GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT

ADOPTED BUDGET

FY 2019-2020

GOLDEN GATE BRIDGE
HIGHWAY AND TRANSPORTATION DISTRICT

FISCAL YEAR 19/20 ADOPTED BUDGET

Denis J. Mulligan, General Manager

Prepared by the Finance Office:

Joseph M. Wire, Auditor-Controller
Jennifer H. Mennucci, Director of Budget & Electronic Revenue
Amy E. Frye, Director of Capital and Grant Programs
Lehnee D. Salazar, Principal Budget and Program Analyst
Jacob L. Brown, Capital & Grant Programs Analyst
Daniel Gomez, Budget and Program Analyst
Jeff M. Dion, Administrative Assistant

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

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Golden Gate Bridge, Highway & Transportation Dist.

California

For the Fiscal Year Beginning

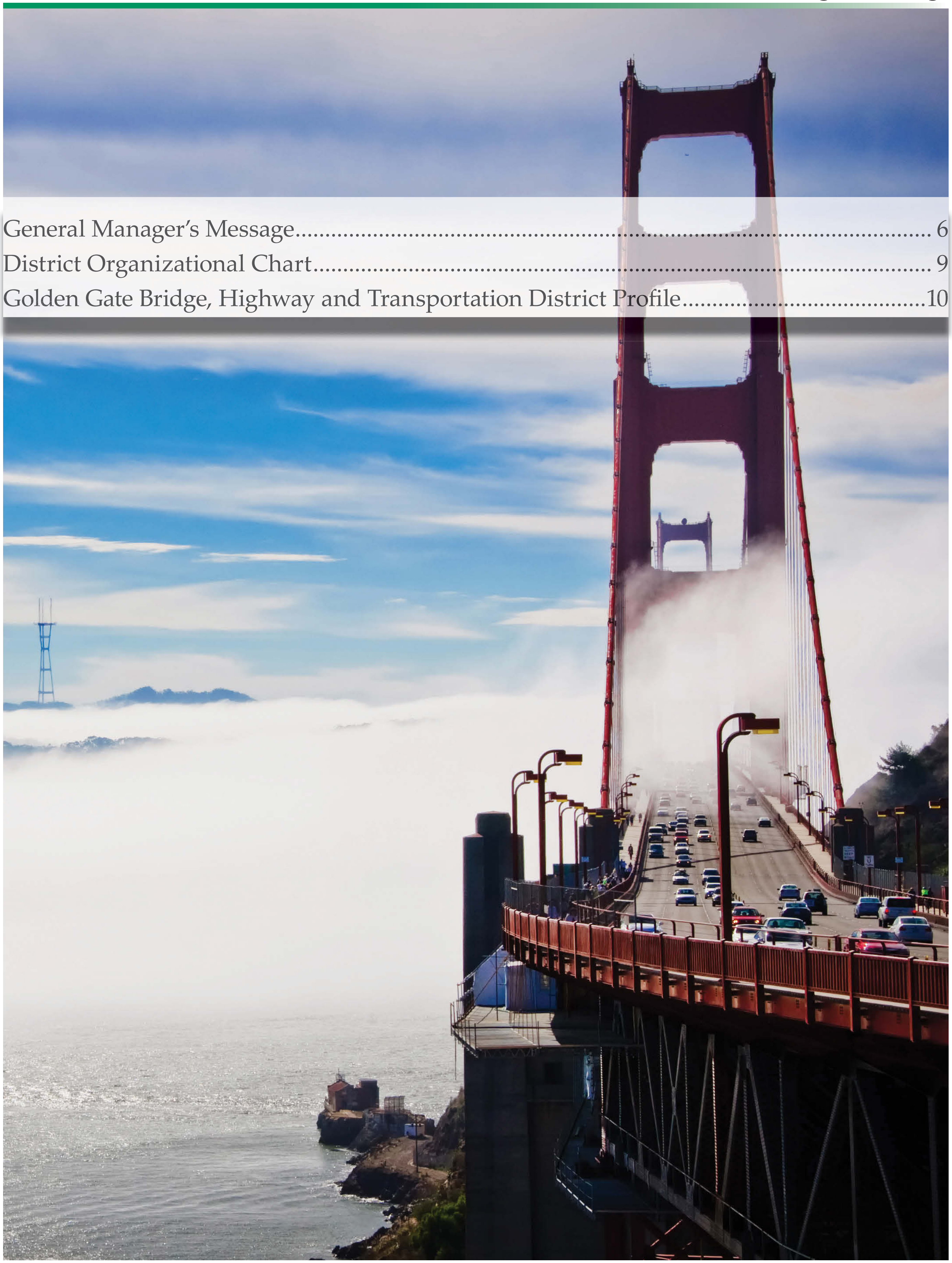
July 1, 2018

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, 2018. 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.

We encourage you to download the electronic copy of this book which is available to all on our website: www.goldengate.org.



GENERAL MANAGER'S MESSAGE

The Bay Area remains in a period of robust economic growth that has been underway now for about 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, speeds up travel for those who need to drive in the Highway 101 corridor and 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 Highway 101 now extend well beyond the times of carpool lane operations in the North Bay and congestion has increased in downtown San Francisco. This increases bus travel times 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.

This increasing road congestion is fueling steady growth in ferry ridership – an average of 6.5 percent annually in recent years. Ferry ridership between Larkspur and San Francisco is now 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.

The District currently has a fleet of seven ferries. In the past few years, due to high demand on the Larkspur route, the District added additional morning and evening ferry trips to that commute service. This now necessitates the use of three vessels for Larkspur commute service, while prior to these changes we were able to serve the Larkspur commute with two boats. This, coupled with the addition of Tiburon service in 2017, has highlighted the need for an additional eighth vessel. The District is experiencing significant challenges in meeting the demand for safe and reliable service, while working around U.S. Coast Guard mandated dry-docking and routine and emergency vessel maintenance with the existing seven ferry boats. To help alleviate some of these challenges in the interim, the District has leased, for a period of one year, a ferry from Rhode Island, the *M.V. Millennium*, which arrived in Larkspur in February. Meanwhile, the District is pursuing funding for an eighth ferry boat.

The District is replacing all of its 40-foot buses with new, 40-foot low-floor hybrid electric buses. The federally mandated (Altoona) testing was completed for this new bus design in February 2019, and production began in April with the final bus delivery anticipated in July 2019.

The District is continuing to work together with its partners on the modification and replacement of the San Rafael Transit Center (SRTC). Nine thousand times a day a passenger gets on or off a bus at the SRTC, which is served by Marin Transit, Marin Airporter, Sonoma County Airporter, Greyhound and the District. The SRTC is vital to North Bay travel and congestion relief. Sonoma Marin Area Rail Transit (SMART) recently finished interim modifications to the SRTC as part of the construction of their rail line from San Rafael to Larkspur. These modifications will remain in place until a new Transit Center is built nearby. The District has commenced the environmental process for this new Transit Center, and we look forward to the release of the draft environmental document later this year.

Weekend traffic congestion at the Bridge continues to be 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. The District has partnered with, and received permission from, Caltrans again this year to manage traffic at Vista Point during peak visitation times. 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. In light of increased tourism, the District has partnered with the National Park Service and the Presidio Trust to explore long-term ways to improve the visitor experience at the site in the absence of private automobiles.

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. Seismic retrofitting for earthquakes is always at the forefront of our efforts. All of the most vulnerable parts of the Bridge have been retrofit, so rest assured it is safe to be on the Bridge. The last piece to be retrofit is the suspension bridge, so we have upcoming work planned to strengthen it so that the Bridge will be serviceable after a significant earthquake. The District is finalizing the funding plan for this undertaking, while engaging the construction manager/general contractor.

The construction of a suicide deterrent system (net) is ongoing at the Golden Gate Bridge, and the net is targeted for completion in January 2021. Meanwhile, the District continues to conduct vigilant sidewalk patrols in order to save lives. In 2018, 214 people came to the Bridge to harm themselves. Of those, 187 were stopped and taken off of the Bridge for a psychiatric hold at a local hospital, but sadly 27 jumped from the Bridge and died.

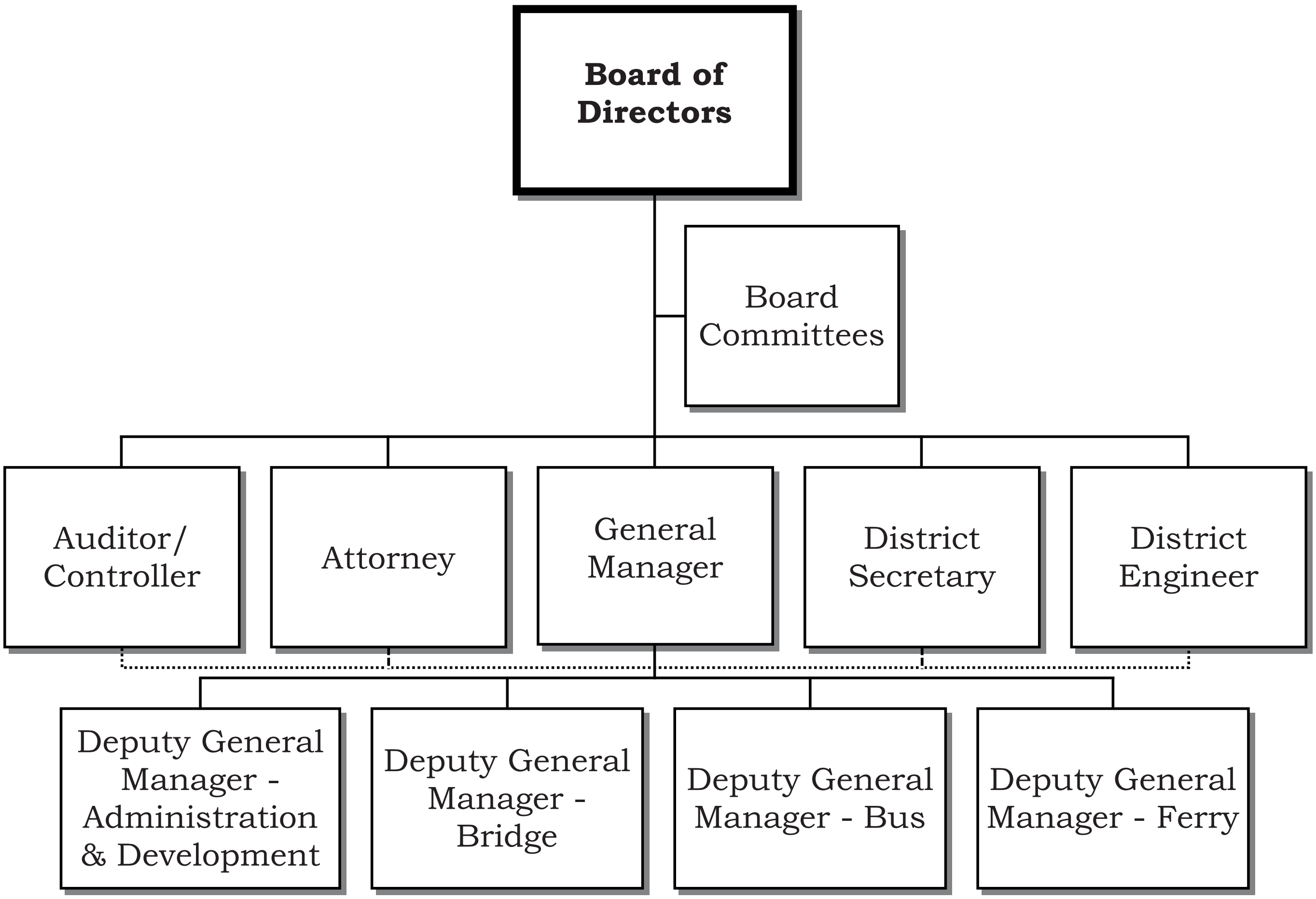
Efforts are underway to replace the District's toll collection equipment. This fiscal year, the District will advertise the construction contract for a new overhead structure, just south of the toll plaza, called a Toll Gantry which will house the new toll collection equipment.

