL	**1,670,011**	**1,162,442**	**507,569**	**1,927,935**	**84,845**	**131,126**	**290,825**	**256,989**	**293,918**	**293,421**	**92,060**	**70,986**	**84,708**	**122,578**	**33,400**	**173,079**	**1,927,935**

GGBHTD 10-YEAR CAPITAL PLAN
FY 2018 - FY 2027

						10-Year Projected Capital Need ($000)											
						Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
	10-Year Total ($000)	10-Year Grants ($000)	10-Year District ($000)	TOTAL PROJECT	FY18 & Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Future Years	Line Item Total
BRIDGE DIVISION	13	14	15	blank	69	18	19	20	21	22	23	24	25	26	27	71	blank
GGB SEISMIC RETROFIT																	
Seismic: Design																	
9102 - Seismic Phase III - Design Review	12,671	11,024	1,647	40,384	27,713	5,000	7,671	-	-	-	-	-	-	-	-	-	40,384
Seismic: Construction																	
0000 - Seismic Phase IIIB Construction	610,000	488,000	122,000	610,000	-	20,000	80,000	160,000	180,000	170,000	-	-	-	-	-	-	610,000
1528 - Wind Retrofit	11,019	11,019	-	11,860	841	2,000	3,000	3,000	3,019	-	-	-	-	-	-	-	11,860
BRIDGE IMPROVEMENTS/REHABILITATION																	
Safety/Security Enhancements																	
1526 - Suicide Deterrent - Construction	171,140	118,086	53,053	192,335	21,195	22,000	76,000	59,000	14,140	-	-	-	-	-	-	-	192,335
1118 - Suicide Deterrent - Design	-	-	-	5,543	5,543	-	-	-	-	-	-	-	-	-	-	-	5,543
0805 - South Approach & Pier Security Improvements	3,664	2,931	733	5,000	1,336	3,664	-	-	-	-	-	-	-	-	-	-	5,000
1620 - Fixed CMS North Approach	1,560	-	1,560	1,560	-	60	500	1,000	-	-	-	-	-	-	-	-	1,560
1524 - North Anchorage House Security	795	-	795	1,000	205	795	-	-	-	-	-	-	-	-	-	-	1,000
0000 - Earthquake/Bridge Monitoring	200	-	200	200	-	-	-	100	-	-	-	-	100	-	-	-	200
Bridge Access Systems																	
1521 - South Approach & Arch Access Systems	19,992	-	19,992	20,000	8	-	-	500	5,000	12,000	2,492	-	-	-	-	-	20,000
1522 - North End Access Systems	20,000	-	20,000	20,000	-	-	-	-	500	5,000	12,000	2,500	-	-	-	-	20,000
9826 - Main Cable Access	11,193	-	11,193	13,180	1,987	500	10,693	-	-	-	-	-	-	-	-	-	13,180
Improvements/Rehab																	
0000 - Electrical Service to North Approach	3,960	-	3,960	3,960	-	-	-	-	-	-	-	160	1,290	1,660	850	-	3,960
0000 - Roadway Lighting	100	-	100	100	-	-	-	-	-	-	-	-	100	-	-	-	100
Paint/Erosion Rehab																	
0000 - North Tower Paint Rehab	30,000	24,000	6,000	30,000	-	-	-	-	-	-	-	500	10,000	15,000	4,500	-	30,000
0000 - Fort Point Arch Paint Rehab	7,500	6,000	1,500	7,500	-	-	-	-	-	-	-	1,000	4,500	2,000	-	-	7,500
0000 - North Tower Pier Shore Protection Construction	1,000	-	1,000	1,000	-	-	1,000	-	-	-	-	-	-	-	-	-	1,000
1822 - North Tower Pier Shore Protection Des/Env	450	-	450	500	50	200	250	-	-	-	-	-	-	-	-	-	500
Roadway Rehab																	
0000 - Bridge Pavement Repair	30,000	15,000	15,000	30,000	-	-	-	500	15,000	14,500	-	-	-	-	-	-	30,000
1722 - Toll Plaza Pavement Overlay	3,148	-	3,148	3,500	352	3,148	-	-	-	-	-	-	-	-	-	-	3,500
1424 - Deck Paving Investigation	150	-	150	150	-	75	75	-	-	-	-	-	-	-	-	-	150
Structure Rehab																	
0000 - Floor Beam & Cable Band Rehab Construction	8,200	6,560	1,640	8,200	-	-	-	-	2,000	3,500	2,700	-	-	-	-	-	8,200
0000 - Floor Beam & Cable Band Rehab Design	400	320	80	400	-	-	200	200	-	-	-	-	-	-	-	-	400

GGBHTD 10-YEAR CAPITAL PLAN
FY 2018 - FY 2027

						10-Year Projected Capital Need ($000)											
						Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
	10-Year Total ($000)	10-Year Grants ($000)	10-Year District ($000)	TOTAL PROJECT	FY18 & Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Future Years	Line Item Total
BRIDGE DIVISION																	
FACILITIES REHABILITATION																	
Grounds and Roads																	
1421 - Alexander Avenue Pavement Rehabilitation	2,987	-	2,987	3,000	13	300	600	1,300	787	-	-	-	-	-	-	-	3,000
0000 - Employee Parking Lots & Tunnel Rehab	2,300	-	2,300	2,300	-	-	-	-	-	-	400	1,300	600	-	-	-	2,300
0000 - Merchant Road Rehabilitation	1,800	-	1,800	1,800	-	-	-	-	-	400	1,400	-	-	-	-	-	1,800
0000 - Alexander Avenue Slide Repair - Construction	850	-	850	850	-	-	850	-	-	-	-	-	-	-	-	-	850
0000 - Alexander Avenue Slide Repair - Design/Env	500	-	500	500	-	500	-	-	-	-	-	-	-	-	-	-	500
Improvements/Rehab																	
1523 - Modular Offices Rehabilitation	340	-	340	559	219	340	-	-	-	-	-	-	-	-	-	-	559
Maintenance Facilites																	
0000 - Maintenance Facility Relocation	9,150	9,150	-	9,150	-	-	-	-	-	-	-	350	800	3,500	4,500	-	9,150
0000 - Fuel Station Upgrade and Rehabilitation	820	410	410	820	-	100	720	-	-	-	-	-	-	-	-	-	820
0000 - Wash Rack Replacement	755	378	378	755	-	-	-	-	-	-	-	300	455	-	-	-	755
Toll Plaza Buildings																	
0000 - Permanent Toll Collection Gantry & Pavement Rehab	30,000	-	30,000	30,000	-	-	-	-	-	-	-	-	5,000	15,000	10,000	-	30,000
0000 - Toll Plaza Administration Bldg Rehab	3,000	2,400	600	3,000	-	-	-	-	-	100	800	2,100	-	-	-	-	3,000
0000 - South Visitor Plaza Restrooms Improvement - Constructi	3,000	3,000	-	3,000	-	-	-	-	2,000	1,000	-	-	-	-	-	-	3,000
1820 - Toll Plaza Gantry - Construction	1,700	-	1,700	2,000	300	700	1,000	-	-	-	-	-	-	-	-	-	2,000
0000 - Maintenance Shop Retrofit & Roof Rehab	1,690	-	1,690	1,690	-	-	-	500	1,190	-	-	-	-	-	-	-	1,690
1721 - Toll Plaza Admin Bldg HVAC Repl & Roof Rehab	2,654	2,123	531	2,952	298	2,654	-	-	-	-	-	-	-	-	-	-	2,952
1821 - IS Data Center Seismic Retrofit	1,450	-	1,450	1,500	50	300	1,150	-	-	-	-	-	-	-	-	-	1,500
0000 - Purchasing & Stores Bldg & Roof Rehab	860	-	860	860	-	-	100	760	-	-	-	-	-	-	-	-	860
0000 - Round House Roof Rehab	590	-	590	590	-	-	-	-	-	-	-	-	-	300	290	-	590
1560 - South Visitor Plaza Restrooms Improvement - Design	59	59	-	480	421	59	-	-	-	-	-	-	-	-	-	-	480
0000 - IS Trailer Rehabilitation	300	-	300	300	-	-	150	150	-	-	-	-	-	-	-	-	300
INFORMATION SYSTEMS/TECHNOLOGY																	
1525 - Toll System Upgrade	4,591	-	4,591	6,257	1,666	4,591	-	-	-	-	-	-	-	-	-	-	6,257
1422 - FASTRAK Equipment Upgrade	896	-	896	1,000	104	896	-	-	-	-	-	-	-	-	-	-	1,000
CAPITAL EQUIPMENT																	
Tools and Equipment																	
XX29 - Tools and Equipment	20,000	-	20,000	22,878	2,878	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	-	22,878
TOTAL	**1,037,434**	**700,460**	**336,974**	**1,102,614**	**65,179**	**69,883**	**185,959**	**229,010**	**225,635**	**208,500**	**21,792**	**10,210**	**24,845**	**39,460**	**22,140**	**-**	**1,102,614**

GGBHTD 10-YEAR CAPITAL PLAN
FY 2018 - FY 2027

	10-Year Total ($000)	10-Year Grants ($000)	10-Year District ($000)	TOTAL PROJECT	FY18 & Prior Years	10-Year Projected Capital Need ($000) Year 1 FY 2019	Year 2 FY 2020	Year 3 FY 2021	Year 4 FY 2022	Year 5 FY 2023	Year 6 FY 2024	Year 7 FY 2025	Year 8 FY 2026	Year 9 FY 2027	Year 10 FY 2028	Future Years	Line Item Total
BUS DIVISION																	
REVENUE VEHICLES																	
Revenue Vehicle Improvements																	
0000 - Replace Fareboxes	5,500	4,565	935	5,500	-	-	-	-	-	-	-	500	1,000	3,000	1,000	-	5,500
0000 - Revenue Vehicle Enhancements: bike racks, outlets, etc	500	400	100	500	-	-	-	-	-	-	-	-	-	-	500	-	500
1532 - Purchase and Install 120v Outlets on 55 MCI Buses	50	40	10	428	378	50	-	-	-	-	-	-	-	-	-	-	428
Revenue Vehicle Replacements																	
0000 - Replace Buses (Regional)	92,471	76,751	15,720	92,471	-	-	-	-	22,270	20,240	-	20,726	-	29,235	-	-	92,471
1730 - Replace 67 Transit Buses with Hybrids	67,500	58,725	8,775	67,600	100	500	67,000	-	-	-	-	-	-	-	-	-	67,600
0000 - Replace Buses (Local)	26,286	26,286	-	26,286	-	-	8,960	-	-	-	6,378	-	-	10,948	-	-	26,286
0000 - ADA Paratransit Vans	3,198	2,654	544	3,198	-	-	1,270	-	-	-	570	-	1,358	-	-	-	3,198
1831 - Replace Six (6) Paratransit 22' Gas Cutaways	340	-	340	540	200	340	-	-	-	-	-	-	-	-	-	-	540
Safety/Security																	
0000 - Security Systems	1,000	800	200	1,000	-	-	-	-	-	-	-	-	-	-	1,000	-	1,000
1434 - Security Systems - Bus Security Cameras	136	136	-	900	764	136	-	-	-	-	-	-	-	-	-	-	900
FACILITIES REHABILITATION																	
D-1: San Rafael																	
0000 - D-1 Bus Lot Campus Redev, Ph2-Construction	25,000	20,000	5,000	25,000	-	-	-	-	-	-	-	1,000	10,000	10,000	4,000	-	25,000
1431 - Resurface D1 Employee Parking Lot & Solar Panels	4,906	3,925	981	5,130	224	3,600	1,306	-	-	-	-	-	-	-	-	-	5,130
0000 - D-1 Bus Lot Pavement Rehabilitation	2,500	2,000	500	2,500	-	-	500	2,000	-	-	-	-	-	-	-	-	2,500
0000 - D-1 Main Shop Utility Rehab	1,900	1,520	380	1,900	-	-	-	-	800	1,100	-	-	-	-	-	-	1,900
0000 - D-1 Bus Admin Bldg Roof, HVAC & Dispatch Rm	1,700	1,360	340	1,700	-	-	100	1,500	100	-	-	-	-	-	-	-	1,700
1830 - D-1 Heavy Duty Shop Rehab: Roof/HVAC/Paint/Window	1,400	1,400	-	1,600	200	1,400	-	-	-	-	-	-	-	-	-	-	1,600
0000 - D-1 Body Shop Roof and Coating, Storage Bldg	1,100	880	220	1,100	-	-	-	-	-	600	500	-	-	-	-	-	1,100
0000 - D-1 Main Shop Roof Replacement	-	-	-	1,000	-	-	-	-	-	-	-	-	-	-	-	1,000	1,000
0000 - D-1 Fuel Island Building Rehab: Concrt Apron/Roof/Paint	850	680	170	850	-	-	-	100	750	-	-	-	-	-	-	-	850
0000 - D-1 IT Dispatch Office Rehab	-	-	-	800	-	-	-	-	-	-	-	-	-	-	-	800	800
0000 - Elevator for D1 HD Shop Building	-	-	-	650	-	-	-	-	-	-	-	-	-	-	-	650	650
0000 - D-1 Bus Lot Campus Redev. Ph1-Planning Study	400	320	80	400	-	-	-	-	-	200	200	-	-	-	-	-	400
1832 - Electric Bus Charging Pilot Project	305	61	244	380	75	305	-	-	-	-	-	-	-	-	-	-	380
0000 - D-1 Fire Alarm System Upgrade	-	-	-	300	-	-	-	-	-	-	-	-	-	-	-	300	300
0000 - Replace Steam Bay Waste Water Recycling System (FY11	-	-	-	284	-	-	-	-	-	-	-	-	-	-	-	284	284
0000 - D1 New Warehouse: Parts and Records Storage (FY10)	-	-	-	225	-	-	-	-	-	-	-	-	-	-	-	225	225
0000 - San Rafael Card Access Security	-	-	-	216	-	-	-	-	-	-	-	-	-	-	-	216	216
0000 - Automatic Door/Enclosure by Driver's Room (FY11; FY12	-	-	-	150	-	-	-	-	-	-	-	-	-	-	-	150	150
0000 - Extend/Add Mezzanine (FY10; FY11; FY12)	-	-	-	115	-	-	-	-	-	-	-	-	-	-	-	115	115
0000 - Bus Main Shop Heaters Replacement	-	-	-	91	-	-	-	-	-	-	-	-	-	-	-	91	91
0000 - Expand Visitor Parking Lot (FY11)	-	-	-	75	-	-	-	-	-	-	-	-	-	-	-	75	75
0000 - Injector Room Ventilation	-	-	-	35	-	-	-	-	-	-	-	-	-	-	-	35	35
0000 - D1 Drainage Improvements Warehouse Area	-	-	-	25	-	-	-	-	-	-	-	-	-	-	-	25	25