In March 2019, the Board adopted a new five-year toll plan which takes effect on July 1, 2019. This will raise an additional $100 million for the District over the next five years. About $75 million of the increase will support our regular maintenance and operations and allow the District to maintain current service levels. Additionally, this toll increase provides the Board with $15 million for flexibility to consider adding additional transit (which requires an operating subsidy), such as more ferry trips from Larkspur and potentially providing $10 million in "seed" money for additional capital purchases, such as a ferry vessel.

Working together with our partner agencies, Bridge users and Bus and Ferry riders ensures our collective success. This collaboration is paramount to supporting the communities we serve through providing mobility in the corridor, protecting the Bridge for future generations and saving lives at the Bridge. 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 J. Mulligan
General Manager

DISTRICT ORGANIZATIONAL CHART



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.

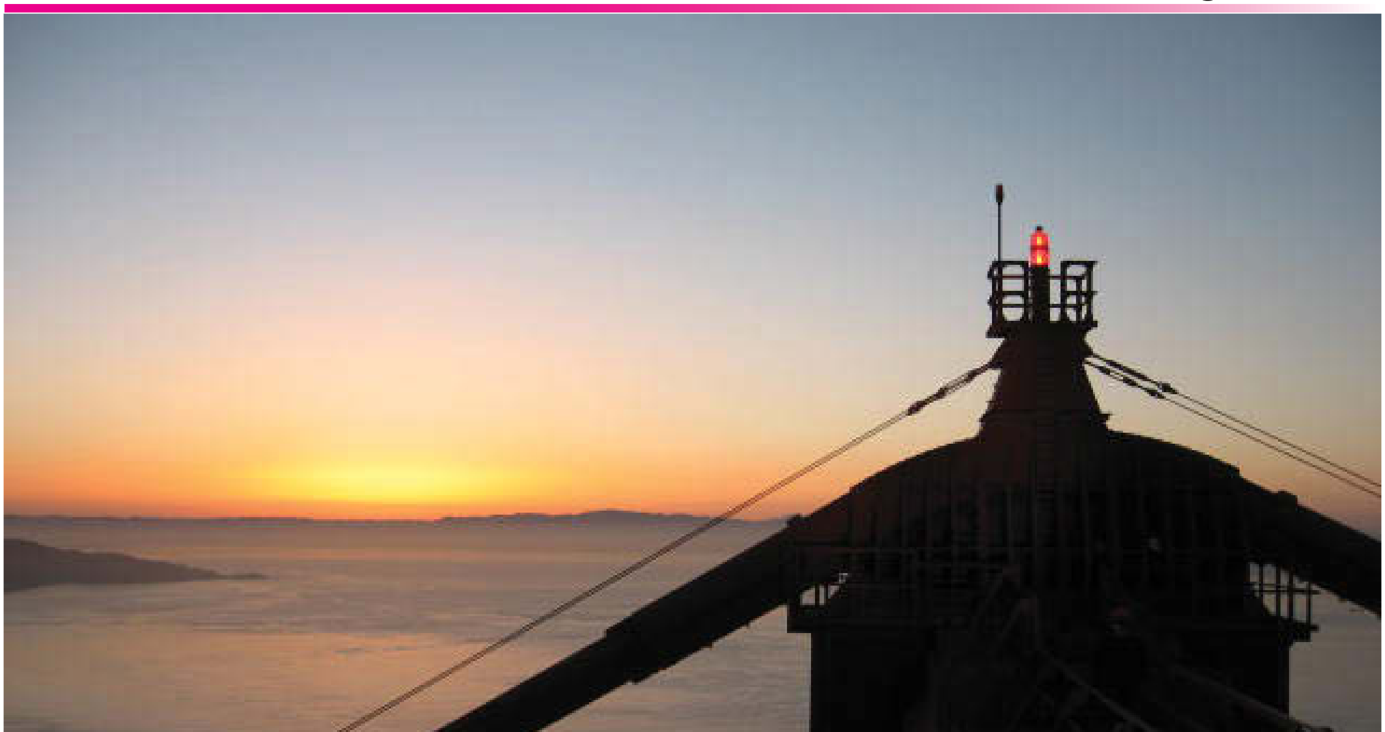
The District was formed under authority of the Golden Gate Bridge and Highway Act of 1923, and incorporated on December 4, 1928, to include within its boundaries the City and County of San Francisco, the counties of Marin, Sonoma, Del Norte, most of Napa and part of Mendocino counties. The District is 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.

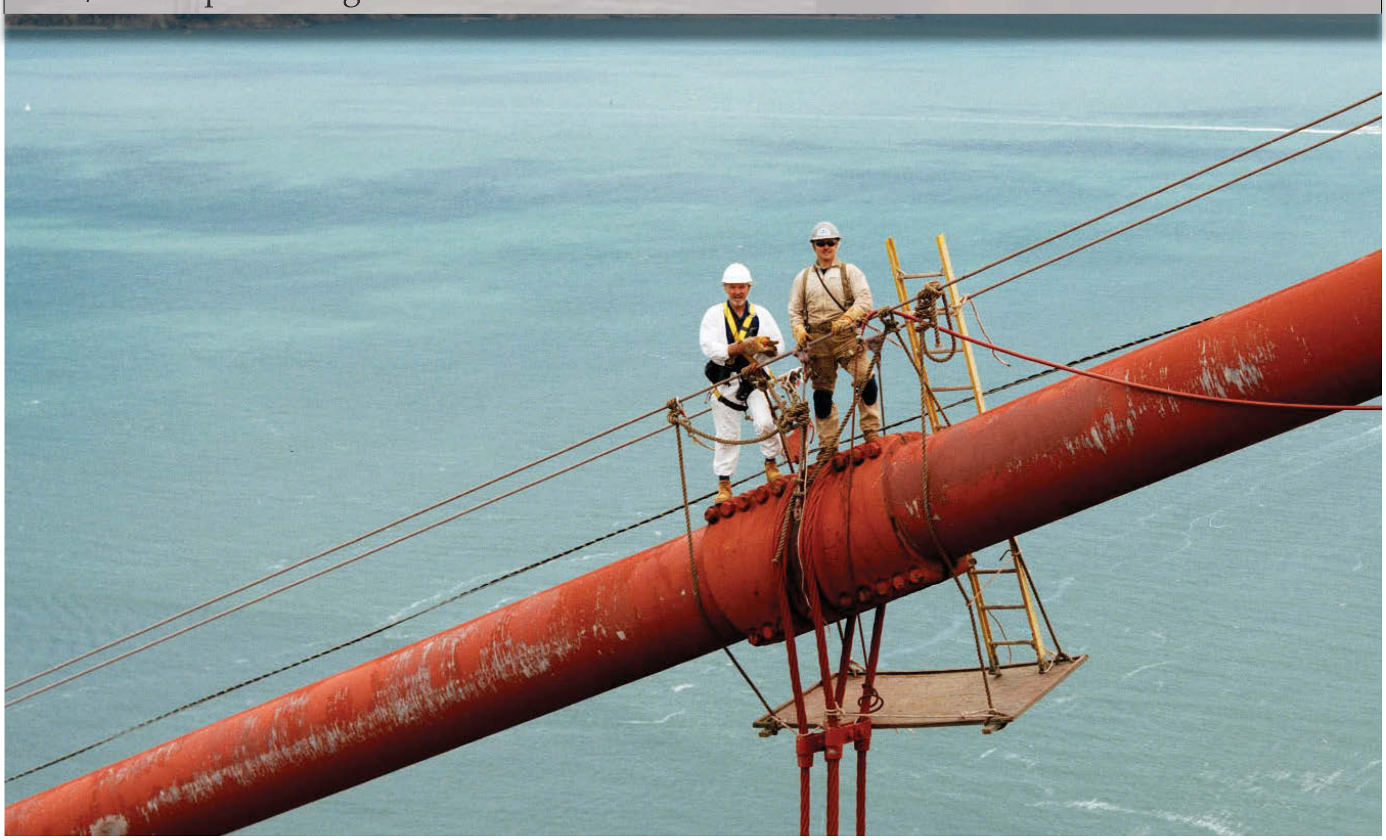
On November 10, 1969, the California State Legislature passed Assembly Bill 584 authorizing the District to develop a transportation facility plan for implementing a mass transportation program in the Golden Gate Highway 101 Corridor. This was to include any and all forms of transit, including ferry. 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 176 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 spans ever built, today it ranks ninth 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 19/20 ADOPTED BUDGET OVERVIEW

The FY 19/20 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 19/20 Budget includes:

- Operating Budget revenues of $236.0 million
- Operating Budget expenditures of $234.0 million
- Projected Operating revenue over expenses of $2.0 million
- Capital Budget revenues of $74.0 million
- Capital Budget expenditures of $109.6 million
- District reserves of $33.6 million will be used to fund the FY 19/20 Operating and Capital Budget.

The FY 19/20 Adopted Budget estimates an operating surplus of $2.0 million. This is primarily attributed to the five-year toll increase effective July, 2019, which was recently approved by the Board (FasTrak toll increased from $7.00 to $7.35, Pay-As-You-Go toll increased from $8.00 to $8.20, and Invoice toll increased from $8.00 to $8.35), and the five-year fare increase as approved by the Board and State Operating Assistance. These increases are offset by lower investment income and higher cost-of living, pension, medical insurance and District-wide professional services costs.

This report is a summary of the development process and general overview of the FY 19/20 Adopted Budget.

Overview of Operating Budget

The FY 19/20 Adopted Operating Budget of $234.0 million is $16.2 million, or 7.4%, more than the FY 18/19 Actual expenses of $217.8 million. This 7.4% 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 professional services. 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 19/20. The Adopted Budget does not include budgeted wage increase for ATU employees due to their MOU being in negotiation.

Revenue is estimated to be $236.0 million for an increase of approximately $3.7 million, or 1.6%, from FY 18/19 Actual revenue of $232.3 million. This increase is primarily the result of increases in Toll Revenues ($5.7 million), Transit Fares ($1.1 million), and State and Federal Operating Assistance ($2.0 million). However, those increases are offset by decreases in Investment Income ($4.3 million), Marin County Transit Contract (MCTD) ($0.1 million) and Other Operating Income ($0.7 million). The State Operating Assistance includes additional revenues due to the passage of Senate Bill 1.

This budget also includes changes to the District reserves structure and the Table of Organization. The Adopted Budget has a $2.8 million projected negative impact on the District's financial reserves. This is primarily due to increases in capital expenditures related to the Suicide Deterrent project and the purchase of 67 hybrid buses.

The FY 19/20 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 19/20 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 balancing the District's long-term finances, guiding the District to a healthy, sustainable financial condition and ensuring replenishment of the necessary reserve accounts.