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	10-Year Total ($000)	10-Year Grants ($000)	10-Year District ($000)	TOTAL PROJECT	FY18 & Prior Years	10-Year Projected Capital Need ($000) Year 1 FY 2019	Year 2 FY 2020	Year 3 FY 2021	Year 4 FY 2022	Year 5 FY 2023	Year 6 FY 2024	Year 7 FY 2025	Year 8 FY 2026	Year 9 FY 2027	Year 10 FY 2028	Future Years	Line Item Total
BUS DIVISION																	
D-2: Novato																	
0000 - D-2 Pavement Rehabilitation	1,700	1,360	340	1,700	-	-	-	-	-	300	600	800	-	-	-	-	1,700
0000 - D-2 Wash Rack Improvements	840	672	168	840	-	-	-	-	-	320	520	-	-	-	-	-	840
0000 - D-2 Dispatch & Fuel Island Bldg Roof Rehab	760	608	152	760	-	-	-	-	320	440	-	-	-	-	-	-	760
0000 - D-2 Repair Railroad Crossing at Novato	-	-	-	115	-	-	-	-	-	-	-	-	-	-	-	115	115
D-3: Santa Rosa																	
0000 - D-3 Pavement Rehabilitation	2,100	1,680	420	2,100	-	-	-	-	-	-	-	-	800	800	500	-	2,100
0000 - D-3 Bus Security Improvements	1,500	1,200	300	1,500	-	-	-	-	-	-	300	1,200	-	-	-	-	1,500
0000 - D-3 Dispatch & Fuel Island Bldg Roof and Restroom Reha	900	720	180	900	-	-	-	-	300	600	-	-	-	-	-	-	900
0000 - D-3 Wash Rack Improvements	840	672	168	840	-	-	-	-	-	300	540	-	-	-	-	-	840
D-4: San Francisco																	
0000 - D-4 Pavement Rehabilitation	1,500	1,200	300	1,500	-	-	-	-	-	-	-	-	-	300	1,200	-	1,500
1531 - San Francisco (D-4) Bus Lot Env Eval and Mods	450	-	450	500	50	200	250	-	-	-	-	-	-	-	-	-	500
0000 - D-4 Curb Cut Bus Stop Improvements	50	-	50	50	-	50	-	-	-	-	-	-	-	-	-	-	50
R-7: San Rafael Transit Center																	
0000 - SRTC Relocation PS&E/CON	35,000	17,500	17,500	35,000	-	-	-	500	1,000	12,000	21,500	-	-	-	-	-	35,000
1717 - SRTC Relocation Design/Env	1,096	1,096	-	1,417	321	415	440	241	-	-	-	-	-	-	-	-	1,417
Systemwide																	
0000 - Install LED Yard Lighting at Bus Facilities	-	-	-	138	-	-	-	-	-	-	-	-	-	-	-	138	138
CAPITAL EQUIPMENT																	
XX39 - Capital Equipment	3,500	-	3,500	3,617	117	350	350	350	350	350	350	350	350	350	350	-	3,617
TOTAL	**287,277**	**229,210**	**58,067**	**293,925**	**2,429**	**7,345**	**80,176**	**4,691**	**25,890**	**36,450**	**31,458**	**24,576**	**13,508**	**54,633**	**8,550**	**4,219**	**293,925**

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	10-Year Total ($000)	10-Year Grants ($000)	10-Year District ($000)	TOTAL PROJECT	FY18 & Prior Years	10-Year Projected Capital Need ($000) Year 1 FY 2019	Year 2 FY 2020	Year 3 FY 2021	Year 4 FY 2022	Year 5 FY 2023	Year 6 FY 2024	Year 7 FY 2025	Year 8 FY 2026	Year 9 FY 2027	Year 10 FY 2028	Future Years	Line Item Total
FERRY DIVISION																	
REVENUE VEHICLES																	
MS San Francisco																	
0000 - MS San Francisco: End of Useful Life Replacement	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	25,000	25,000
0000 - MS San Francisco Rehab Projects	1,635	1,308	327	3,385	-	250	-	500	-	75	-	675	-	75	60	1,750	3,385
MS Marin																	
0000 - MS Marin: End of Useful Life Replacement	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	25,000	25,000
1741 - M.S. Marin Repower & Dry Dock	5,360	1,047	4,313	5,488	128	5,360	-	-	-	-	-	-	-	-	-	-	5,488
0000 - MS Marin Rehab Projects	2,765	2,212	553	3,545	-	180	150	580	180	25	780	105	130	525	110	780	3,545
1640 - M.S. Marin Ramp & Gangways Vessel Modifications	1,340	1,072	268	1,340	-	1,340	-	-	-	-	-	-	-	-	-	-	1,340
MS Sonoma																	
0000 - MS Sonoma: End of Useful Life Replacement	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	25,000	25,000
1740 - M.S. Sonoma Refurbishment and Repower	22,390	19,902	2,488	22,500	110	22,390	-	-	-	-	-	-	-	-	-	-	22,500
0000 - MS Sonoma Rehab Projects	2,530	2,024	506	4,725	-	-	75	-	375	-	425	300	230	-	1,125	2,195	4,725
MV Mendocino																	
0000 - MV Mendocino: End of Useful Life Replacement	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	25,000	25,000
0000 - MV Mendocino Rehab Projects	3,920	3,136	784	7,255	-	-	-	-	-	275	970	350	-	2,325	-	3,335	7,255
1840 - MV Mendocino Capital Improvements & Dry Dock	5,900	-	5,900	6,000	100	2,000	3,000	900	-	-	-	-	-	-	-	-	6,000
1647 - M.V. Mendocino - Eng. Design Correction	90	90	-	810	720	90	-	-	-	-	-	-	-	-	-	-	810
MV Del Norte																	
0000 - MV Del Norte: End of Useful Life Replacement	22,000	17,600	4,400	22,000	-	-	-	-	-	-	-	-	22,000	-	-	-	22,000
0000 - MV Del Norte Rehab Projects	1,325	1,060	265	1,490	-	125	120	-	150	-	750	-	100	-	80	165	1,490
1644 - M.V. Del Norte Propulsion Control Sys. Replacement	448	-	448	450	2	448	-	-	-	-	-	-	-	-	-	-	450
MV Napa																	
0000 - MV Napa: End of Useful Life Replacement	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	25,000	25,000
0000 - MV Napa Rehab Projects	2,145	1,716	429	2,270	-	380	80	575	150	25	750	105	-	-	80	125	2,270
1641 - M.V. Napa Ramp & Gangways Vessel Modifications	1,180	944	236	1,180	-	1,180	-	-	-	-	-	-	-	-	-	-	1,180
MV Golden Gate																	
0000 - MV Golden Gate: End of Useful Life Replacement	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	25,000	25,000
0000 - MV Golden Gate Rehab Projects	6,970	5,576	1,394	10,520	-	180	120	2,205	-	180	1,570	280	-	2,355	80	3,550	10,520
1742 - M.V. Golden Gate Dry Docking & Cap Improvements	832	-	832	939	107	832	-	-	-	-	-	-	-	-	-	-	939
1440 - Structural Modifications - MV Golden Gate	100	-	100	100	-	100	-	-	-	-	-	-	-	-	-	-	100
Systemwide																	
1745 - Bicycle Conveyor - Spaulding	50	-	50	150	100	50	-	-	-	-	-	-	-	-	-	-	150

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	10-Year Total ($000)	10-Year Grants ($000)	10-Year District ($000)	TOTAL PROJECT	FY18 & Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Future Years	Line Item Total
						10-Year Projected Capital Need ($000)											
						Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
FERRY DIVISION																	
FACILITIES REHABILITATION																	
Systemwide																	
0503 - Gangway & Piers - Design	5,091	4,281	811	11,863	6,771	500	500	500	3,591	-	-	-	-	-	-	-	11,863
0000 - Security Systems	500	400	100	500	-	-	-	500	-	-	-	-	-	-	-	-	500
Larkspur Ferry Terminal																	
0000 - Gangways & Piers - Larkspur Construction	66,000	52,800	13,200	66,000	-	-	-	-	4,000	24,000	24,000	14,000	-	-	-	-	66,000
0000 - LFT Parking Garage	40,000	32,000	8,000	40,000	-	-	-	-	500	4,500	5,000	15,000	15,000	-	-	-	40,000
0000 - LFT Channel Dredging	29,100	23,280	5,820	29,100	-	-	-	500	12,500	-	-	-	800	15,300	-	-	29,100
0000 - LFT Berth and Turning Basin Dredging	8,000	6,400	1,600	8,000	-	-	-	300	3,000	-	-	-	400	4,300	-	-	8,000
0000 - Terminal Truss Rehab and Painting	4,000	3,200	800	4,000	-	-	-	468	1,766	1,766	-	-	-	-	-	-	4,000
0000 - Terminal Bldgs and Waiting Area Roof Rehab	2,000	1,600	400	2,000	-	-	300	1,700	-	-	-	-	-	-	-	-	2,000
1542 - SLEP Larkspur	1,529	1,224	306	1,740	211	1,529	-	-	-	-	-	-	-	-	-	-	1,740
0000 - Admin Bldg Roof, Paint Exterior, Restroom Rehab	1,500	1,200	300	1,500	-	-	300	1,200	-	-	-	-	-	-	-	-	1,500
0000 - Rehab Parking Lot	1,500	1,200	300	1,500	-	-	-	-	-	-	-	300	1,200	-	-	-	1,500
1841 - Fuel System Rehab	1,450	-	1,450	1,500	50	500	950	-	-	-	-	-	-	-	-	-	1,500
0000 - LFT Maintenance Facility Rehabilitation	1,160	-	1,160	1,160	-	-	-	-	-	-	-	500	660	-	-	-	1,160
0000 - Terminal Water Line and Utilities Rehab	1,000	800	200	1,000	-	-	-	500	500	-	-	-	-	-	-	-	1,000
0000 - Oil Boom Platform Berth 3	900	-	900	900	-	900	-	-	-	-	-	-	-	-	-	-	900
0000 - Rehab Overflow Parking Lot Area	800	640	160	800	-	-	-	800	-	-	-	-	-	-	-	-	800
1545 - TVM Enclosure Door Replacement	50	40	10	100	50	50	-	-	-	-	-	-	-	-	-	-	100
0000 - Design/Install Swing Mooring Apparatus	86	-	86	86	-	86	-	-	-	-	-	-	-	-	-	-	86
1744 - LFT Maintenance Office Reception Rehab	-	-	-	51	51	-	-	-	-	-	-	-	-	-	-	-	51
0000 - Parking Lot Striping, Improvements, Signage	50	-	50	50	-	50	-	-	-	-	-	-	-	-	-	-	50
San Francisco Ferry Terminal																	
0000 - Gangways & Piers - San Francisco Construction	30,000	24,000	6,000	30,000	-	-	-	3,500	12,500	14,000	-	-	-	-	-	-	30,000
0000 - Rehab Former Ticket Office Bldg	2,800	2,240	560	2,800	-	-	-	-	-	-	-	2,000	800	-	-	-	2,800
0000 - Waiting Area Roof Rehab	1,200	960	240	1,200	-	-	-	-	-	300	900	-	-	-	-	-	1,200
1743 - Ferry Terminal Security Camera Upgrades				200	200		-	-	-	-	-	-	-	-	-	-	200
Sausalito Ferry Terminal																	
1441 - Gangways & Piers - Sausalito Construction	11,495	9,196	2,299	11,500	5	3,400	7,500	595	-	-	-	-	-	-	-	-	11,500
0000 - Sausalito Terminal Environmental Mitigation	100	-	100	100	-	100	-	-	-	-	-	-	-	-	-	-	100
ENVIRONMENTAL MITIGATION																	
Corte Madera Marsh																	
9710 - Corte Madera Marsh Restoration Design	722	-	722	2,489	1,767	722	-	-	-	-	-	-	-	-	-	-	2,489
0000 - CM Marsh Restoration Construction	5,000	4,000	1,000	5,000	-	1,500	3,000	500	-	-	-	-	-	-	-	-	5,000
INFORMATION SYSTEMS/TECHNOLOGY																	
0000 - Ticketing Systems/TVMs	2,050	-	2,050	2,050	-	750	1,300	-	-	-	-	-	-	-	-	-	2,050
CAPITAL EQUIPMENT																	
0000 - Oil Boom/Float Platform	30	-	30	30	-	30	-	-	-	-	-	-	-	-	-	-	30
XX49 - Tools and Equipment	750	-	750	4,048	3,298	75	75	75	75	75	75	75	75	75	75	-	4,048
TOTAL	**299,844**	**227,148**	**72,697**	**475,414**	**13,670**	**45,098**	**17,470**	**15,898**	**39,287**	**45,221**	**35,220**	**33,690**	**41,395**	**24,955**	**1,610**	**161,900**	**475,414**