Capital Budget Overview

The FY 19/20 Adopted Capital Budget includes total anticipated expenditures of $109.6 million, funded with $35.6 million District funds and $74.0 million federal, state and local grant funds. It supports the implementation of 64 (12 new and 52 continuing) projects necessary to maintain existing services and facilities and to implement high priority safety and security projects. The $109.6 million Adopted Capital Budget is allocated to the following projects: 6% Golden Gate Bridge Seismic Retrofit; 46% Suicide Deterrent System; 6% Other Bridge Division Projects; 23% Bus Division; 14% Ferry Division; and 5% for Information Systems and other District Division projects. The Adopted Capital Budget contains Actual FY 18/19 project expenditures (See Appendix C). Eight projects were completed in FY 18/19.

In an effort to reduce the number of new projects in the FY 19/20 budget, each division prioritized its capital projects. Higher priority projects were included in the FY 19/20 budget to allow project managers to continue working and focusing their efforts on those projects. The remaining projects were included in the FY 20/21 capital project list, which consists of projects that are ready to be included in the FY 19/20 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 20/21 list to the FY 19/20 budget.

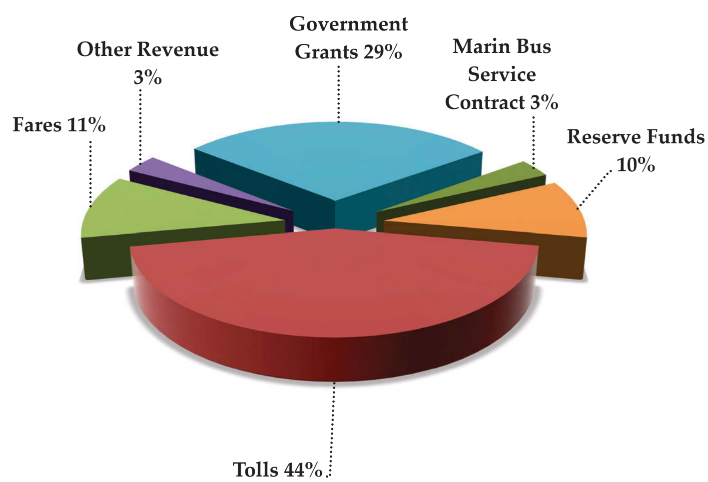
Use of Reserves

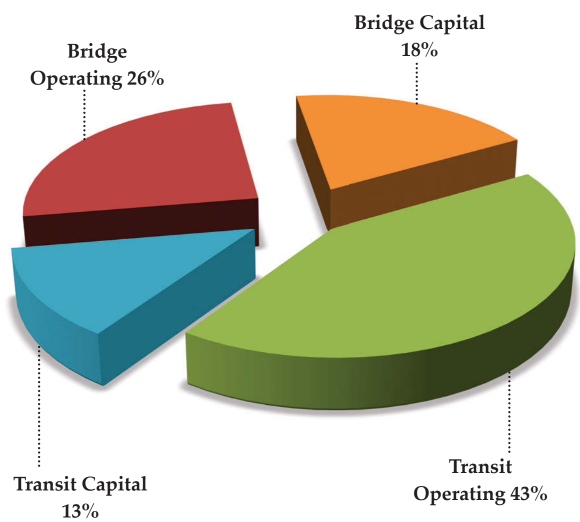
The FY 19/20 Adopted Operating Budget is estimated to produce operating revenue over expenses of $2.0 million and the Capital Budget is estimated to use $35.6 million in District funds for a net decrease in the reserves of $33.6 million. As an offset to this $33.6 million in reserve spending, the FY 19/20 Adopted Budget also includes $30.8 million in transfers to reserves resulting in a net reserve decrease of $2.8 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 19/20 Adopted Operating and Capital Budget
(In Millions)

Source of Revenues	
Tolls	$152.2
Fares	36.8
Other Revenue	10.7
Government Grants	99.6
Marin Bus Service Contract	10.7
Reserve Funds	33.6
Total	**$343.6**

Type of Expense	
Transit Operating	$147.4
Transit Capital*	43.9
Bridge Operating	86.6
Bridge Capital*	65.7
Total	**$343.6**





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

FY 19/20 Adopted Operating and Capital Budget
Three-Year Comparison (In Millions)

	Actual FY 17/18	Actual FY 18/19	Adopted FY 19/20
Revenue			
Bridge Tolls	$146.6	$146.5	$152.2
Transit Fares	36.4	35.7	36.8
Other*	18.7	26.5	21.4
Operating Assistance	16.5	23.6	25.6
Operating Revenue Sub-total	$218.2	$232.3	$236.0
Capital Grants	18.8	80.8	74.0
Total Revenue	**$237.0**	**$313.1**	**$310.0**
Expenses			
Labor and Fringes	$131.9	$135.7	$145.7
Services/Supplies/Other	51.6	53.1	58.8
Contribution to Capital & Other Reserves	29.2	29.0	29.5
Operating Expenses Sub-total	$212.7	$217.8	$234.0
Capital Project Expense	40.7	116.1	109.6
Total Expenses	**$253.4**	**$333.9**	**$343.6**
Total Revenue Over/(Under) Total Expense	**($16.4)**	**($20.8)**	**($33.6)**

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

	Actual FY 17/18	Actual FY 18/19	Adopted FY 19/20
Total Revenue Over/(Under) Total Expense	**($16.4)**	**($20.8)**	**($33.6)**
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	8.2	8.0	8.5
Sub-Total Transfers to Reserves	**$30.5**	**$30.3**	**$30.8**
Impact on Reserves	**$14.1**	**$9.5**	**($2.8)**
Transfers to OPEB (Other Postemployment Benefits) Trust	**$1.8**	**$2.1**	**$1.5**

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

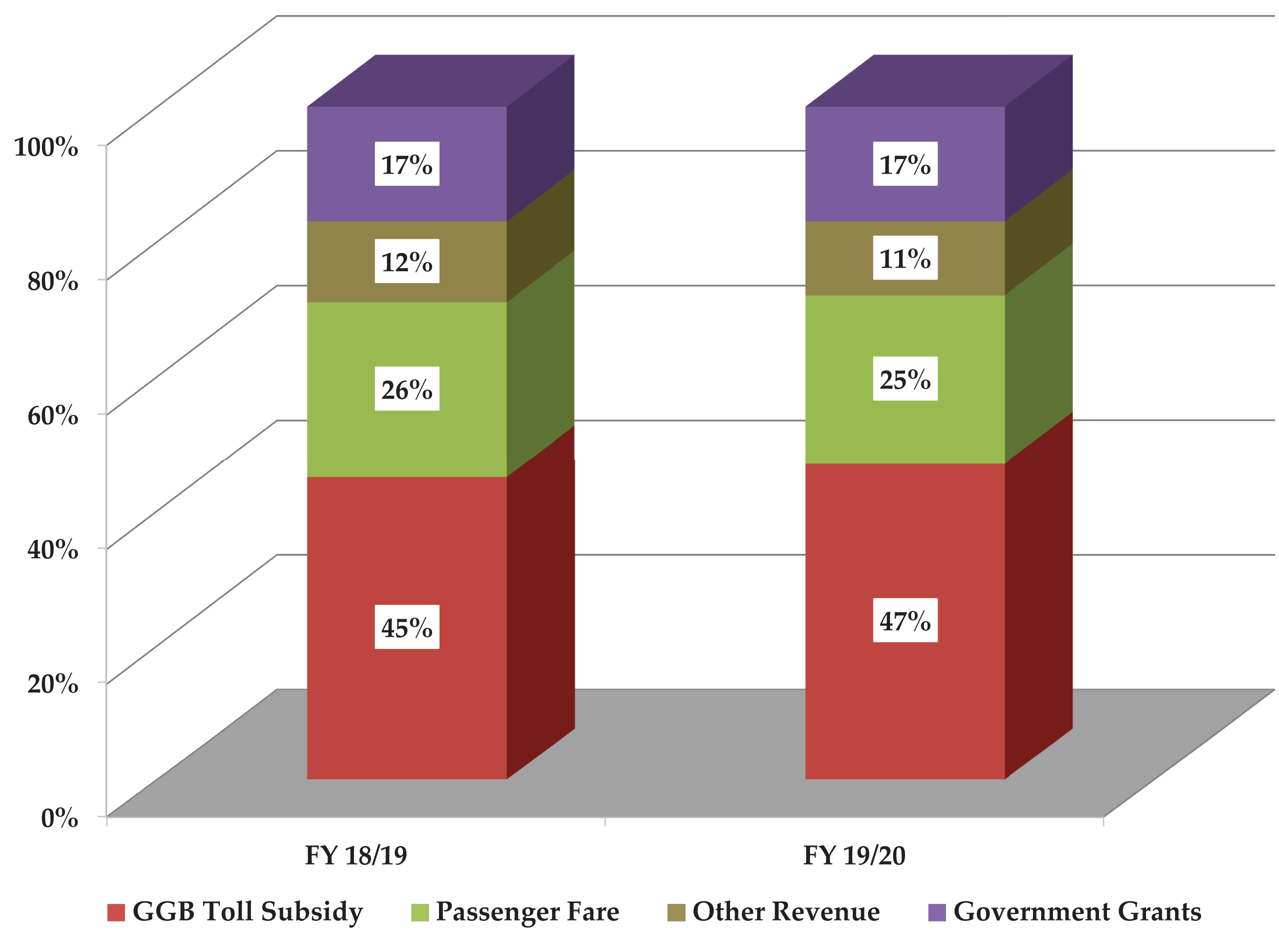
** See Capital Contribution section on page 39 for more detail.

TRANSIT SYSTEM FUNDING

The total subsidy required to fund the transit system is projected to increase from $62.1 million in FY 18/19 to $69.1 million in FY 19/20.

The following table displays how the toll subsidy and other revenues are allocated for the FY 18/19 Actual expenses and Adopted FY 19/20 Budget.

	How Golden Gate Transit was Funded in FY 18/19 (In Millions)				How Golden Gate Transit is Estimated to be Funded in FY 19/20 (In Millions)			
	Bus Division	Ferry Division	Total Transit	% of Cost	Bus Division	Ferry Division	Total Transit	% of Cost
GGB Toll Subsidy	$46.0	$16.1	$62.1	45%	$51.7	$17.4	$69.1	47%
Passenger Fare	15.5	20.2	35.7	26%	16.2	20.6	36.8	25%
Other Revenue	14.7	1.9	16.6	12%	14.6	1.3	15.9	11%
Government Grants	19.3	4.3	23.6	17%	20.8	4.8	25.6	17%
Total	**$95.5**	**$42.5**	**$138.0**	**100%**	**$103.3**	**$44.1**	**$147.4**	**100%**



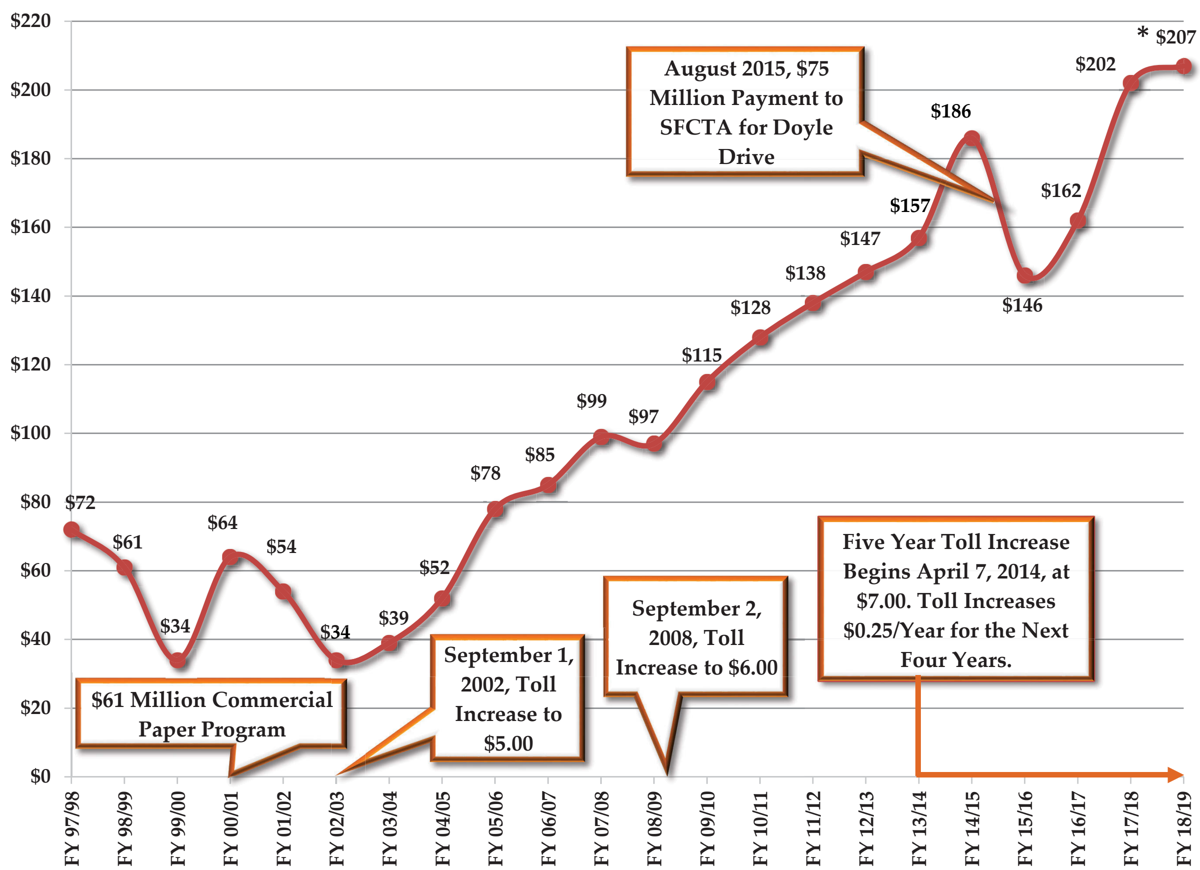
DISTRICT FINANCIAL SITUATION

Financial Reserves: Impact of Fiscal Year 18/19 (Unaudited)

On June 30, 2019, the District expects to finish the FY 18/19 operating budget year (which includes a $21 million transfer to the capital reserves) with expenses approximately $14.4 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 19/20 Adopted Budget

The FY 19/20 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 19/20 Adopted Operating Budget is estimated to produce revenues over expenses of $2.0 million and the Capital Budget is estimated to use $35.6 million in District funds.

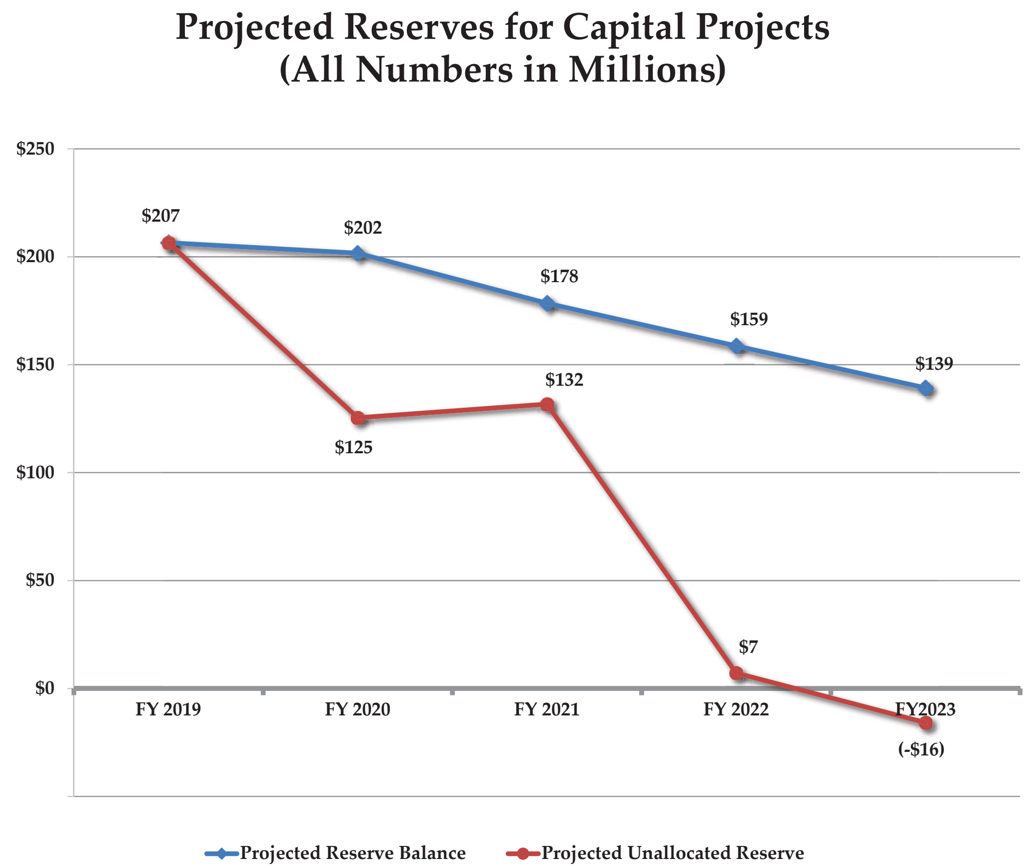
Due to provisions that add to capital reserves, the reserves available for capital and operating are projected to decrease less than expected given the large outflow (See Appendix A). As an offset to the Capital reserve spending of $33.6 million, the FY 19/20 Adopted Budget also includes $30.8 million in transfers to reserves resulting in a net reserve decrease of approximately $2.8 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 $2.0 million surplus, it is expected that the entire $21.0 million will be available to transfer to capital. Thus, the reserves are reduced only by capital costs as planned.

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, $129 million of CalPERS Net Pension Liability (NPL) was recognized effective June 30, 2018. 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, $105 million of ATU NPL was recognized June 30, 2018. The ATU pension is independent, thus the District is not legally liable for the NPL. The ATU Pension Trust's financial reports also show the NPL. Nonetheless, GASB 68 requires the District to report it in order for the ATU Pension Trust's NPL to be clearly noted. In both cases, the District counts the funds that offset the NPL on the District's balance sheet as available for capital projects.

In accordance with GASB 75, $100 million net Other Postemployment Benefits (OPEB) liability was recognized effective June 30, 2018. The graph on the following page does not include the impact of the GASB 75 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. The District counts the funds that offset the net OPEB liability on the District's balance sheet as available for capital projects.



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 Reserve. 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 $18.5 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 19/20 Adopted Budget provides that the $61 million remains outstanding throughout FY 19/20 and does not provide for further borrowing. In addition, the FY 19/20 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 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Adopted
Average Annual Interest Rate**	0.13%	0.70%	1.18%	1.67%	3.54%*
CP Program Related Costs	0.73%	0.74%	0.78%	0.70%	0.71%
Total CP Program Costs as a % of Total CP Notes Outstanding	**0.86%**	**1.44%**	**1.96%**	**2.37%**	**4.25%**

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 19/20 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 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 18/19

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. 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 Initiatives to be Implemented in FY 19/20

Financial Plan Initiative No. 7: Improve Automated Toll Collection. Updating the toll collection process to ensure toll collection from all auto traffic.

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. 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 procuring construction contracts and the San Francisco portion of the project is currently under design.

Financial Plan Initiative No. 33: Implementation of Clipper 2.0. This initiative will bring Clipper systems up to the current standard and reduce the costs associated with collecting revenue.

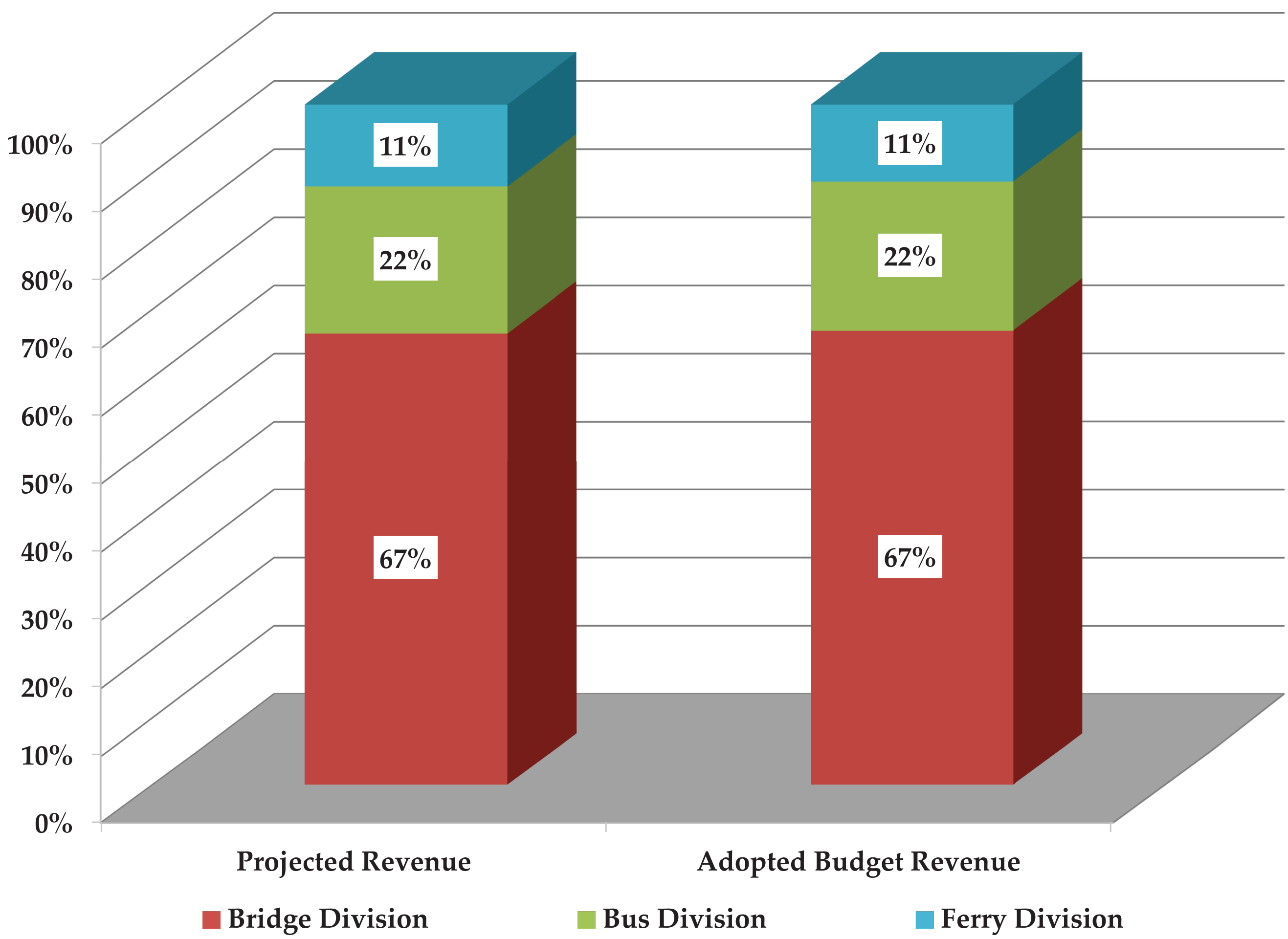
Financial Plan Initiative No. 37B: Address the Increased Demand for Larkspur Ferry Service. Explore the environmental review process to expand the Larkspur Ferry Service beyond the allowable 42 trips a day.