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						10-Year Projected Capital Need ($000)											
						Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
	10-Year Total ($000)	10-Year Grants ($000)	10-Year District ($000)	TOTAL PROJECT	FY18 & Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Future Years	Line Item Total
DISTRICT DIVISION																	
FACILITIES REHABILITATION																	
0000 - A&D Admin Building Remodel/Rehab	1,500	-	1,500	1,500	-	200	1,300	-	-	-	-	-	-	-	-	-	1,500
0000 - Office Facility Renovation/Consolidation	-	-	-	6,960	-	-	-	-	-	-	-	-	-	-	-	6,960	6,960
0000 - Security Systems	700	560	140	700	-	-	100	100	-	500	-	-	-	-	-	-	700
INFORMATION SYSTEMS/TECHNOLOGY																	
1810 - Financial/HR/Payroll Management System Procurement	4,000	2,000	2,000	4,500	500	2,000	1,500	500	-	-	-	-	-	-	-	-	4,500
0000 - Radio Subscriber Upgrade	4,000	-	4,000	4,000	-	-	-	3,000	-	-	-	-	1,000	-	-	-	4,000
0000 - Telephone System Upgrade	2,550	-	2,550	2,550	-	-	-	-	800	-	-	-	50	1,700	-	-	2,550
0000 - Technology Improvements	2,250	-	2,250	2,250	-	-	250	250	250	250	250	250	250	250	250	-	2,250
0000 - Financial/HR/Payroll Management System Procurement	2,000	-	2,000	2,000	-	-	-	-	-	1,000	-	-	1,000	-	-	-	2,000
0000 - Radio System Upgrade	2,000	-	2,000	2,000	-	-	-	500	-	500	-	500	-	500	-	-	2,000
1711 - Radio System Upgrade	1,742	-	1,742	1,844	101	1,742	-	-	-	-	-	-	-	-	-	-	1,844
0000 - Business Intelligence	1,250	-	1,250	1,250	-	-	-	750	-	-	-	500	-	-	-	-	1,250
0000 - Transit Scheduling System	1,200	960	240	1,200	-	-	-	-	-	-	1,200	-	-	-	-	-	1,200
0000 - Data Storage System	1,200	-	1,200	1,200	-	-	-	600	-	-	-	-	600	-	-	-	1,200
0000 - INIT software refresh	1,100	-	1,100	1,100	-	-	1,100	-	-	-	-	-	-	-	-	-	1,100
0000 - Time Keeping System	1,055	844	211	1,055	-	-	-	-	-	-	-	55	1,000	-	-	-	1,055
0000 - Email/MS Office	1,000	-	1,000	1,000	-	-	-	500	-	250	-	-	250	-	-	-	1,000
1812 - Asset and Vehicle Fluid Mgmt System	900	900	-	1,000	100	900	-	-	-	-	-	-	-	-	-	-	1,000
1811 - Hardware and Software for ACIS/INIT	900	-	900	1,000	100	900	-	-	-	-	-	-	-	-	-	-	1,000
0000 - Disaster Recovery	1,000	-	1,000	1,000	-	-	250	-	250	-	250	-	250	-	-	-	1,000
1513 - Electronic Time Keeping	341	-	341	1,141	800	341	-	-	-	-	-	-	-	-	-	-	1,141
0000 - Cyber Security	805	-	805	805	-	-	250	-	-	-	-	80	260	215	-	-	805
0000 - Database Systems (SQL)	750	-	750	750	-	-	-	250	-	-	250	-	-	250	-	-	750
1712 - Transit Scheduling System	1,891	-	1,891	2,135	244	250	1,641	-	-	-	-	-	-	-	-	-	2,135
0000 - Asset and Vehicle Fluid Mgmt System	750	-	750	750	-	-	-	-	250	-	-	250	-	-	250	-	750
0000 - Bus Wifi	750	-	750	750	-	-	250	-	-	-	500	-	-	-	-	-	750
0000 - Internet of Things for all Divisions	750	-	750	750	-	-	-	-	250	-	-	250	-	-	250	-	750
0000 - Replace Network Equipment	740	-	740	740	-	-	-	-	-	-	740	-	-	-	-	-	740
1713 - ADS ACIS Data Radio Replacement	563	-	563	700	137	563	-	-	-	-	-	-	-	-	-	-	700
0000 - Indoor and Outdoor Wireless Network Access	660	-	660	660	-	-	-	-	320	-	-	-	-	340	-	-	660
0000 - Redundant Network / Systems	650	-	650	650	-	-	-	-	-	150	-	350	150	-	-	-	650
0000 - Replace Server Equipment	600	-	600	600	-	-	200	-	-	-	200	-	-	-	200	-	600
0000 - Document Management System	540	-	540	540	-	-	-	70	470	-	-	-	-	-	-	-	540
1610 - Cyber Security	130	-	130	530	400	100	30	-	-	-	-	-	-	-	-	-	530
0000 - Firetide Mesh Refresh	500	-	500	500	-	-	-	500	-	-	-	-	-	-	-	-	500
1813 - Transportation Statistics Reporting	400	-	400	500	100	200	200	-	-	-	-	-	-	-	-	-	500
1816 - Engineering Document Mgmt Solutions (Ferry)	250	-	250	300	50	250	-	-	-	-	-	-	-	-	-	-	300
1715 - Aviat Microwave Update - Santa Rosa Link	150	-	150	250	100	150	-	-	-	-	-	-	-	-	-	-	250
1814 - Redundant Network / Systems (FY18)	200	-	200	250	50	200	-	-	-	-	-	-	-	-	-	-	250
0000 - Ferry Passenger Information Systems	250	200	50	250	-	-	-	-	125	-	-	-	-	125	-	-	250

GGBHTD 10-YEAR CAPITAL PLAN
FY 2018 - FY 2027

	10-Year Total ($000)	10-Year Grants ($000)	10-Year District ($000)	TOTAL PROJECT	FY18 & Prior Years	10-Year Projected Capital Need ($000) Year 1 FY 2019	Year 2 FY 2020	Year 3 FY 2021	Year 4 FY 2022	Year 5 FY 2023	Year 6 FY 2024	Year 7 FY 2025	Year 8 FY 2026	Year 9 FY 2027	Year 10 FY 2028	Future Years	Line Item Total
DISTRICT DIVISION																	
0000 - GFI System Upgrade	245	-	245	245	-	245	-	-	-	-	-	-	-	-	-	-	245
0000 - Network Security	230	-	230	230	-	-	-	-	-	230	-	-	-	-	-	-	230
0000 - District Web Site Re-Design w/Mobile App	220	-	220	220	-	-	-	-	-	220	-	-	-	-	-	-	220
0000 - IVR replacement	200	-	200	200	-	-	-	-	200	-	-	-	-	-	-	-	200
1515 - Network Security		-		200	200		-	-	-	-	-	-	-	-	-	-	200
1518 - Website Redesign	400	-	400	532	132	400	-	-	-	-	-	-	-	-	-	-	532
0000 - Compellent San Replacement ACIS	200	160	40	200	-	-	-	200	-	-	-	-	-	-	-	-	200
1516 - Disaster Recovery	54	-	54	200	146	54	-	-	-	-	-	-	-	-	-	-	200
0000 - Video Conferencing	175	-	175	175	-	-	-	-	-	-	50	125	-	-	-	-	175
1716 - Financial Management System Analysis		-		175	175		-	-	-	-	-	-	-	-	-	-	175
0000 - Video Conferencing	155	-	155	155	-	155	-	-	-	-	-	-	-	-	-	-	155
1815 - Customer Service Incident System (Marketing)	-	-	-	45	45	-	-	-	-	-	-	-	-	-	-	-	45
0000 - Exacom Voice Recorder Refresh	40	-	40	40	-	-	-	-	40	-	-	-	-	-	-	-	40
0000 - Avtec VPGate Refresh	20	-	20	20	-	-	-	20	-	-	-	-	-	-	-	-	20
CAPITAL EQUIPMENT																	
XX19 - Capital Equipment	1,500	-	1,500	1,686	186	150	150	150	150	150	150	150	150	150	150	-	1,686
TOTAL	**45,455**	**5,624**	**39,831**	**55,982**	**3,567**	**8,800**	**7,221**	**7,390**	**3,105**	**3,250**	**3,590**	**2,510**	**4,960**	**3,530**	**1,100**	**6,960**	**55,982**

Golden Gate Bridge, Highway and Transportation District

Five-Year and Ten-Year Financial Projections FY 18/19 - FY 27/28

CAPITAL CONTRIBUTION REQUIRED TO FUND PROJECTED CAPITAL PLAN - Assumes Bridge Capital is 80% Grant Funded

All Figures Rounded to ($000)

	Year 1 FY 2019 Estimate	Year 2 FY2020 Estimate	Year 3 FY 2021 Estimate	Year 4 FY 2022 Estimate	Year 5 FY 2023 Estimate	SubTotal Year 1 - 5 Estimate	Year 6 FY 2024 Estimate	Year 7 FY 2025 Estimate	Year 8 FY 2026 Estimate	Year 9 FY 2027 Estimate	Year 10 FY 2028 Estimate	Total Year 1 - 10 Estimate
DISTRICT	$51,615	$83,356	$69,049	$73,626	$83,887	$361,533	$40,455	$21,052	$28,155	$38,891	$17,482	$507,568
GRANTS	$79,512	$207,469	$187,939	$220,292	$209,534	$904,746	$51,605	$49,934	$56,553	$83,687	$15,918	1,162,443
TOTAL	**$131,127**	**$290,825**	**$256,988**	**$293,918**	**$293,421**	**$1,266,279**	**$92,060**	**$70,986**	**$84,708**	**$122,578**	**$33,400**	**$1,670,011**
Seismic IIIB Construction-net change in District funding	$ 240	$ (1,200)	$ (2,789)	$ (3,031)	$ (2,348)	$ (9,128)	$ 1,427	$ 1,137	$ 803	$ 405	$ -	$ (5,355)
Toll System Upgrade - additional funding	$ 12,000	$ -	$ -	$ -	$ -	$ 12,000	$ -	$ -	$ -	$ -	$ -	$ 12,000
District Portion Of the Capital Requirement	**$63,850**	**$82,160**	**$66,260**	**$70,600**	**$81,540**	**$364,410**	**$41,880**	**$22,190**	**$28,960**	**$39,300**	**$17,480**	**$514,220**
Total Depreciation Included in the Budget	9,400	13,480	15,490	18,970	21,721	$ 79,061	25,220	24,780	25,770	23,670	24,720	$ 203,221
Depreciation adjustment due to delay in the completion of capital projects	(400)	(1,700)	(900)	(800)	(2,100)	$ (5,900)	(3,800)	(2,600)	(1,700)	(1,400)	(1,300)	$ (16,700)
Additional Capital Contribution Required to Fund Projected Capital Plan	54,850	70,380	51,670	52,430	61,919	$ 291,249	20,460	10	4,890	17,030	(5,940)	$ 327,699
Average of the 10 Year Capital Contribution	$32,800	$32,800	$32,800	$32,800	$32,800	$ 164,000	$32,800	$32,800	$32,800	$32,800	$32,800	$ 328,000

Re-Stated: Fund District Capital through Reserves	FY 2019	FY2020	FY 2021	FY 2022	FY 2023	Year 1 - 5	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Year 1 - 10
District Funded Capital Projects net of Depreciation	$54,900	$70,400	$51,700	$52,400	$61,900	$ 291,300	$20,500	$0	$4,900	$17,000	($5,900)	$ 327,800
Use Reserves to Fund District Projects	17,000	17,000	17,000	17,000	17,000	85,000	17,000	17,000	17,000	17,000	17,000	170,000
Additional Capital Contribution Required to Fund Projected Capital Plan with Reserves	37,900	53,400	34,700	35,400	44,900	$ 206,300	3,500	(17,000)	(12,100)	-	(22,900)	157,800
Adjust Capital Contribution for the financing risk associated with future capital projects	5,000	5,000	5,000	5,000	5,000	$ 25,000	5,000	5,000	5,000	5,000	5,000	50,000
Average of the 10 Year Capital Contribution	21,000	21,000	21,000	21,000	21,000	$ 105,000	21,000	21,000	21,000	21,000	21,000	$ 210,000

In 2003 the Board authorized capital contribution from operations to fund future capital projects. In 2008 the Board instructed staff to assume spending all reserves except those that are restricted or set aside by the Board. This projection assumes **$170 million** in capital contribution reserves will be released to fund capital projects during this 10-year projection period. **$17** million per year will be released from unrestricted reserves and additional capital contribution will be set aside for the financing risk associated with future capital projects. Thus, the capital contribution remains at **$21** million per year. The **$21** million is distributed to each Division according to its percentage share of District Funded capital projects. The annual capital contribution amount is calculated by taking the sum of the District funded portion of the capital program, less depreciation, for ten years divided by ten years and rounded to the nearest million.

GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT
NET POSITION AVAILABLE FOR NEW CAPITAL PROJECTS OR OPERATIONS - FY 17/18 BUDGET

Category Reserve Name		Estimated Balance 7/1/2017	Estimated Balance 6/30/2018	Estimated Balance 7/1/2018
Available Net Position before Long Term Liabilities, Board Designated and Other Reserves[1]:	**[A]**	**$ 37,200,000**	**$ 49,200,000**	**$ 49,200,000**
Long Term Liabilities[2]				
Cal PERS Net Pension Liability		**$ 98,400,000**	**$ 98,400,000**	**$ 98,400,000**
Golden Gate Transit A		**63,500,000**	**63,500,000**	**63,500,000**
Subtotal Long Term Liabilities	**[B]**	**$ 161,900,000**	**$ 161,900,000**	**$ 161,900,000**
Board Designated and Other Reserves:				
Operating Reserve[3]		**$ (15,500,000)**	**$ (16,500,000)**	**$ (16,500,000)**
Emergency Reserve[4]		**(7,200,000)**	**(7,700,000)**	**(7,700,000)**
Bridge Self Insurance Loss Reserve		**(14,600,000)**	**(15,900,000)**	**(15,900,000)**
Subtotal Board Designated and Other Reserves		**$ (37,300,000)**	**$ (40,100,000)**	**$ (40,100,000)**
Net Position Available Before Committed Capital Projects	**[A] + [B] + [C]**	**$ 161,800,000**	**$ 171,000,000**	**$ 171,000,000**
Committed Capital Projects (District-funded portion only):				
Bridge		**$ (95,900,000)**	**$ (85,100,000)**	**$ (212,500,000)**
Transit		**(40,300,000)**	**(34,500,000)**	**(45,400,000)**
Total Committed Capital Projects (District-funded portion only)	**[D]**	**$ (136,200,000)**	**$ (119,600,000)**	**$ (257,900,000)**
Net Position Available for New Capital Projects or Operations	**[A] + [B] + [C] + [D]**	**$ 25,600,000**	**$ 51,400,000**	**$ (86,900,000)**

1. Adjusted to exclude funded capital contributions, Bridge self insurance reserves and restricted Local, State and Federal grant funds for capital projects.
2. In 2015, the District restated its Net Position as a result of the new reporting requirements of GASB 68 ("Accounting and Financial Reporting for Pensions"). GASB 68 requires agencies to report unfunded pension obligations as a liability on the financial statements even in cases where the agency is not legally responsible for the unfunded pension obligation. The District is not legally responsible for the funding of the Golden Gate Transit Amalgamated Retirement Plan.
3. Board policy funds the operating reserve at 7.5% of the budget or to cover the expected operating deficit, whichever is larger.
4. Board policy funds the emergency reserve at 3.5% of the operating budget to enable the amount kept in reserve for emergencies to remain relative to the size of District's operations.

APPENDIX H – GLOSSARY

401(A) Deferred Compensation Plan: An employer-sponsored retirement savings deferred compensation plan.

457(B) Deferred Compensation: A program that allows you to defer compensation on a pre-tax basis through payroll deduction.

Accrual: A method of accounting that recognizes expenses when incurred and revenue when earned rather than when payment is made or received.

ACIS: Advanced Communication and Information System.

Actuarial: Analysis completed and submitted by an external firm specializing in the collection and interpretation of numerical data. An actuarial is usually prepared for the purpose of analyzing employee benefits, such as medical insurance.

ADA: The Americans with Disabilities Act. A comprehensive civil rights measure signed into law on July 1990 to ensure persons with disabilities receive equal access to public transportation and other services.

ADC: Actuarially Determined Contribution. A payment to a plan as determined by an actuary using a contribution allocation procedure to fund benefits over time and ensure sustainability.

AET: All Electronic Tolling. Vehicles no longer stop at the Toll Plaza as all tolls are assessed electronically. Through FasTrak® or the Pay-by-Plate program, drivers can make one-time payments online, over the phone or at designated cash payment locations. If customers choose not to take advantage of the convenient options, a toll invoice will be mailed to the registered owner of the vehicle, according to the license plate number, with no added fees.

ARC: Annual Required Contribution.

Assembly Bill 516: A bill that would require the Department of Motor Vehicles to affix temporary license plates at the time of sale to a vehicle sold without a permanent license. The bill would require all vehicles to have a license plate, either temporary or permanent, visible at all times.

Assembly Bill 584: This bill authorized the Golden Gate Bridge, Highway & Transportation District to develop a transportation facility plan for implementing a mass transportation program in the Golden Gate Highway 101 corridor.

Assembly Bill 919: This bill required the Golden Gate Bridge, Highway & Transportation District to develop a long-range transportation program for the Golden Gate Highway 101 corridor. The result was the creation of an integrated bus and ferry system.

Assembly Bill 1825: Assembly Bill 1825 (AB 1825) and Government Code section 12950.1 requires employers with 50 or more employees to provide effective compliance training and education to all supervisory employees regarding sexual harassment, setting both state and federal standards.

ATU: Amalgamated Transit Union. A union representing bus drivers, maintenance and clerical employees of a variety of North American transit districts.

Balanced Budget: A budget in which the expenditures incurred during a fiscal year are matched by revenues.

BATA: Bay Area Toll Authority. An organization created by the California State Legislature in 1997 to administer the auto tolls on the San Francisco Bay Area's seven state-owned toll bridges.

BSIR: Bridge Self-Insurance Reserve.

Budget: Plan of financial operations for a given period including proposed expenditures, revenues and staffing levels.

CAD: Computer aided dispatch or design.

CAFR: Comprehensive Annual Financial Report.

CARB: California Air Resources Board.

CalPERS: California Public Employees Retirement System. A State organization used by the District to organize and dispense employee retirement benefits.

Caltrans: California Department of Transportation. Caltrans is responsible for the design, construction, maintenance and operation of the California State Highway System, as well as that portion of the Interstate Highway System within the state's boundaries.

Capital Asset: Property, facility or equipment whose cost exceeds $5,000 per unit and has a useful life greater than three years. Capital asset costs include installation cost, delivery cost, sales and use taxes, staff training costs, and general and administrative overhead costs.

Capital Budget: A budget allocating money for the acquisition or maintenance of fixed assets such as land, buildings and equipment.

Capital Expenditure: Acquisition of a capital asset.

Capital Program (CP): Portfolio of capital projects and their funding.

Capital Project: Defined scope of work to build, acquire or renovate physical assets to increase the asset's useful life.

CCTV: Closed Circuit Television.

CFO: Chief Financial Officer.

CFRA: California Family Rights Act of 1994. A State law that also provides for unpaid leaves of absence for family reasons or for the employee's own illness.

Clipper^{SM}: A Bay-area-wide electronic fare collection system operated in cooperation with several local public transportation agencies. Clipper^{SM} receivers are being placed by fareboxes on board a variety of local public transport vehicles. Customers are able to "swipe" a Clipper^{SM} card that bills directly to a customer account, thus removing the need for the customer to carry exact change. The ubiquity of the Clipper^{SM} receiver will also allow a traveling customer the ability to "jump" to and from a variety of different public transportation systems around the Bay Area when the project is fully implemented.

CMER: Corte Madera Ecological Reserve.

COLA: Cost of Living Adjustment. It is an increase in wages to cover increased cost of living.

Commercial Paper: Short-term interest-bearing promissory note secured by pledged revenues and a liquidity/credit facility.

Corridor: Defined area occupied by significant transportation byways such as highways, bus transitways, light rail lines, bikeways, etc.

CPI: Consumer Price Index. A statistical description of price levels provided by the U.S. Department of Labor. The index is commonly used as a measure of the increase in the cost of living.

CP Program: See Commercial Paper.

DBE: Disadvantaged Business Enterprise. Businesses owned and operated primarily by minorities and/or women.

Debt Service: Repayment of the principal and/or interest on debt.

Depreciation: Allocation of the cost of an asset over its useful life. A means to budget for future maintenance expenditures.

DGM: Deputy General Manager. This position manages one of the different divisions of Golden Gate Bridge.

EEO/AAP: Equal Employment Opportunity/Affirmative Action Program. Federal laws prohibiting job discrimination.

Enterprise Fund: In governmental accounting, a fund that provides goods or services to the public for a fee that makes the entity self-supporting is considered an enterprise fund. It basically follows GAAP as does a commercial enterprise.

Fare: The price paid to ride public transportation such as a bus or ferry.

Fare Media: Passes which may be purchased and used in lieu of cash when purchasing a ride on a bus or ferry.

Farebox Recovery Ratio: A standard by which a public transit agency can be evaluated for financial health. The farebox revenue divided by operating costs.

FasTrak®: An electronic toll system residing on all Bay Area bridges. FasTrak® receivers are set up on toll plazas to read and account for transponders placed in a customer's car. FasTrak® provides convenience to customers by electronically billing their tolls directly to a customer account, thus removing the need for the customer to stop and make a cash payment at any local toll facility.

FHWA: The Federal Highway Administration.

Fiscal Year: The period at the end of which a business determines its financial position and results of operations. The District's fiscal year begins July 1 and ends June 30 of the following calendar year.

FLSA: Fair Labor Standards Act. This act prescribes standards for the basic minimum wage and overtime pay.

FMLA: Family Medical Leave Act. This act allows employees who worked 1,250 hours over the previous year to take up to 12 weeks off work for a valid medical reason for the employee or immediate family.

FTA: Federal Transit Administration. The Federal government, through the FTA, provides financial assistance to develop new transit systems and improve, maintain and operate existing systems.

Fund: Fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources together with all related liabilities and changes in these assets and liabilities.

FY: See Fiscal Year.

GASB: Governmental Accounting Standards Board. The Board establishes and improves standards of state and local governmental accounting and financial reporting.

GASB 45: Accounting and Financial provision requiring government employers to measure and report the liabilities associated with other (than pension) postemployment benefits (or OPEB).

GASB 68: Accounting and Financial reporting that requires government employers that sponsor defined benefit plans to recognize a net pension liability in their statement of net position.

GASB 75: Establishes accounting and financial reporting requirements for governments whose employees are provided with OPEB, as well as for certain non-employer governments that have a legal obligation to provide financial support for OPEB provided to the employees of other entities.

GFI: Genfare Incorporated is a private company that produces bus fare collection systems.

GFOA: Government Finance Officers Association. An organization providing standards and education to the financial departments of government organizations.

GGF: Golden Gate Ferry.

GGT: Golden Gate Transit.

Hastus: Computer software used to plan bus transit routes, dispatch bus operators and generate accurate bus operator payrolls.

HRA: Health Reimbursement Account.

Hybrid Buses: Buses that combine a combustion and an electrical engine, so as to increase efficiency and thereby reduce emissions.

IBU: Inland Boatmen's Union. A union representing deckhand employees.

ICAP: The allocation of indirect centralized costs from operating expenses to capitalized projects in accordance with Office of Management and Budget (OMB) Circular A-87, Cost Principles for State, Local and Indian Tribe Governments.

ICMA-RC: Founded in 1972, ICMA-RC is a non-profit independent financial services corporation focused on providing retirement plans and related services for more than one million public sector participant accounts and approximately 9,000 retirement plans.

IFAS: Financial software customized for the District's financial activities including general ledger, accounting, budgeting, payroll, accounts payable, human resources and purchasing.

Indirect Cost: Cost that is not identifiable with a specific product, function or activity.

Infrastructure: The fixed components of a transit system, such as stations, park-and-ride lots, bus stops and maintenance facilities.

Lease: Contract by which possession of land and/or building space is given by owner to a tenant for a specified period of time and for a specified financial amount.

LFT: Larkspur Ferry Terminal.