FY 19/20 Projection vs. FY 19/20 Adopted Budget - Revenue

The following exhibit compares the latest projected revenues for FY 19/20 contained in the Long-Term Projections with the FY 19/20 Adopted Budget revenues. The FY 19/20 Adopted Budget revenue is approximately $2.5 million less than projected.

FY 19/20 Projection Compared to FY 19/20 Adopted Budget Revenues
10-Year Projection
(In Millions)

	Projected Revenue	Adopted Budget Revenue	Variance	
Bridge Division	$158.4	$157.7	($0.7)	(0.4%)
Bus Division	51.5	51.6	0.1	0.2%
Ferry Division	28.6	26.7	(1.9)	(7.1%)
Total	**$238.5**	**$236.0**	**($2.5)**	**(1.1%)**

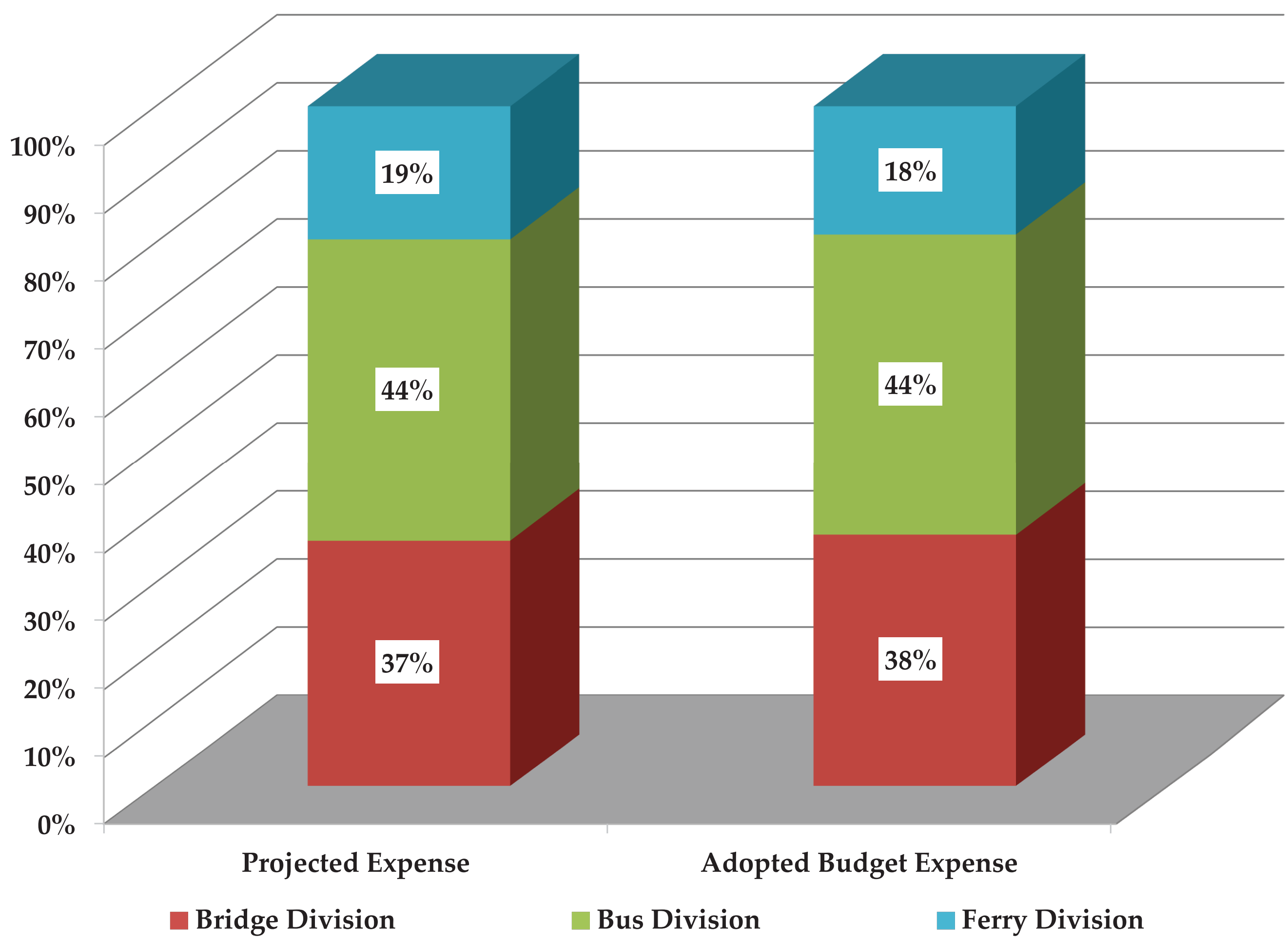


FY 19/20 Projection vs. FY 19/20 Adopted Budget - Expense

The following exhibit compares the latest projected expenses for FY 19/20 contained in the Long-Term Projections with the FY 19/20 Adopted Budget expenses. The FY 19/20 Adopted Budget is approximately $0.3 million more than projected.

FY 19/20 Projection Compared to FY 19/20 Adopted Budget Expenses
10-Year Projection
(In Millions)

	Projected Expense	Adopted Budget Expense	Variance	
Bridge Division	$84.4	$86.6	$2.2	2.5%
Bus Division	103.6	103.3	(0.3)	(0.3%)
Ferry Division	45.7	44.1	(1.6)	(3.6%)
Total	**$233.7**	**$234.0**	**$0.3**	**0.1%**



BUDGET PLANNING AND DEVELOPMENT PROCESS

Basis of Budgeting: The District's 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 2018, 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 19/20 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 19/20 Adopted Budget includes full funding of expense for accrual of retiree health benefits.

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 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 19/20 Capital Budget includes $74.0 million in Federal, State and Other Local funding and $35.6 million in District funding. This represents a federal/state/other local funding percentage of 68% and a District funding percentage of 32%.

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 19/20 Adopted Budget is presented to the Finance-Auditing Committee in May 2019, and adopted by the Board of Directors in June 2019.

Budget Preparation and Process Calendar for FY 19/20

Dates	Activity
December 18, 2018	General Manager, Auditor-Controller and Budget Office review District's goals and objectives, establish budget expense targets and timelines.
Jan 28 – Feb 8, 2019	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.
Jan 30 – Feb 28, 2019	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.
Feb 22 – Mar 1 2019	Operating and capital budgets are submitted to the Budget Office and Capital and Grant Programs Office for review and consolidation.
Mar 11 – Mar 15, 2019	CFO meets with DGMs to review proposed budgets.
Mar 20 – Mar 28, 2019	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 11 – May 8, 2019	Budget Office prepares the Proposed Budget document.
May 16, 2019	Budget presented and reviewed by the Finance-Auditing Committee.
May 16 – June 21, 2019	Budget discussion and possible Board approval.

Dates	Activity
June 21, 2019	FY 19/20 Proposed Budget adopted by the Board of Directors.
August 23, 2019	Final Adopted Budget is published.

FY 19/20 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 present the current long-term plan and develop 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 68% of the District's Adopted FY 19/20 Budget is funded by capital grants; the remaining 32% 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.

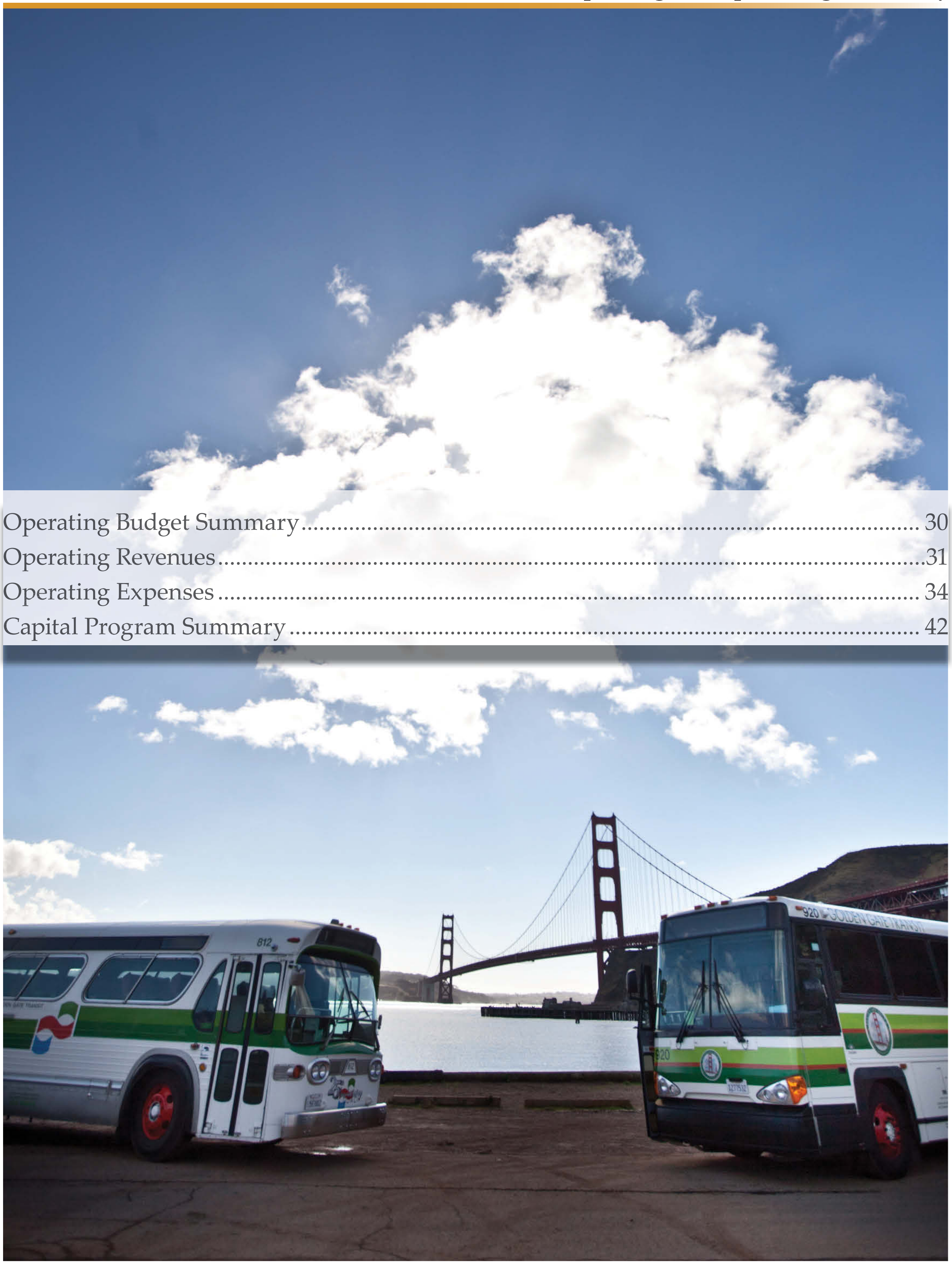
Special Reserve Accounts:

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.