Long-Term Debt: Financial obligations lasting over one year. For example, debt obligations such as bonds and notes which have maturities greater than one year are considered long-term debt.

LT: Limited Term of employment.

MAP-21: Moving Ahead for Progress in the 21st Century. A funding and authorization bill to govern United States federal surface transportation spending. It was passed by Congress on June 29, 2012.

Maximo: Asset and vehicle fluid financial management system.

MCTD: Marin County Transportation District.

MEBA: Marine Engineer's Beneficial Association. A union representing vessel masters.

MMB: Moveable Median Barrier. A traffic safety barrier that can be moved from lane to lane to reduce congestion while preventing head-on collisions.

MOU: Memorandum of Understanding. An agreement between two or more parties. It expresses a convergence of will between the parties, indicating an intended common line of action.

MTC: Metropolitan Transportation Commission.

NTD: National Transit Database. A database consisting of financial and operational information for over 600 U.S. transit agencies that receive FTA Section 5307 grants.

OPEB: Other Post-employment Benefits. This term is used by the District in reference to retiree health benefits (please refer to page 37 for further explanation).

Operating Budget: Funds allocated for normal District operations, such as employee salaries, power and fuel. Excludes funds allocated for capital and fiduciary activities.

Operating Expenses: All expenses pertaining to the normal operation of the agency with the exception of capital expenditures, interest expenses and non-recurring losses.

Paratransit: The Americans with Disabilities Act (ADA) of 1990 requires that transportation services comparable to existing public transportation be made available to individuals with disabilities who are unable to use fixed-route transportation systems. Paratransit is the term used to refer to these ADA transportation services.

PEPRA: Public Employees' Pension Reform Act of 2013. This reform act changes the way CalPERS retirement and health benefits are applied. The greatest impact is felt by new public employees and establishes a cap on the amount of compensation that can be used to calculate a retirement benefit.

Performance Measures: Specific quantitative and qualitative measure of work performed as an objective of specific departments or programs.

PERS: Public Employees' Retirement System. This is a defined benefit retirement plan that provides a secure income for retirement.

PRA: Public Records Act.

QL3: A mid-life engine rebuild used by the Ferry Division to identify a ship's midlife engine rebuild.

RD99 Renewable Diesel: This is a renewable diesel fuel produced from waste fats, residues and vegetable oils. The use of this type of fuel reduced greenhouse gas emissions.

Revenue Vehicle: Vehicles that carry fare-paying passengers.

RFP: Request for Proposal. The competitive proposal method of procurement.

RM2: Regional Measure 2, passed by the Metropolitan Transportation Committee, raised the toll on the seven state-owned bridges in the Bay Area. Funds from these tolls are earmarked for transportation projects within the Bay Area, particularly those projects which will relieve congestion on bridges.

Senate Bill 1: The Road Repair and Accountability Act of 2017, provides the first significant, stable and ongoing increase in State Transportation funding in more than two decades. The bill increases revenues and expands the California Transportation Commission's role to provide transparent oversight and accountability for infrastructure investments.

Senate Bill 595: This bill gives voters the chance to approve an increase in bridge tolls to finance urgently needed improvements, including new BART cars, the extension of BART to Silicon Valley, new high-occupancy vehicle lanes on U.S. 101 in Marin and Sonoma counties, improvements to State Route 37, more frequent and expanded ferry service, improvements to the Interstate 80/680/State Route 12 interchange in Solano County and the extension of Caltrain to downtown San Francisco.

Senate Bill 622: This bill requires the Golden Gate Bridge, Highway & Transportation District to advertise for contracts for all vessel repair, maintenance and alteration work, if estimated expenditures exceed $1.0 million, and for all other construction, repair, maintenance, alteration work and all similar work if the estimated expenditures exceed $5,000. This bill also authorizes the Golden Gate Bridge, Highway & Transportation District to contract without competitive bidding with suppliers of goods and services by participating in contracts led by one or more specified public entities and any other entity that expends public funds.

SF: San Francisco.

SFMTA: San Francisco Municipal Transportation Agency. An agency created by consolidation of the San Francisco Municipal Railway (Muni), the Department of Parking and Traffic (DPT), and the Taxicab Commission.

SLEP: Service Life Extension Program.

SMART: Sonoma-Marin Area Rail Transit. It is a voter approved passenger rail and bicycle-pedestrian pathway project located in Marin and Sonoma counties.

SRTC: San Rafael Transit Center.

STA: State Transit Assistance fund used to account for the revenue from the sales tax on gasoline used for transit purposes. The STA fund was created as an amendment to the Transportation Development Act of 1976.

Strategic Financial Plan: Broad statement of direction in which planning or action is required to achieve long-term financial stability.

TDA: Transportation Development Act. Created by state law in 1972, the TDA authorized the use of ¼ of 1% of the state sales tax for transportation purposes.

Title VI: Related statutes and regulations provide that no person shall on the ground of race, color, national origin, sex, or disabilities be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal funds.

Transbay Service: Transit service from Marin County to San Francisco and/or the East Bay.

TRP: Technical Review Panel.

TSP: Transit Sustainability Project.

UHP: Ultra High Pressure.

APPENDIX I – STATISTICAL DATA AND SUPPLEMENTAL INFORMATION

The following information was excerpted from "Highlights Facts and Figures of the Golden Gate Bridge, Highway and Transportation District."

The Golden Gate Bridge stands at the entrance to the San Francisco Bay in California and is a symbol of American ingenuity and resolve, having been constructed during the era of the Great Depression. The Golden Gate Bridge is a beloved international icon and an engineering marvel. It is also a vital transportation link between northern San Francisco Bay Area counties and San Francisco. The Bridge serves over 40 million vehicles a year, along with millions of tourists from around the world. The Golden Gate Bridge offers free pedestrian walkways and bicycle paths from which visitors experience breath-taking views of the San Francisco skyline, Alcatraz Island and the Marin headlands. The best time to visit the Bridge is in the fall and winter months, as the summer months bring the famous San Francisco fog, which veils the Bridge most of the season.

The Golden Gate Bridge, Highway and Transportation District (GGBHTD) was formed under authority of the Golden Gate Bridge and Highway Act of 1923 and incorporated on December 4, 1928, to include within its boundaries the City and County of San Francisco, the counties of Marin, Sonoma, and Del Norte, most of Napa and part of Mendocino.

Bridge construction began January 5, 1933, and the span was opened for Pedestrian Day on May 27, 1937. The entire roadway was opened exclusively to pedestrians from dawn to dusk. By 6:00 pm, thousands of visitors were waiting to cross. A number of "firsts" took place that day with people competing to be the first to walk, run, roller skate, tap dance, ride a unicycle or cross on stilts. This proved to be a memorable event, with news reports estimating up to as many as 200,000 people. This was topped in 1987, the Golden Gate Bridge's 50th anniversary, when more than 300,000 people surged onto the span with more than 400,000 spectators gathered in the surrounding areas and hillsides.

In 1969, the California State Legislature authorized GGBHTD to use bridge tolls to develop transit service in the U.S. Highway 101 (US 101) Golden Gate Corridor as a means of managing traffic congestion and avoiding costly highway expansion. In August 1970, GGBHTD inaugurated ferry service between Sausalito and the San Francisco Ferry Building. In December 1970, GGBHTD initiated a shuttle bus service to Sausalito Ferry using five leased Greyhound coaches and four drivers on four bus routes. In September 1971, GGBHTD received 20 of 132 newly purchased buses and hired 30 experienced Greyhound drivers. Local Marin County bus service was initiated in December 1971, under contract to Marin County Transit District. In January 1972, GGBHTD established Golden Gate Transit (GGT) Transbay commute service with 152 buses and facilities in Novato and Santa Rosa and a temporary facility in San Rafael. Golden Gate Transit Bus and Ferry services are subsidized using "surplus" Golden Gate Bridge toll revenue.

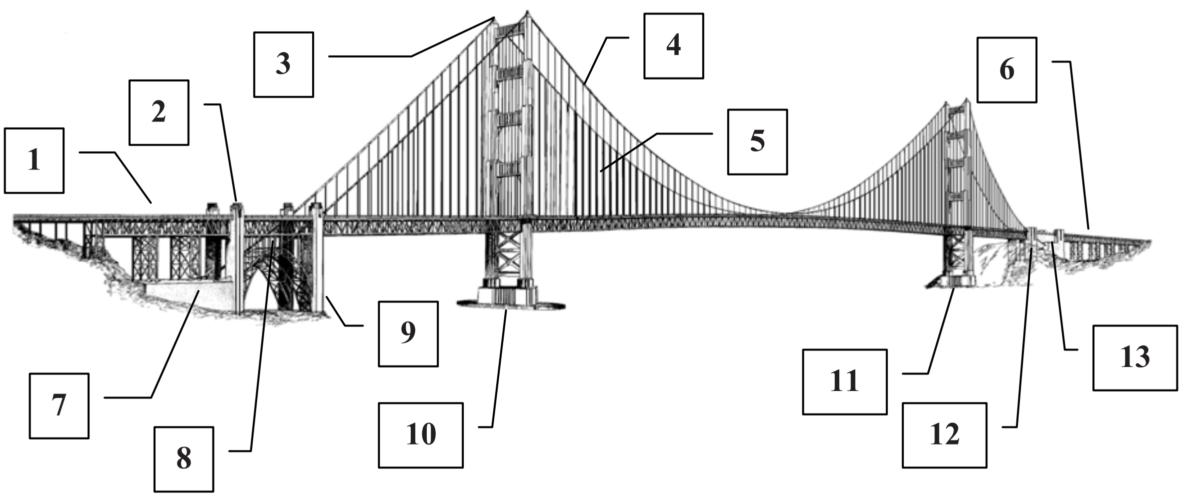
Statistical Data

The total construction cost of the Golden Gate Bridge was $35 million, which included $27 million for construction of the structure. This $27 million was $3 million higher than the original construction bids as other items were added such as the toll plaza, toll collection equipment, tower elevators and miscellaneous military replacements and improvements. The remaining $8 million was for engineering and inspection, financing costs and administration.

The Golden Gate Bridge spans 1.7 miles and consists of six main structures:

1. San Francisco (south) approach viaduct
2. San Francisco (south) anchorage housing and pylons
3. Fort Point arch
4. Main suspension bridge
5. Marin (north) approach viaduct
6. Marin (north) anchorage housing and pylons

Engineers, painters, ironworkers and other staff members work daily on critical rehabilitation and improvement projects that have been undertaken to preserve, protect and extend the life of the Golden Gate Bridge. A lower lateral bracing system was added to the span to increase the torsional stability of the stiffening truss of the roadway. A railing was added between the Bridge roadway and sidewalks. Approach structures were retrofitted to increase earthquake resistance and Phases I & II of the Seismic Retrofit Design and Construction Project were completed. Phase I retrofitted the Marin approach and Phase II retrofitted the San Francisco approach structures and Fort Point arch. In April 2008, Phase IIIA began and will retrofit the north anchorage housing and pylons. Phase IIIB of the Seismic Retrofit project began in 2011 and includes the retrofit of the 4,200 foot-long main suspension span, the two 746 foot-tall main towers and the San Francisco tower pier.



1. South Viaduct
2. Pylon S2
3. Saddle
4. Main Cables
5. Suspender Ropes
6. North Viaduct
7. South Anchorage Housing
8. Fort Point Arch
9. Pylon S1
10. South Tower, 746 feet tall
11. North Tower, 746 feet tall

12. Pylon N1
13. North Anchorage Housing

The length of Bridge deck between a pylon and a tower is referred to as a Side Span. The Bridge Side Spans measure 1,125 feet across.

The length of Bridge deck between the two towers is referred to as the Main Span. The Bridge Main Span measures 4,200 feet across.

The length of Bridge deck between Pylon S1 and Pylon N1 is referred to as the Suspension Span. The Bridge Suspension Span measures 6,450 feet across.

Depending upon tidal conditions, the distance between the deck at the center of the Main Span and the water below is roughly 220 feet.