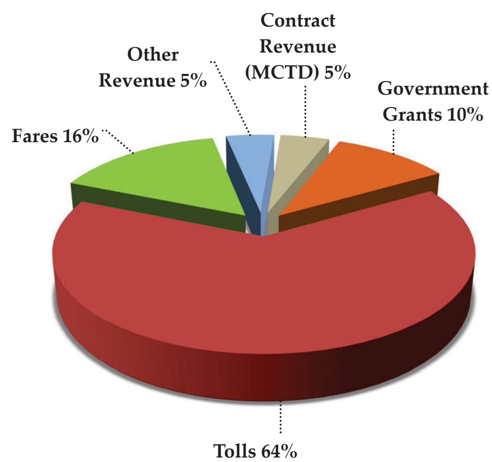

812
920 GOLDEN GATE TRANSIT

OPERATING BUDGET SUMMARY

The FY 19/20 Adopted Operating Budget of $234.0 million is projected to have revenues over expenses of approximately $2.0 million. The following tables and graphs provide information on the sources of funding and areas of expenditures in the FY 19/20 Adopted Operating Budget.

Where Will the Money Come From to Operate GGBH&TD In FY 19/20?

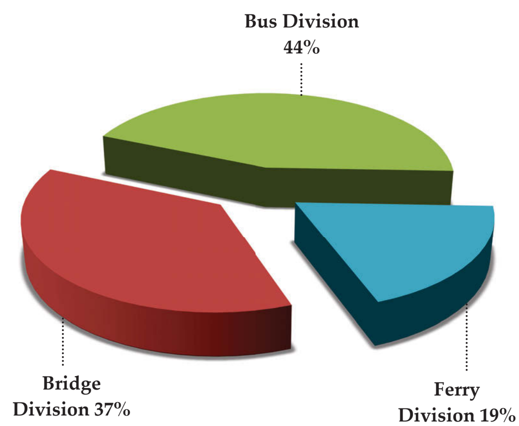
	FY 19/20	% of Total
Tolls	$152.2	64%
Fares	36.8	16%
Other Revenue	10.7	5%
Contract Revenue (MCTD)	10.7	5%
Government Grants	25.6	10%
Total	**$236.0**	**100%**



Where Will the Money Go to Operate GGBH&TD In FY 19/20?

	FY 19/20	% of Total
Bridge Division	$86.6	37%
Bus Division	103.3	44%
Ferry Division	44.1	19%
Total	**$234.0**	**100%**

Revenues Over Expenses	**$2.0**



OPERATING REVENUES

Operating revenues are expected to increase approximately $3.7 million to $236.0 million from FY 18/19 Actual of $232.3 million. This increase is primarily the result of higher toll revenues, transit fares and State and Federal Operating Assistance, offset by decreased Other Operating Income, Marin Local Service Contract revenue and Investment Income.

Principal Categories of Revenue

Bridge Tolls: Bridge toll revenues are projected to be $152.2 million, which is $5.7 million more than FY 18/19 Actual. The Bridge toll will increase based on the newly-approved five-year toll increase. Bridge vehicle traffic is projected to decrease 0.2%.

Transit Fares: In March 2017, the Board approved a five-year fare program for Bus transit and Ferry fare increase. For FY 19/20, Bus Transit fare revenue is estimated to increase $719,000. Bus ridership is forecasted to increase 0.6% from FY 18/19. Ferry Transit fare revenue is projected to increase $374,000 due to the fare increase. Ferry ridership is forecasted to slightly increase by 0.3% for FY 19/20.

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 a decrease in other operating revenues due to one-time marine insurance recoveries in FY 18/19.

State Operating Assistance: A net increase of $2.1 million is expected in Operating Assistance in FY 19/20. State Operating Assistance is composed of two funding sources: 1.) State Transit Assistance (STA) program projected to be $11.0 million, including additional SB 1 funds; and 2.) Transportation Development Act (TDA) funds of $14.6 million. See page 33 for a detailed overview of STA/TDA funding.

Federal Operating Income: FY 18/19 includes $24,000 in Federal funding from an FTA grant for a marketing "Building Ridership" promotion and Transit Asset Management program.

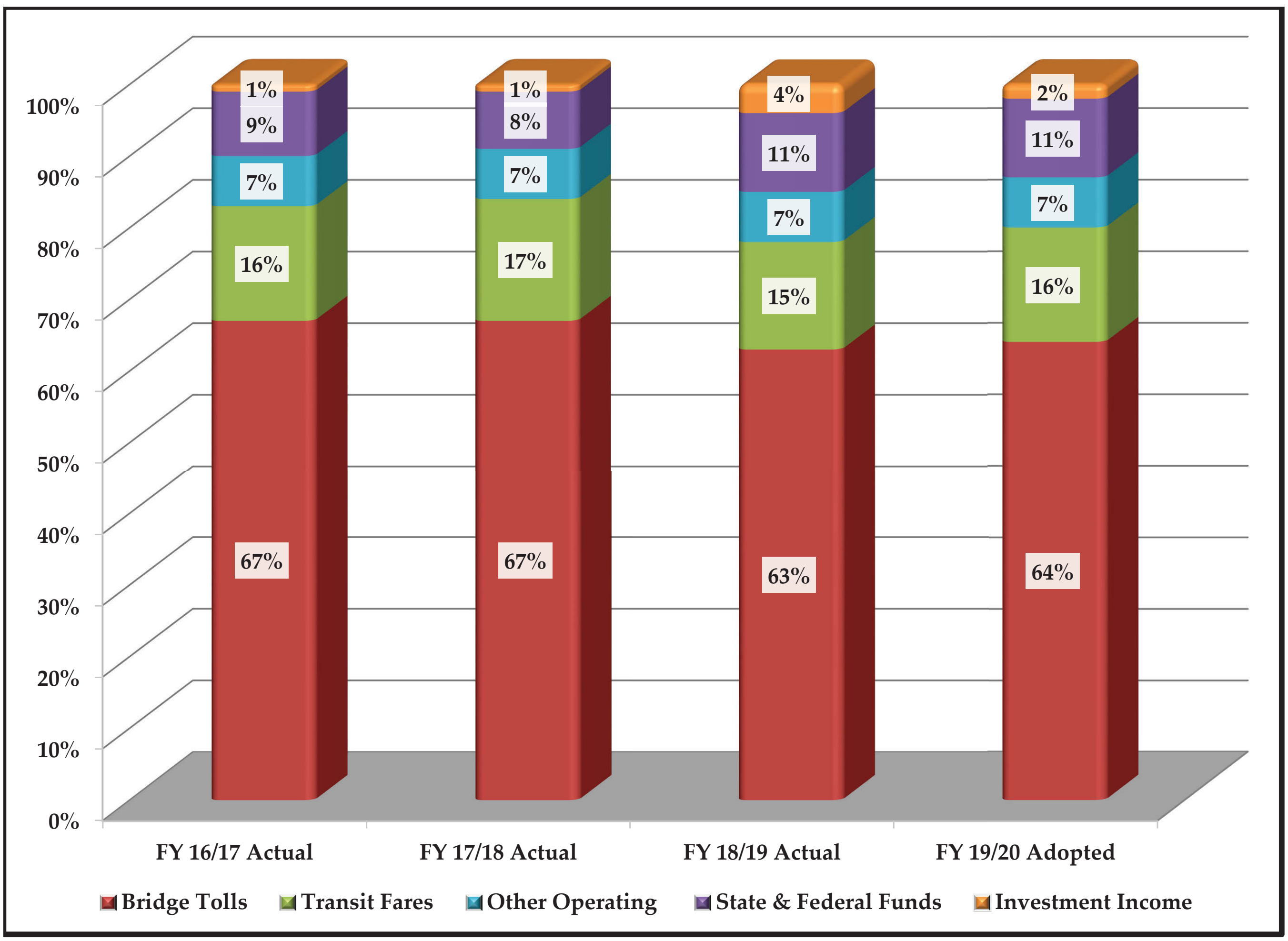
Contract Revenue (MCTD): Effective July 1, 2015, the District implemented a new five-year intergovernmental agreement with the Marin County Transit District to provide local intra-county bus service within Marin County through June 30, 2020. The District has projected the receipt of a Marin County Local Service payment of $10.7 million for FY 19/20.

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 3.59% for FY 18/19 Actual versus FY 19/20 Adopted Budget of 2.19%, resulting in a $4.3 million decrease from FY 18/19 Actual. It is District policy not to budget for market valuation gains and losses.

Operating Revenues

Revenues	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Actual	FY 19/20 Adopted Budget
Toll Revenues	$146,567,882	$151,688,500	$146,471,101	$152,190,600
Transit Fares	36,398,898	37,400,200	35,727,311	36,820,900
Other Operating Income	5,903,770	5,984,600	6,181,668	5,527,700
State Operating Assistance	16,510,119	18,319,800	23,444,923	25,574,100
Federal Operating Income	34,575	383,000	143,369	24,000
Contract Revenue (MCTD)	10,581,277	10,435,000	10,818,301	10,720,000
Investment Income	2,214,782	2,000,000	9,436,889	5,100,000
Total Revenues	**$218,211,303**	**$226,211,100**	**$232,223,562**	**$235,957,300**
Percent Change		**3.7%**	**2.7%**	**1.6%**

Chart of Operating Revenues



Investment Income

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Adopted Budget
Interest Earned	$3,450,043	$4,716,780	$6,026,241	$5,100,000
Market Gains and Losses	($1,480,673)	($2,501,998)	$3,410,648	$-
Investment Income	$1,969,370	$2,214,782	$9,436,889	$5,100,000
Average Investment Portfolio at Cost	$236,750,418	$260,370,676	$262,782,509	$232,845,016
Average Investment Return	**0.83%**	**0.85%**	**3.59%**	**2.19%**

State Operating Income

State Operating Income Funding Source	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Actual	FY 19/20 Adopted Budget
Transit Development Act				
Marin County's Apportionment	$7,507,125	$7,706,900	$7,760,055	$8,286,800
Sonoma County's Apportionment	5,588,106	5,947,000	6,003,623	6,303,400
State Transit Assistance (STA)				
MTC for Administering Clipper[SM] Grant	$10,000	$10,000	$10,000	$10,000
Revenue-Based Funds	2,608,727	3,051,100	8,071,573	9,196,800
Population-Based Funds - North Cities	577,595	323,200	380,051	-
Population-Based Funds - County Block Grant	-	1,147,200	1,147,207	1,708,700
Regional Paratransit				
Marin County	$60,404	$96,900	$43,372	$43,400
Sonoma County	37,537	37,500	29,042	25,000
S/T State Assistance Transit Operations	**$16,389,494**	**$18,319,800**	**$23,444,923**	**$25,574,100**
STA Lifeline	**5,798**	**-**	**-**	**-**
State of California - FEMA	**100,234**	**-**	**-**	**-**
State of California - CAL OES	**14,593**	**-**	**-**	**-**
Total State Operating Revenue	**$16,510,119**	**$18,319,800**	**$23,444,923**	**$25,574,100**
Percent Change		**11%**	**28%**	**9%**

OPERATING EXPENSES

The FY 19/20 Adopted Operating Expense Budget is $234.0 million (including a $21 million contribution to reserves for future capital projects). This is an increase of 7.4% over FY 18/19 Actual Expenses and 1.7% over the FY 18/19 Adopted Budget.