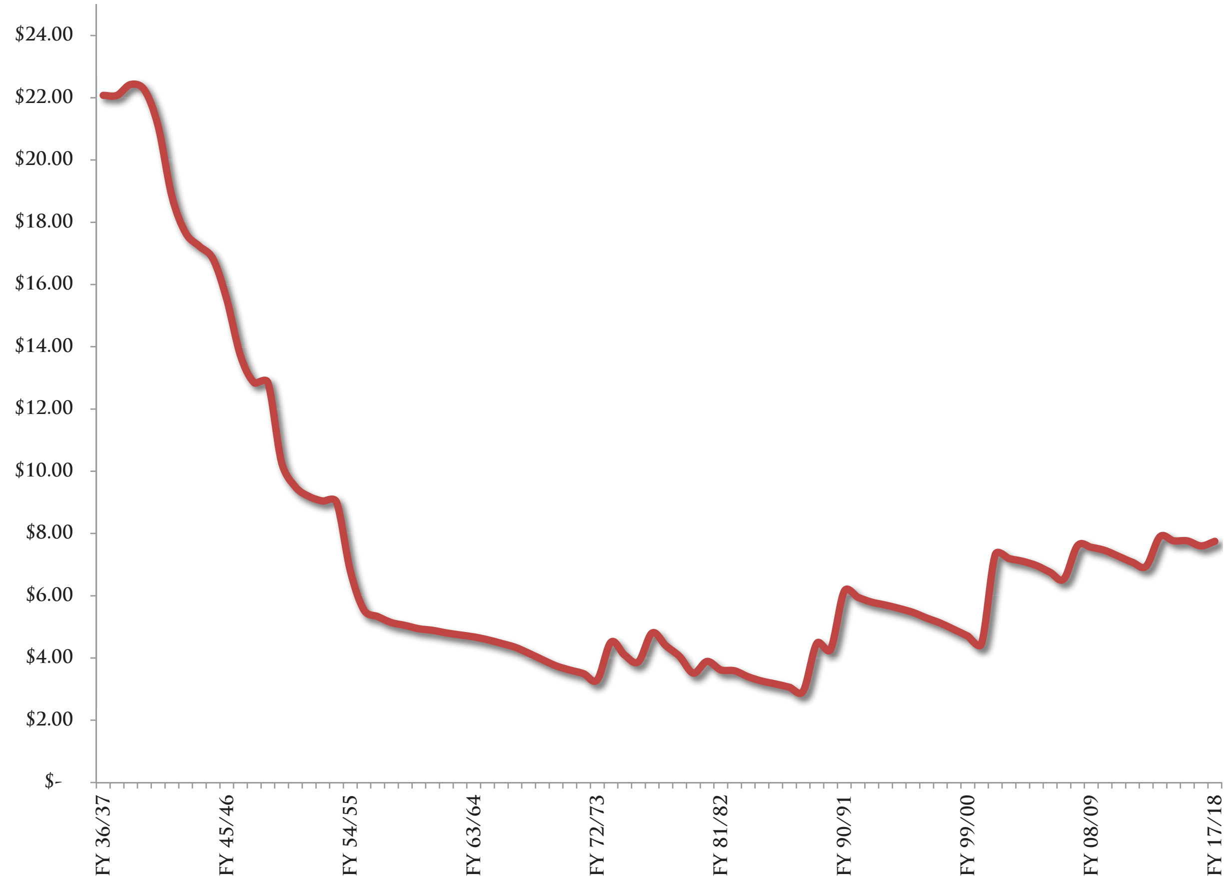
Traffic by Fiscal Year Since Bridge Opening on May 28, 1937

Fiscal Year July 1 - June 30	Avg. Vehicles Per Day	Total Vehicles	% of Increase	Total Revenue
May & June 1937	17,339	582,607	-	$312,818
1937-38	9,073	3,326,521	-	$1,594,958
1938-39	11,045	4,047,224	21.67%	$1,903,372
1939-40	11,792	4,332,785	7.06%	$2,124,158
1940-41	13,054	4,780,585	10.34%	$2,282,213
1941-42	14,169	5,187,168	8.50%	$2,292,945
1942-43	14,711	5,382,282	3.76%	$2,579,981
1943-44	13,214	4,849,300	-9.90%	$2,495,220
1944-45	13,106	4,799,989	-1.02%	$2,710,710
1945-46	18,198	6,674,825	39.06%	$3,579,521
1946-47	20,434	7,506,144	12.45%	$3,864,817
1947-48	21,978	8,091,289	7.80%	$4,077,231
1948-49	23,309	8,552,514	5.70%	$4,186,815
1949-50	25,518	9,356,348	9.40%	$4,519,515
1950-51	27,701	10,153,493	8.52%	$3,985,673
1951-52	30,589	11,240,410	10.70%	$4,251,913
1952-53	31,982	11,723,318	4.30%	$4,427,194
1953-54	33,461	12,267,508	4.64%	$4,511,025
1954-55	36,059	13,220,641	7.77%	$4,517,603
1955-56	40,298	14,749,185	11.56%	$4,112,357
1956-57	42,951	15,676,971	6.29%	$4,123,161
1957-58	44,955	16,408,399	4.67%	$4,219,181
1958-59	48,198	17,592,396	7.22%	$4,509,698
1959-60	51,396	18,810,807	6.93%	$4,773,623
1960-61	54,825	20,011,302	6.38%	$4,885,762
1961-62	56,861	21,377,944	6.83%	$4,820,046
1962-63	61,683	22,514,356	5.32%	$5,040,421
1963-64	65,637	24,023,128	6.70%	$5,358,257
1964-65	69,267	25,282,353	5.24%	$5,545,875
1965-66	74,023	27,018,462	6.87%	$5,802,084
1966-67	77,673	28,350,598	4.93%	$6,308,081
1967-68	82,700	30,293,793	6.85%	$6,428,332
1968-69	85,622	31,251,968	3.16%	$6,583,074
1969-70	89,657	32,725,026	4.71%	$7,320,561
1970-71	91,773	33,497,080	2.36%	$7,978,283
1971-72	94,086	34,435,542	2.80%	$8,384,443
1972-73	94,852	34,620,920	0.54%	$8,537,373
1973-74	89,931	32,824,780	-5.19%	$9,458,892
1974-75	91,325	33,333,798	1.55%	$12,455,458
1975-76	95,278	34,871,856	4.61%	$12,938,278
1976-77	96,927	35,378,544	1.45%	$12,947,397
1977-78	98,716	36,031,236	1.84%	$15,890,977
1978-79	99,380	36,273,760	0.67%	$17,461,538
1979-80	97,080	35,531,296	-2.05%	$17,044,037
1980-81	99,708	36,393,422	2.43%	$18,824,231

Fiscal Year July 1 - June 30	Avg. Vehicles Per Day	Total Vehicles	% of Increase	Total Revenue
1981-82	97,952	35,752,524	-1.76%	$21,122,488
1982-83	101,343	36,990,346	3.46%	$22,538,225
1983-84	105,532	38,519,280	4.13%	$23,695,501
1984-85	108,578	39,630,790	2.89%	$24,430,950
1985-86	110,930	40,489,422	2.17%	$25,009,522
1986-87	115,672	42,220,298	4.27%	$26,188,035
1987-88	119,089	43,467,470	2.95%	$26,995,767
1988-89	118,881	43,391,562	-0.17%	$30,460,808
1989-90	120,276	43,900,850	1.17%	$37,974,294
1990-91	117,313	42,819,078	-2.46%	$38,668,744
1991-92	113,548	41,445,182	-3.21%	$52,764,409
1992-93	112,241	40,968,012	-1.15%	$54,603,270
1993-94	112,263	40,975,844	0.02%	$54,890,757
1994-95	111,547	40,714,520	-0.64%	$55,036,868
1995-96	112,751	41,266,836	1.36%	$57,259,004
1996-97	113,334	41,366,860	0.24%	$57,475,737
1997-98	113,065	41,381,834	0.04%	$57,602,148
1998-99	114,601	41,943,808	1.36%	$58,452,829
1999-00	116,026	42,465,336	1.24%	$59,368,792
2000-01	115,525	42,166,660	-0.70%	$59,180,029
2001-02	111,493	40,694,792	-3.49%	$59,518,943
2002-03	106,456	38,856,556	-4.52%	$79,427,334
2003-04	106,234	38,881,684	0.06%	$84,419,500
2004-05	106,292	38,796,706	-0.22%	$84,213,058
2005-06	106,637	38,922,468	0.32%	$84,746,887
2006-07	108,263	39,516,006	1.45%	$84,970,839
2007-08	107,420	39,315,596	-0.51%	$85,416,488
2008-09	104,473	38,132,812	-3.00%	$97,121,446
2009-10	106,784	38,976,078	2.21%	$100,568,913
2010-11	110,113	40,191,124	3.12%	$100,779,715
2011-12	101,253	37,058,745	-7.79%	$102,638,203
2012-13	101,979	37,222,438	0.44%	$102,294,057
2013-14	109,667	40,028,374	7.54%	$106,350,200
2014-15	110,060	40,171,728	0.36%	$129,187,098
2015-16	112,641	41,113,970	2.29%	$137,418,500
2016-17	112,831	41,183,206	1.17%	$143,028,555
2017-18	112,156	40,937,104	-0.60%	$146,567,882
Total Since Inception:		**2,316,292,668**		**$2,714,130,112**

Historical Trends in Bridge Traffic and Tolls

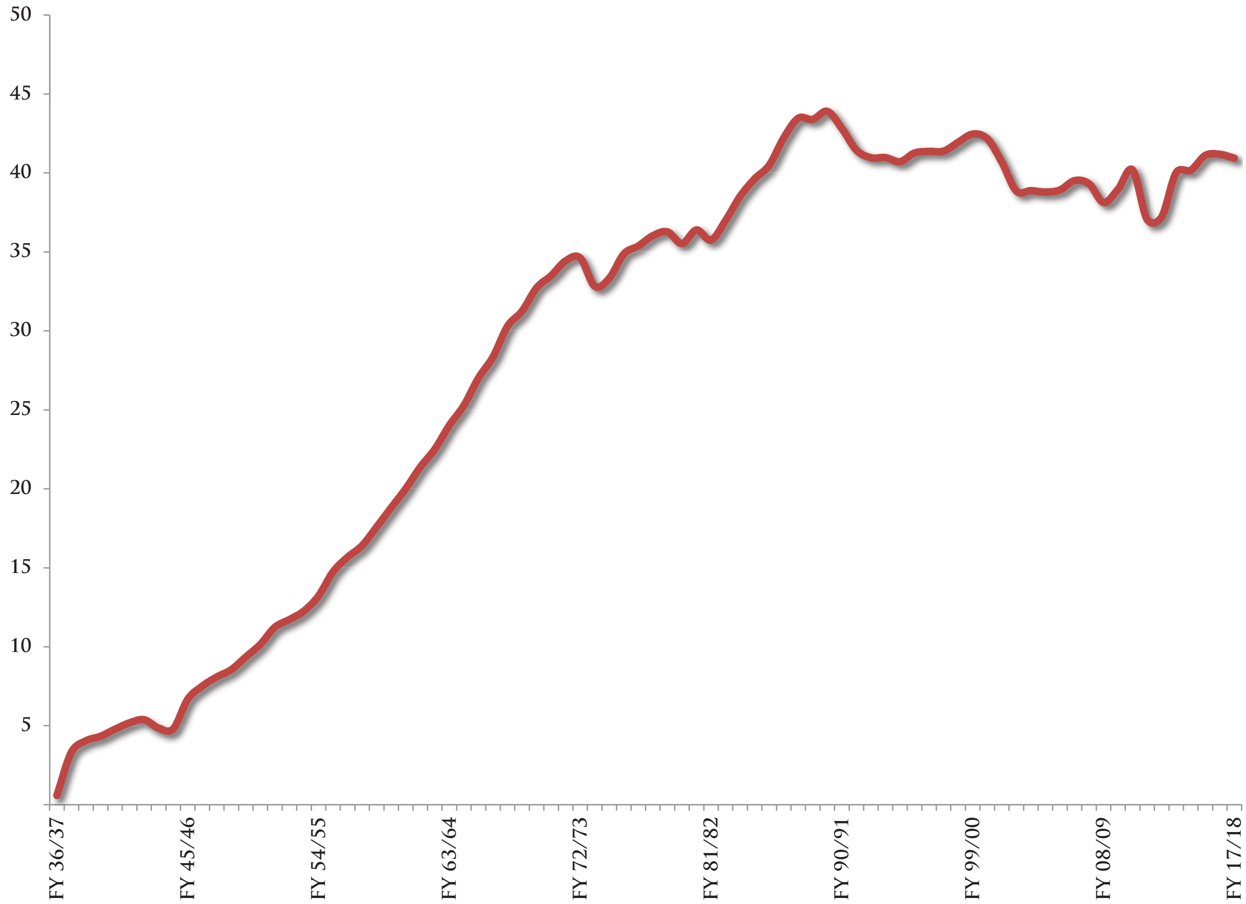
Bridge Tolls Adjusted for Inflation



The above chart applies the Bay Area Region Consumer Price Index to the historical cost of a Golden Gate Bridge toll. All prices shown are in 2017 dollars.