Operating Expenses

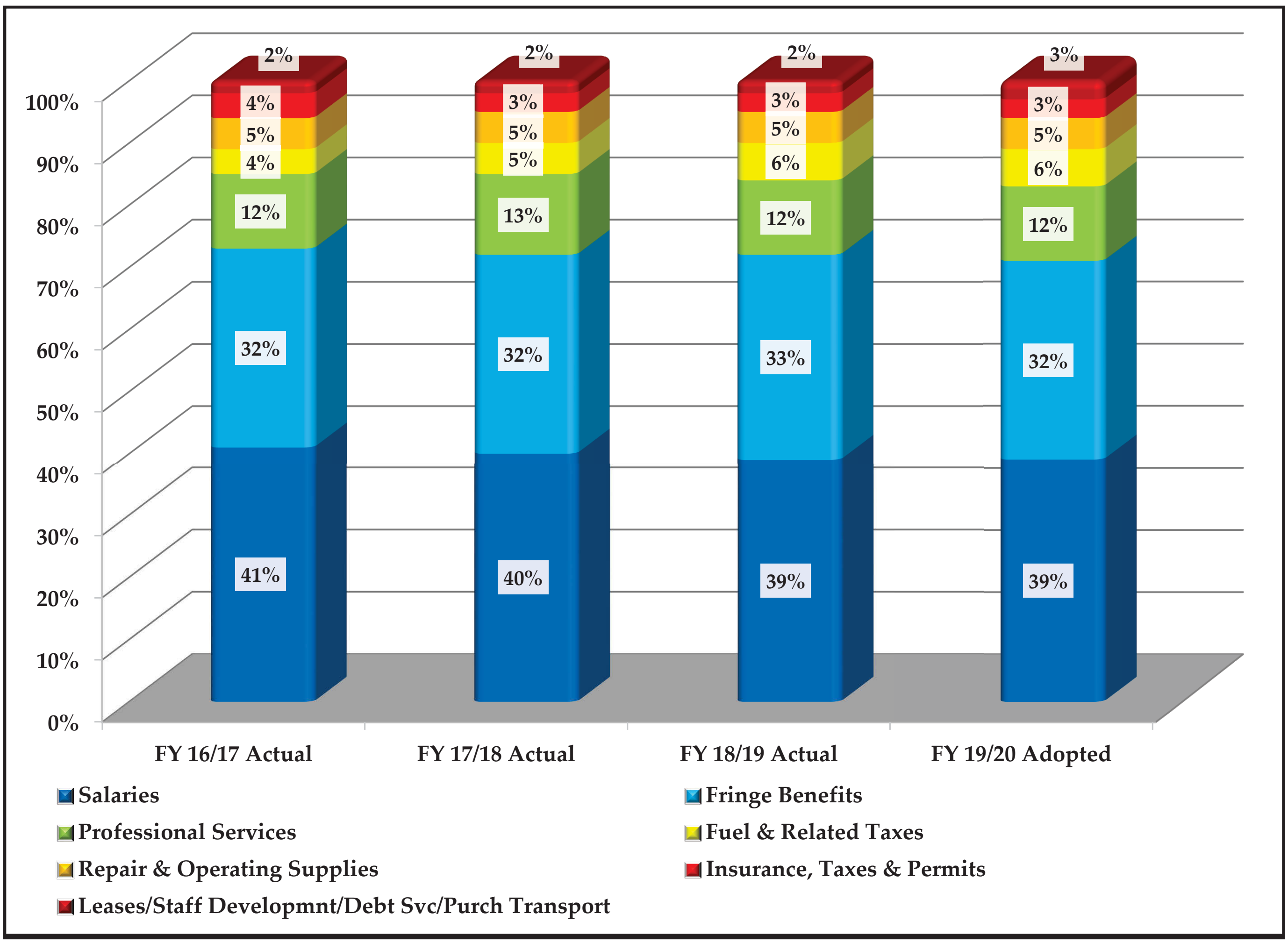
Expenses	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Actual	FY 19/20 Adopted Budget
Salaries	$73,376,707	$78,144,800	$74,073,987	$79,395,700
Fringe Benefits	58,571,765	$65,651,600	61,630,076	66,268,600
Professional Services	23,128,194	24,213,200	23,333,002	24,819,060
Fuel & Related Taxes	9,426,832	10,651,900	10,411,814	11,391,400
Repair & Operating Supplies	9,543,771	9,793,200	9,123,201	9,937,240
Insurance, Taxes & Permits	5,328,528	6,566,500	5,693,447	6,547,300
Purchased Transportation	1,815,338	2,102,200	1,839,646	1,995,700
Other	996,448	1,306,800	1,097,478	1,375,800
Leases & Rental	618,949	708,800	567,738	613,300
Debt Svc - Interest Expense	717,000	1,690,000	1,015,985	2,157,000
Subtotal Expenses	**$183,523,532**	**$200,829,000**	**$188,786,374**	**$204,501,100**
Percent Change		**9.4%**	**-6.0%**	**8.3%**
Capital Contribution	21,000,000	21,000,000	21,000,000	21,000,000
Depreciation	8,156,659	8,267,800	8,022,926	8,491,800
Total Expenses	**$212,680,191**	**$230,096,800**	**$217,809,300**	**$233,992,900**
Percent Change		**8.2%**	**-5.3%**	**7.4%**

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.
- $2.45/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 19/20 Adopted Budget interest expense reflects the average interest rate for the preceding 12 months ending March 31st plus 2%.
- Capital Contribution of $21 million is included in the FY 19/20 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 19/20 Adopted Operating Budget shows an increase of 7.4% over FY 18/19 Actual Expenses. The 7.4% 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, fuel at $2.45 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 19/20 Adopted Budget from FY 18/19 Actual Expenses.

Summary of Changes to Expenses

Expense (In Millions)	% Change (from Actuals)	Description
$217.8		**FY 18/19 Actual Expenses**
$5.3	2.4%	Salary Increase; Re-funding Vacant Positions
$4.6	2.1%	Fringe Benefit Increase; Re-funding Vacant Positions
$1.5	0.7%	Professional, Maintenance & Security Services
$1.0	0.4%	Fuel & Related Taxes
$0.8	0.4%	Repair & Operating Supplies
$0.9	0.4%	Insurance, Taxes & Permits
$0.2	0.1%	Purchased Transportation
$0.3	0.2%	Other
$1.1	0.5%	Debt Service - Interest Expense
$0.5	0.2%	Capital Contributions/Depreciation
$234.0	**7.4%**	**Total FY 19/20 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 19/20 Budget:

1. Average Cost of Toll Transactions
2. Cost of Transaction Per Patron
3. Other Postemployment Benefits (OPEB)
4. District Healthcare Contribution Per Employee
5. Workers' Compensation
6. Indirect Cost Allocation (ICAP)
7. Capital Contribution
8. 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 decrease for FY 18/19 is attributed to a decrease in bank fees and depreciation due to fully depreciated FasTrak equipment.

	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Actual
Average Cost/Toll Transaction	$0.51	$0.50	$0.51	$0.52	$0.50
Percentage of Toll Revenue Used for Collecting Tolls	7.99%	7.55%	7.39%	7.32%	6.89%

2. Cost of Transaction Per Patron

The Clipper Fare/Cash Fare cost of transactions includes the labor cost, maintenance cost, service fees and equipment cost. The total cost of transactions are expenses only incurred by Golden Gate Transit. The number of patrons used is without transfers.

	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Actual
Cash Fare Payment on Bus	$0.34	$0.40	$0.48	$0.47	$0.60
Clipper Fare Payment on Bus	$0.21	$0.21	$0.24	$0.27	$0.29
Clipper Fare Payment on Ferry	$0.25	$0.29	$0.32	$0.34	$0.38

3. 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 19/20 Adopted Budget OPEB expense is based on the actuarial valuation as of July 1, 2017. The ADC for FY 18/19 was $12.7 million which is the total District expense. This differs from the Actual of $12.5 million because that expense represents a net operating cost. The remaining difference represents OPEB expenses charged to capital projects. The Adopted FY 19/20 Budget fully funds the ADC payment of $13.1 million.

OPEB Expense by Operating Division

Division	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Actual	FY 19/20 Adopted Budget
Bridge	$2,884,360	$2,991,600	$2,910,824	$3,078,400
Bus	7,617,456	7,978,100	7,879,210	8,291,600
Ferry	1,561,069	1,732,300	1,662,967	1,755,200
Total	**$12,062,885**	**$12,702,000**	**$12,453,001**	**$13,125,200**

4. District Healthcare Contribution Per Employee

District Healthcare Contribution includes Medical Insurance, Drugs, Dental, Vision and Life Insurance. FY 19/20 District Healthcare Contribution per employee is projected to increase 7% compared to FY 18/19.

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Adopted Budget
Actives	$24,400	$26,400	$28,800	$30,800
Retirees				
Pre 65	$24,600	$22,900	$27,400	$29,300
Post 65	$5,800	$6,000	$6,000	$6,400

5. 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 18/19 are less than anticipated based on past year trends. FY 19/20 is expected to follow its 5-year average trends. The net totals are reflected in the FY 18/19 Actual.

Workers' Compensation Expenses

	FY 18/19 Adopted Budget	FY 18/19 Estimated Claims	FY 18/19 Estimated (Credits)/ Adjustments	FY 18/19 Actual Net Total	FY 19/20 Adopted Budget
Total District	**$5,925,000**	**$7,316,044**	**($1,876,329)**	**$5,439,716**	**$5,000,000**

6. 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 17/18 Actual	FY 18/19 Budget	FY 18/19 Actual	FY 19/20 Adopted Budget
District Division's Gross Salaries & Benefits	$25,417,273	$30,142,400	$26,961,983	$31,304,500
Capitalized Salaries & Benefits	(2,901,993)	(4,422,400)	(3,340,292)	(4,667,000)
Capitalized Indirect Costs	(1,855,752)	(3,036,000)	(2,362,542)	(3,168,000)
Net Operating Salaries, Benefits & Indirect Costs	**$20,659,528**	**$22,684,000**	**$21,259,149**	**$23,469,500**

7. 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 19/20, 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 following is a distribution by Operating Division. (The District Division's portion is allocated using the District Allocation percentages.)

Capital Contribution Expenses

Division	FY 18/19 Budget		FY 19/20 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%**

8. 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 19/20 CalPERS District employer contribution rate is 32.862%, amounting to $15.8 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 19/20 is 22.165%, amounting to $5.3 million. The District pension contribution rate for FY 19/20 is approximately 21.4% to 24.16%, 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 $345,000 for FY 19/20.

District Pension Contribution Expenses (In Millions)

	Contribution to Pension			Employer Contribution Rate	Employee Contribution Rate	Funding Level (MV/AL)*		
Pension Plan	Actual FY 17/18	Est. Actual FY 18/19	Adopted FY 19/20	Adopted FY 19/20	Adopted FY 19/20	Percentage	Valuation Date	Valuation Discount Rate
CalPERS	$11.4	$13.3	$15.8	32.862%	2.5% @ 55 - 8% 2.0% @ 60 - 7% 2.0% @ 62 - 7%	71.5%	6/30/17	7.25%
ATU	5.0	5.3	5.3	22.165%	7%	58.3%	1/1/17	7%
IBU	0.9	0.8	0.7	21.4% - 24.16%**	2.5%	77.0%	7/1/18	6.5%
MEBA	0.4	0.4	0.3	14.34%	1%	92.9%	1/1/18	6.75%
Total	**$17.7**	**$19.8**	**$22.1**					

*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 19/20 Adopted Budget Position Changes

Division Summary of Changes to the Table of Organization

Positions by Division	FY 17/18 Year-End	FY 18/19 Adopted Budget	FY 18/19 Year-End	FY 19/20 Adopted Budget
Bridge	179	179	179	179
Bus	401	402	400	400
Ferry	98	101	101	102
District	143	146	146	147
Total	**821**	**828**	**826**	**828**

The Division-level details of the Table of Organization can be found in each Division's sections. By the end of FY 19/20, there will be an additional two net increase of positions in the organization: Two (2) additions, no (0) eliminations, and one (1) employee reclassification. The Table of Organization changes for the FY 19/20 budget process are discussed in detail below.