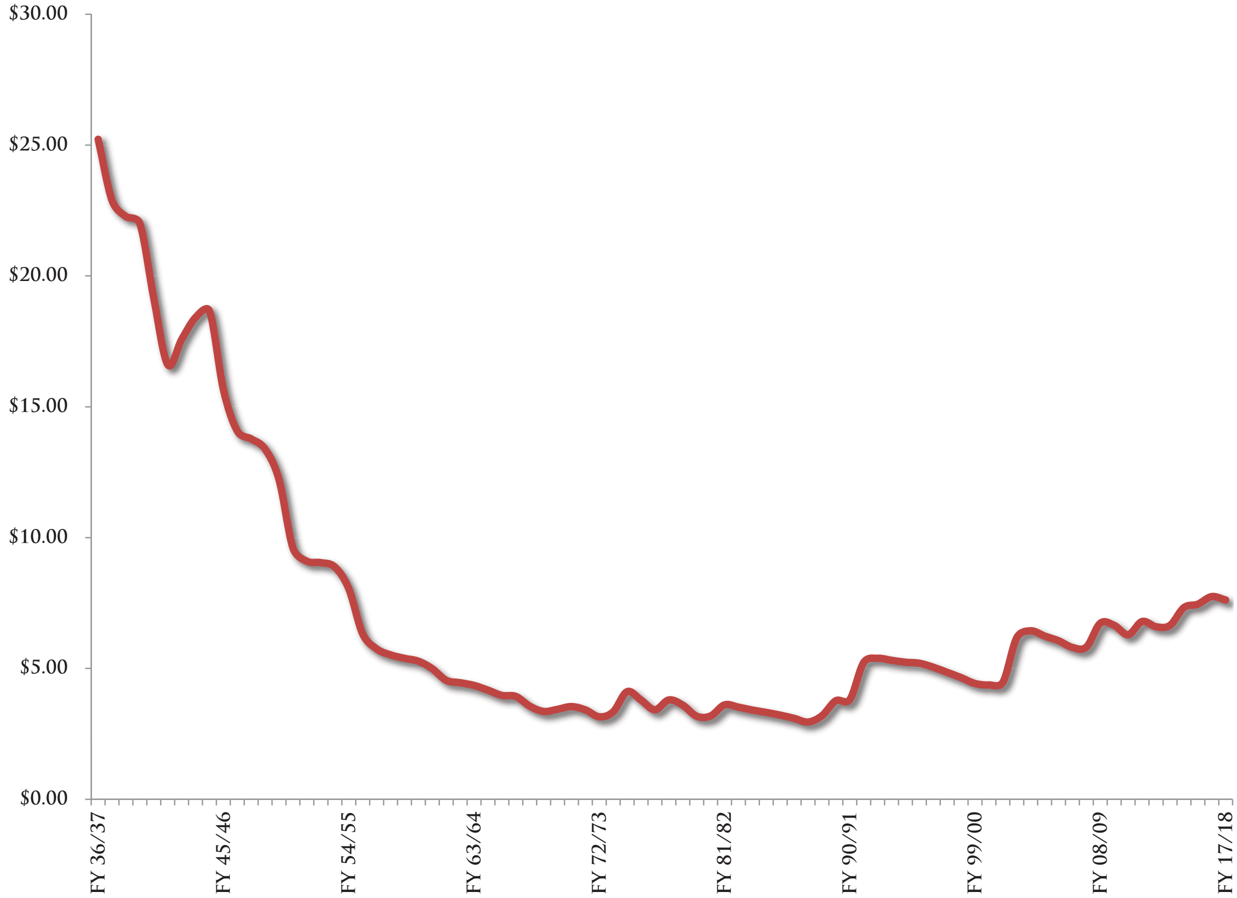
CPI data courtesy of the Bureau of Labor Statistics.

Total Annual Vehicle Crossings (All Numbers In Millions)



The above chart illustrates the total annual vehicle crossings for the Golden Gate Bridge. This total includes all South and North-bound crossings.

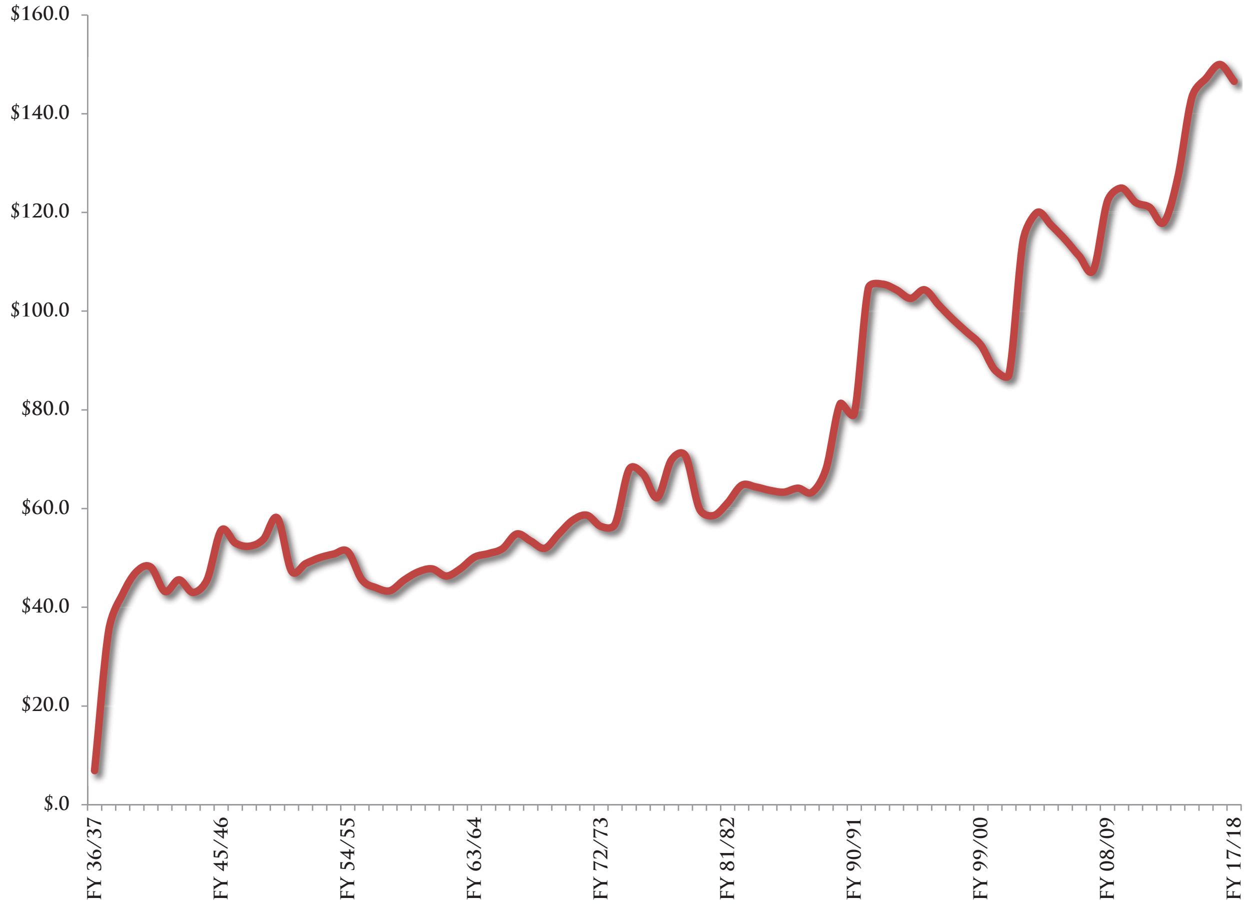
Revenue Per Southbound Vehicle Adjusted for Inflation



Southbound vehicles currently represent 47% of the total traffic on the Bridge. If we apply this percentage to the historical revenue per vehicle data, and then adjust the results for inflation using the Bay Area Region Consumer Price Index, the above chart is the result. All prices shown are in 2017 dollars.

CPI data courtesy of the Bureau of Labor Statistics.

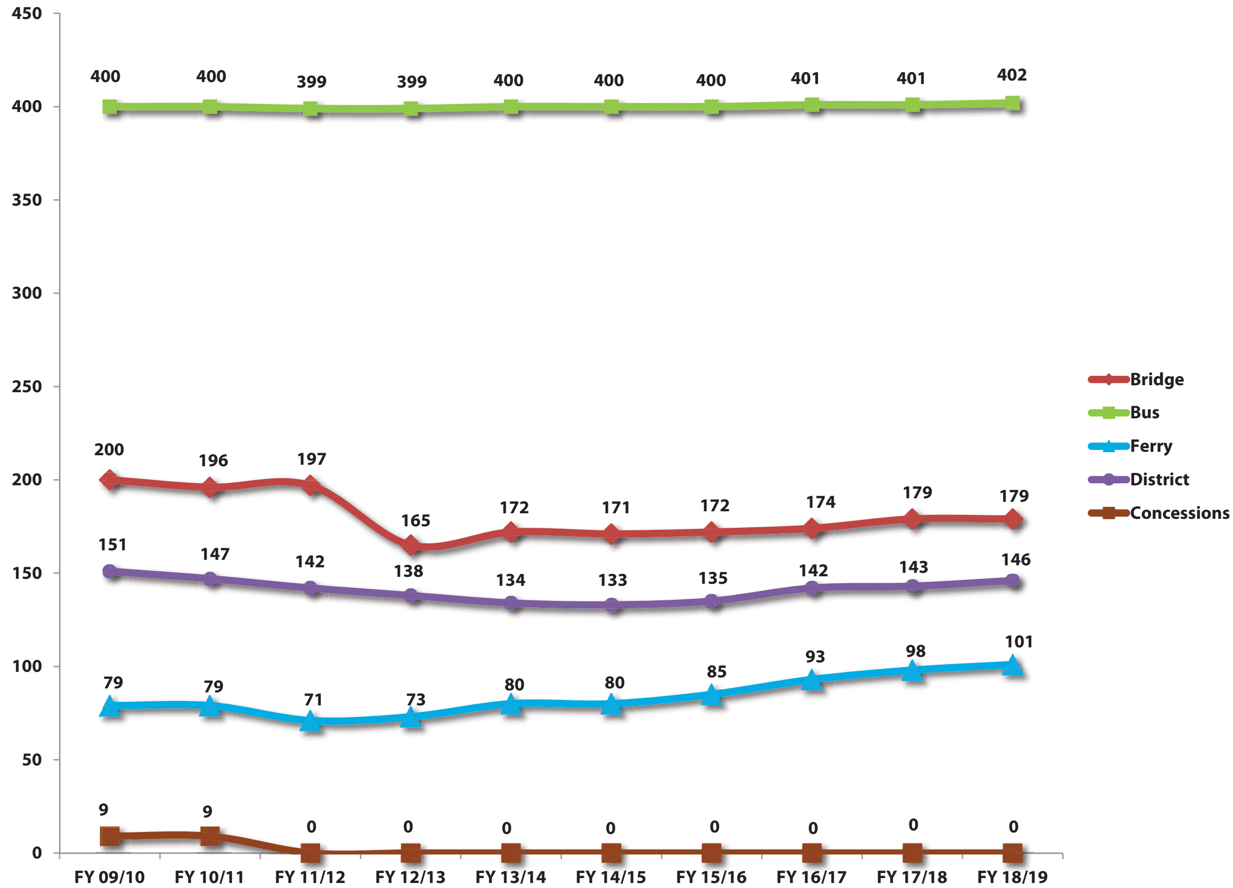
Annual Revenue Adjusted for Inflation
(All Numbers in Millions)



The above chart applies the Bay Area Region Consumer Price Index to the historical annual toll revenue for the Golden Gate Bridge. All prices shown are in 2017 dollars.

CPI data courtesy of the Bureau of Labor Statistics.

Table of Organization by Division



The above chart depicts all changes to the Table of Organization by Division over the last ten years.

Golden Gate Bridge Tolls History

Date	Adjustment to Tolls
May 28, 1937	$0.50 per Auto, plus $0.05 per occupant over 5 in same Auto. 30 Trip Commute Book for $11.00 for Autos not exceeding 5 occupants.
December 23, 1937	$0.30 per Auto, plus $0.05 per occupant over 5.
January 3, 1938	$0.50 per Auto, plus $0.05 per occupant over 5 in same Auto.
May 4, 1938	40 Trip - 60 Day Commute Book for $8.00, plus $0.05 per passenger over 5. 20 Trip - 60 Day Commute Book for $7.00, plus $0.05 per passenger over 5.
April 15, 1941	Elimination of $0.05 passenger charge on 40-Trip Commute Book.
September 30, 1942	Increase extra passenger toll from $0.05 to $0.10 on cash auto tolls and reduces number of occupants riding without charge from 5 to 3.
March 14, 1946	Reduces extra passenger charge in all vehicles from $0.10 to $0.05.
November 1, 1946	Eliminates charge for extra passenger in all cash vehicles.
January 1, 1948	20 Trip - 60 Day Commute book for $7.00, good for driver and all passengers.
July 1, 1950	Auto toll reduced to $0.40. Truck toll based on axles instead of weight. ($0.50 per axle, not counting front axle.)
December 1, 1950	Eliminate extra passenger charge on $8.00 - 40 trip commute book.
June 30, 1953	20 Trip commute book for $6.00.
January 31, 1955	Reduce Auto toll from $0.40 to $0.30.
September 30, 1955	Reduce Auto toll from $0.30 to $0.25. Reduce 40 Trip commute book to $7.00.
July 1, 1959	52 Trip Discount book for $9.00 ($0.173 per trip).
September 1, 1960	52 Trip Discount book for $8.00 ($0.154 per trip).
July 1, 1961	50 Trip Discount book for $6.50 ($0.130 per trip).
July 1, 1965	$1.00 bus toll changed to $0.25 cash / $0.13 on charge account.
October 18, 1968	One-Way Toll established ($0.50 southbound, free northbound).
November 1, 1969	25 Trip Discount book for $6.50 ($0.26 per trip).
December 1, 1969	26 Trip Discount book for $10.00 ($0.40 per trip).
January 1, 1970	Commute bus toll $0.10, all buses $2.00 per trip.
December 25, 1971	Discontinued Discount Books. Started Convenience Book sales at $10.00 for 20 trips ($0.50 per trip).
January 1, 1972	District (Golden Gate Transit) took over Greyhound commute runs.
March 1, 1974	Bridge Auto Toll increased to $0.75 southbound. 20 Trip Convenience Book for $15.00 (.75 per trip).
April 16, 1976	Car Pools (3 or more people in auto) free from 6 am to 10 am on weekdays.
October 10, 1977	Van Pools start.
November 1, 1977	Bridge Auto Toll increased to $1.00 southbound. Auto and Trailer toll $1.50. 20 Trip Convenience Book for $20.00 ($1.00 per trip) and 20 ticket Truck Convenience Book for $30.00 (1.50 per ticket)
July 1, 1978	Started Handicap Discount Book at $10.00 for 20 trips ($0.50 per trip).
November 17, 1978	Additional Car Pool hours from 4 pm to 6 pm, weekdays, no toll for 3 or more people in auto.
September 14, 1979	Changed morning Car Pool hours, 6 am to 9 am. Added motorcycles.
March 1, 1981	Auto Toll increased to $1.25.
July 20, 1981	Auto Toll decreased back to $1.00.

Date	Adjustment to Tolls
August 21, 1981	Start $2.00 toll Fridays and Saturdays (4 am Friday to 4 am Sunday). $1.00 toll Sunday through Thursdays.
August 29, 1981	Change $2.00 toll hours to 12:01 am Friday to 12 midnight Saturday.
December 1, 1981	Start Saturday Only Discount Book - $25.00 for 20 trips ($1.25 per trip).
April 1, 1982	Auto and Trailer toll raised to $3.00 on Friday and Saturdays only.
July 1, 1982	All buses free during Car Pool hours, $2.00 all other times.
January 1, 1989	Auto Toll increased to $2.00 every day. $20.00 for 16 trip commute book ($1.25 per trip). Auto and Trailer toll $3.00 every day. Two axle Truck toll increased to $2.00.
June 11, 1989	12 Trip Discount Book for $20.00 ($1.67 per trip).
July 1, 1991	Toll increased to $3.00 for Autos and 2-axle Trucks. Other truck tolls increased to $1.50 per axle. $20.00 commute book with 8 tickets at $2.22 each; $40 book with 18 tickets at $2.22 each. Disabled Toll increased to $1.50 (1/2 of current Toll for 2 axle Autos) Discount Book for Disabled @ $30.00 for 20 trips ($1.50 per trip).
July 1, 1992	Discount on commute books lowered. $20.00 book with 8 tickets at $2.50 each; $40.00 book with 16 tickets at $2.50 each.
July 1, 1995	Discount on commute books lowered. $20.00 book with 6 tickets at $2.67 each; $40.00 book with 15 tickets at $2.67 each.
July 1, 2000	Introduction of FasTrak®, electronic toll collection system. FasTrak® discounted toll $2.67.
September 15, 2000	Last day of sale for auto discount commute books.
November 15, 2000	Last day of acceptance of auto discount tickets at the toll plaza.
July 1, 2001	Elimination of $2.67 discounted toll for FasTrak®. Toll for all 2-axle vehicles is $3.00.
September 1, 2002	Toll Increased to $5.00 for Autos and 2-axle Trucks. Other truck tolls increased to $2.50 per axle. FasTrak® tolls discounted @ $4.00 for Autos and 2-axle Trucks ONLY.
September 2, 2008	Toll increased to $6.00 for Autos and 2 axle-Trucks. Other truck (cash) tolls increased to $3.00 per axle. FasTrak® tolls discounted @ $5.00 for Autos and 2-axle Trucks ONLY. Other truck tolls remain @ $2.50 per axle. Tolls for Persons with Disabilities (PWD) increased to $3.00.
July 1, 2010	Car Pool and Clean Air Vehicles Toll commenced at $3.00 for motorcycles, 2 ax vehicles with 3 or more persons, buses. FasTrak® required to receive discounted toll (07/01-07/16 cash was accepted during “grace period”.
July 1, 2011	The GGB toll rates for vehicles with more than 2-axles increased in accordance with the program adopted by the Board of Directors to increase multi-axle toll rates incrementally with the first increase on July 1, 2011, and a second increase on July 1, 2012.
July 1, 2012	The second increase on GGB toll rates for vehicles with more than 2-axles, as adopted by the Board of Directors, went into effect on July 1, 2012.
March 27, 2013	All Electronic Tolling commences. Cash no longer accepted, no longer Bridge Officers in Toll Lanes.

Date	Adjustment to Tolls
April 7, 2014	Toll increased to $7.00 for two-axle vehicles, $6.00 with FasTrak® discount. Tolls for vehicles with 3+ axles increased to $7.00 per axle, $6.00 per axle with FasTrak® discount.
July 1, 2015	Toll increased to $7.25 for two-axle vehicles, $6.25 with FasTrak® discount. Tolls for vehicles with 3+ axles increased to $7.25 per axle, $6.25 per axle with FasTrak® discount.
July 1, 2016	Toll increased to $7.50 for two-axle vehicles, $6.50 with FasTrak® discount. Tolls for vehicles with 3+ axles increased to $7.50 per axle, $6.50 per axle with FasTrak® discount.
July 1, 2017	Toll increased to $7.75 for two-axle vehicles, $6.75 with FasTrak® discount. Tolls for vehicles with 3+ axles increased to $7.75 per axle, $6.75 per axle with FasTrak® discount.
July 1, 2018	Toll increased to $8.00 for two-axle vehicles, $7.00 with FasTrak® discount. Tolls for vehicles with 3+ axles increased to $8.00 per axle, $7.00 per axle with FasTrak® discount.

Demographic and Economic Information - 10 Years

Marin County[1]					
	Population	Personal Income (In Thousands)	Per Capita Personal Income	Median Age	Average Unemployment Rate
2008	248,345	$23,161,297	$93,263	44.7	4.7%
2009	250,750	22,351,575	89,139	44.4	8.1%
2010	252,789	20,854,466	82,498	44.0	8.2%
2011	255,031	21,871,623	85,761	44.3	8.1%
2012	256,069	23,918,732	93,407	44.6	7.0%
2013	258,365	25,093,401	97,124	44.8	5.4%
2014	260,750	25,716,754	98,626	45.1	4.2%
2015	261,221	28,492,821	109,076	46.1	3.5%
2016	260,651	N/A	N/A	46.1	3.5%
2017	N/A	N/A	N/A	N/A	3.1%

City/County of San Francisco[2]					
	Population	Personal Income (In Thousands)	Per Capita Personal Income	Median Age	Average Unemployment Rate
2008	808,001	$58,199,006	$72,028	40.0	4.6%
2009	815,358	56,037,063	68,727	40.4	7.4%
2010	805,235	56,665,228	70,371	38.5	9.7%
2011	812,826	58,619,926	72,119	37.3	9.2%
2012	825,863	60,059,972	72,724	38.5	8.1%
2013	841,138	63,777,061	75,822	37.9	6.5%
2014	852,469	63,775,311	74,812	37.4	5.2%
2015	864,421	65,635,719	75,930	37.4	3.9%
2016	876,799	84,010,283	95,815	38.4	3.4%
2017	N/A	N/A	N/A	N/A	3.2%

Sonoma County[3]					
	Population	Personal Income (In Thousands)	Per Capita Personal Income	Median Age	Average Unemployment Rate
2008	484,470	$23,663,256	48,844	39.3	5.5%
2009	486,630	22,787,716	46,828	39.4	10.1%
2010	493,285	21,701,296	43,993	39.5	10.6%
2011	487,125	21,142,471	43,403	39.7	10.1%
2012	487,011	21,417,425	43,977	39.8	9.0%
2013	490,423	22,126,957	45,118	40.2	7.1%
2014	490,486	23,548,182	48,010	40.5	5.7%
2015	502,146	24,606,709	49,003	41.2	4.3%
2016	501,959	26,874,652	53,340	42.1	4.1%
2017	N/A	N/A	N/A	N/A	3.6%

1. County of Marin June 30, 2016, CAFR, with additional information as follows:
   a) Average unemployment rate for 2017 provided by California Employment Development Department.
   b) Population for 2016 provided by U.S. Census Bureau.
2. City and County of San Francisco June 30, 2016, CAFR, with additional information as follows:
   a) Average unemployment rate for 2017 provided by California Employment Development Department.
3. County of Sonoma June 30, 2016, CAFR, with additional information as follows:
   a) Average unemployment rate for 2017 provided by California Employment Development Department.

Principal Employers, Current and Previous Period Comparison

Marin County							
Principal Employers[1]	Type of Entity	Employees in 2015	Rank	% of Total County Employment	Employees in 2008	Rank	% of Total County Employment
County of Marin	Government	2,194	1	1.61%	3,031	1	2.43%
San Quentin State Prison	Government	1,750	2	1.28%	-	-	-
Kaiser Permanente Med. Ctr.	Hospital	1,340	3	0.98%	1,398	4	1.12%
Marin General Hospital	Hospital	1,229	4	0.90%	1,450	3	1.16%
BioMarin Pharmaceutical	Medical	850	5	0.62%	-	-	-
Novato Unified School District	School	800	6	0.59%	875	9	0.70%
Autodesk, Inc.	Technology	748	7	0.55%	1,141	5	0.91%
Fireman's Fund Insurance Co.	Insurance	721	8	0.53%	1,018	6	0.82%
San Rafael City Schools	School	650	9	0.48%	-	-	-
Dominican University	School	422	10	0.31%	884	8	0.71%
State of California	Government	-		-	1,999	2	1.60%
Safeway, Inc.	Grocery	-		-	930	7	0.75%
Golden Gate Transit	Government	-		-	838	10	0.67%
Total		**10,704**		**8.03%**	**13,564**		**10.87%**

City/County of San Francisco (SF)							
Principal Employers[2]	Type of Entity	Employees in 2015	Rank	% of Total County Employment	Employees in 2008	Rank	% of Total County Employment
City and County of SF	Government	28,846	1	5.46%	29,500	1	5.66%
University of Calif, SF	School	24,304	2	4.60%	17,500	2	3.36%
SF Unified School District	School	9,483	3	1.80%	5,557	6	1.07%
Wells Fargo & Co	Banking	8,245	4	1.56%	8,139	3	1.56%
California Pacific Med. Ctr	Hospital	6,000	5	1.14%	6,115	5	1.17%
Salesforce	Software	5,331	6	1.01%	-	-	-
Kaiser Permanente Med. Ctr	Hospital	5,249	7	0.99%	3,918	10	0.75%
PG&E Corporation	Utility	4,381	8	0.83%	4,800	8	0.92%
Gap, Inc.	Retail	4,268	9	0.81%	4,075	9	0.78%
Dignity Health	Health Care	2,550	10	0.48%	-	-	-
State of California	Government	-	-	-	6,226	4	1.20%
United States Postal Service	Government	-	-	-	4,935	7	0.95%
Total		**98,657**		**18.68%**	**90,765**		**17.42%**

Note: In some instances, information for current year and nine years ago is not available; information for periods that are available are provided as an alternative.

1. Data Source: County of Marin, June 30, 2016, CAFR.
2. Data Source: City and County of San Francisco, June 30, 2016, CAFR.

Sonoma County							
Principal Employers[3]	Type of Entity	Employees in 2015	Rank	% of Total County Employment	Employees in 2008	Rank	% of Total County Employment
County of Sonoma	Government	3,855	1	1.43%	3,797	1	1.50%
Santa Rosa Junior College	School	3,733	2	1.39%	3,387	2	1.33%
Kaiser Permanente Med. Ctr	Hospital	2,640	3	0.98%	2,325	5	0.92%
Graton Resort and Casino	Casino	2,000	4	0.74%	-	-	-
St. Joseph Health System	Health Care	1,578	5	0.59%	2,800	4	1.10%
Sonoma State University	School	1,505	6	0.56%	1,638	7	0.65%
Keysight Technologies	Technology	1,300	7	0.48%	-	-	-
City of Santa Rosa	Government	1,254	8	0.47%	-	-	-
Sutter Santa Rosa Hospital	Hospital	936	9	0.35%	-	-	-
Amy's Kitchen	Retail	870	10	0.32%	-	-	-
State of California	Government	-	-	-	3,274	3	1.29%
United States Government	Government	-	-	-	1,929	6	0.76%
Santa Rosa School District	School	-	-	-	1,549	8	0.61%
Agilent Technologies	Technology	-	-	-	1,500	9	0.59%
Sonoma Development Center	Health Care	-	-	-	1,500	10	0.59%
Total		**19,671**		**7.31%**	**23,699**		**9.34%**

Note: In some instances, information for current year and nine years ago is not available; information for periods that are available are provided as an alternative.

3. Data Source: County of Sonoma, June 30, 2016, CAFR.

APPENDIX J – SERVICE AREA MAP