Ferry Division

New Positions:

Day Ferry Mechanic (1 position) – Add a Ferry Mechanic to support Ferry expanded service and additional maintenance needs.

District Division

New Positions:

Digital Communications Programs Manager (1 position) – Add one full-time position to manage and maintain the expanded digital communication platforms, new website, transit and real-time applications, and cancellation notices.

Position Reclassifications:

Office Specialist to Office Coordinator (1 position) – Reclassify one Office Specialist to Office Coordinator to address change in work in the District Secretary's Office.

CAPITAL PROGRAM SUMMARY

The FY 19/20 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 $477.8 million and is funded with $314.8 million, or 66% grants, and $163.0 million, or 34% District funds (See FY 19/20 Capital Expenditures by Fund Source table on the following page). Including single and multi-year projects, the Program anticipates $109.6 million in expenditures in the FY 19/20 Capital Budget, which is funded with $35.6 million, or 32%, District funds and $74.0 million, or 68%, Federal, State and local grant funds. The FY 19/20 Budget provides financial resources in the following distribution:

- 6% of expenditures fund Bridge Seismic Retrofit activities;
- 46% fund the Suicide Deterrent project;
- 6% fund Other Bridge projects;
- 23% fund Bus projects;
- 14% fund Ferry projects; and,
- 5% fund the District's various other projects.

This Program will implement 12 new projects and 52 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 19/20). Eight (8) capital projects were completed in FY 18/19 (Please see Appendix C for a list of all of the projects in the FY 18/19 Capital Budget).

The Adopted FY 19/20 Capital Budget includes accounting adjustments to reflect final total expenditures for FY 18/19. A discussion of each Division's FY 19/20 Adopted Capital Budget is contained in the individual Division chapters of this budget document.

FY 19/20 Capital Expenditures by Division*

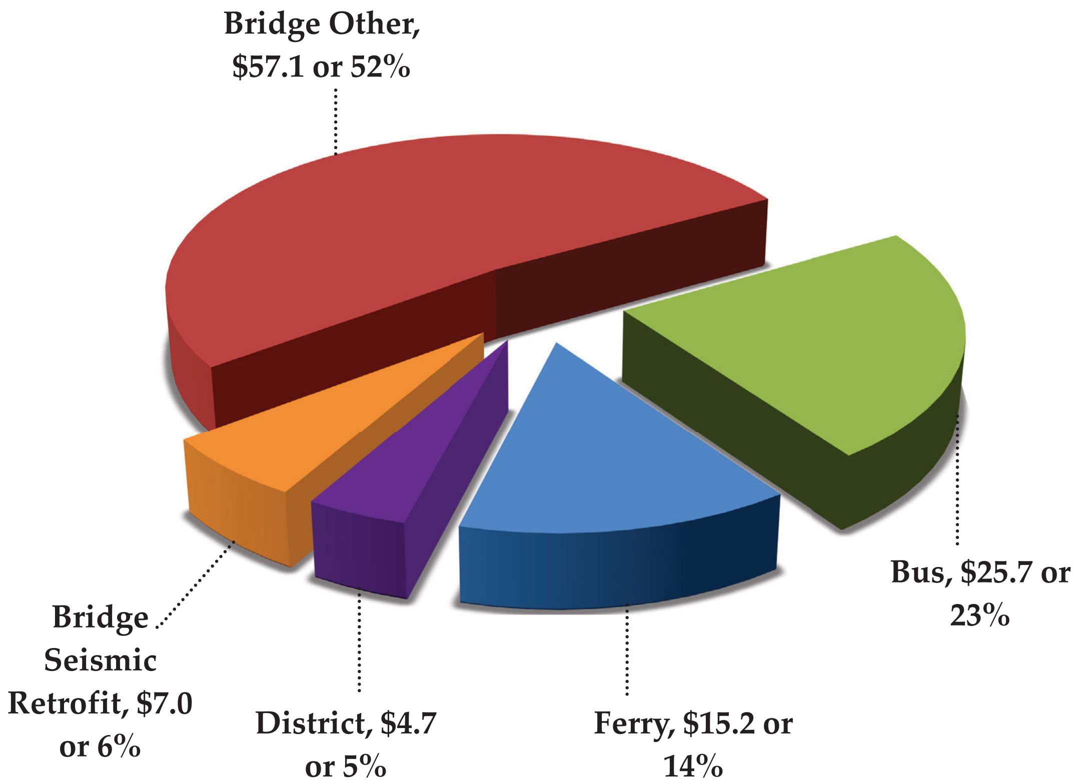
	Total Project	Prior Years	FY 19/20 Budget	Future Years
Bridge - Seismic Retrofit	$21,722,000	$4,539,000	$7,000,000	$10,183,000
Bridge - Other	240,144,000	61,392,000	57,071,000	121,681,000
Bus	79,278,000	49,539,000	25,674,000	4,065,000
Ferry	117,815,000	37,754,000	15,243,000	64,818,000
District	18,823,000	6,848,000	4,652,000	7,323,000
Total Expenditures	**$477,782,000**	**$160,072,000**	**$109,640,000**	**$208,070,000**

FY 19/20 Capital Expenditures by Fund Source*

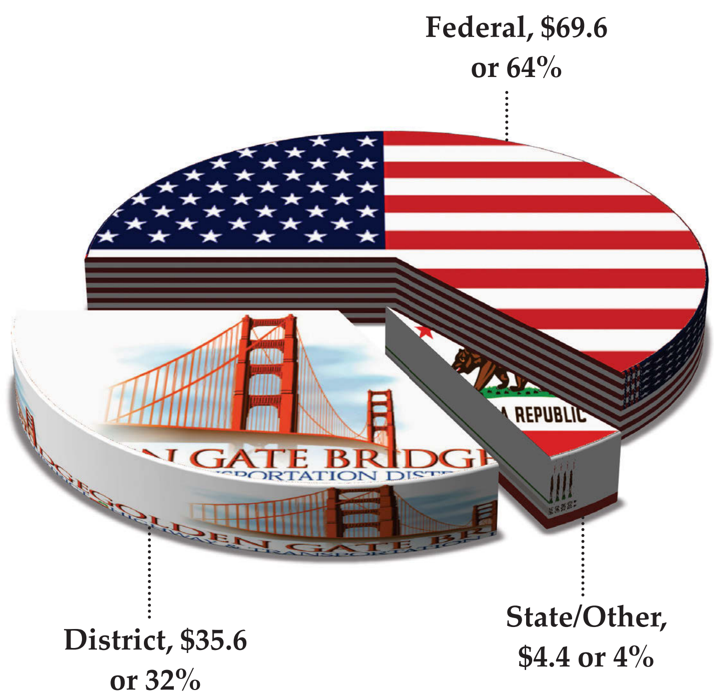
	Total Project	Prior Years	FY 19/20 Budget	Future Years
District	$163,009,000	$51,096,000	$35,606,000	$76,307,000
Federal	290,579,000	98,284,000	69,649,000	122,646,000
State	23,281,000	10,223,000	4,234,000	8,824,000
Other Local	913,000	469,000	151,000	293,000
Total Expenditures	**$477,782,000**	**$160,072,000**	**$109,640,000**	**$208,070,000**

*All dollar amounts are rounded to the nearest thousand.

FY 19/20 Capital Budget by Division
Total FY 19/20 Capital Budget = $109.6 Million
(Rounded to Millions)



FY 19/20 Capital Budget by Fund Source
Total FY 19/20 Capital Budget = $109.6 Million
(Rounded to Millions)



Capital Projects Increasing Through the FY 19/20 Budget Process

One continuing project will increase in size and scope through the FY 19/20 budget process:

Project 1916: San Rafael A&D Admin Office Improvements (from $231,000 to $456,000)

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 original project goal was to create 21 cubicles, 3 work area conference tables, establish storage space, re-paint and carpet office areas. With the FY 19/20 budget, the scope of this project has been expanded to include improvement of the Marketing Department office space with a goal of creating new workspaces in areas currently used for storage. *[Operating Budget Impact: No significant impact.]*

Capital Project Impact on Operating Budget

Many of the capital projects planned for FY 19/20 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, $11,863,000 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 19/20 Capital Budget Project List

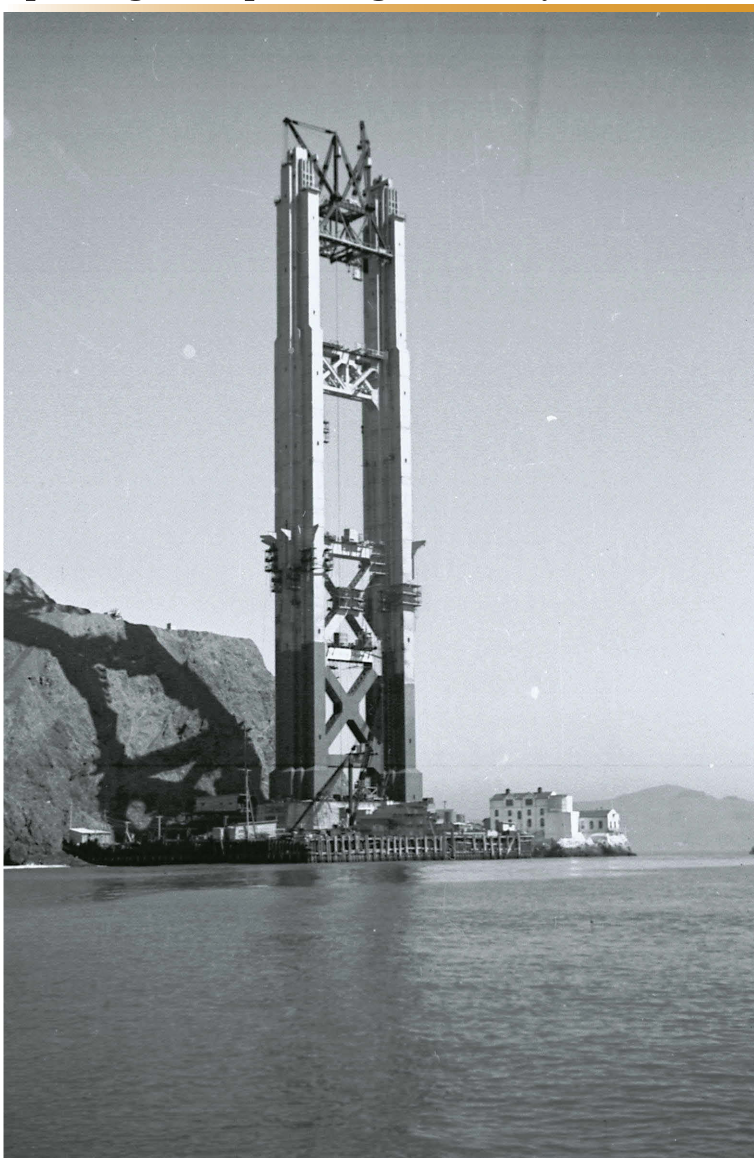
As done annually, the operating divisions were asked to prioritize their capital projects. The projects included in the FY 19/20 budget consist mostly of ongoing prior year projects to allow project managers to focus and continue work until project completion. There were a number of new projects introduced into the FY 19/20 budget, which were selected after thorough discussions among 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 19/20). Both operating division and engineering staff resources were considered to determine a reasonable and realistic work plan for FY 19/20.

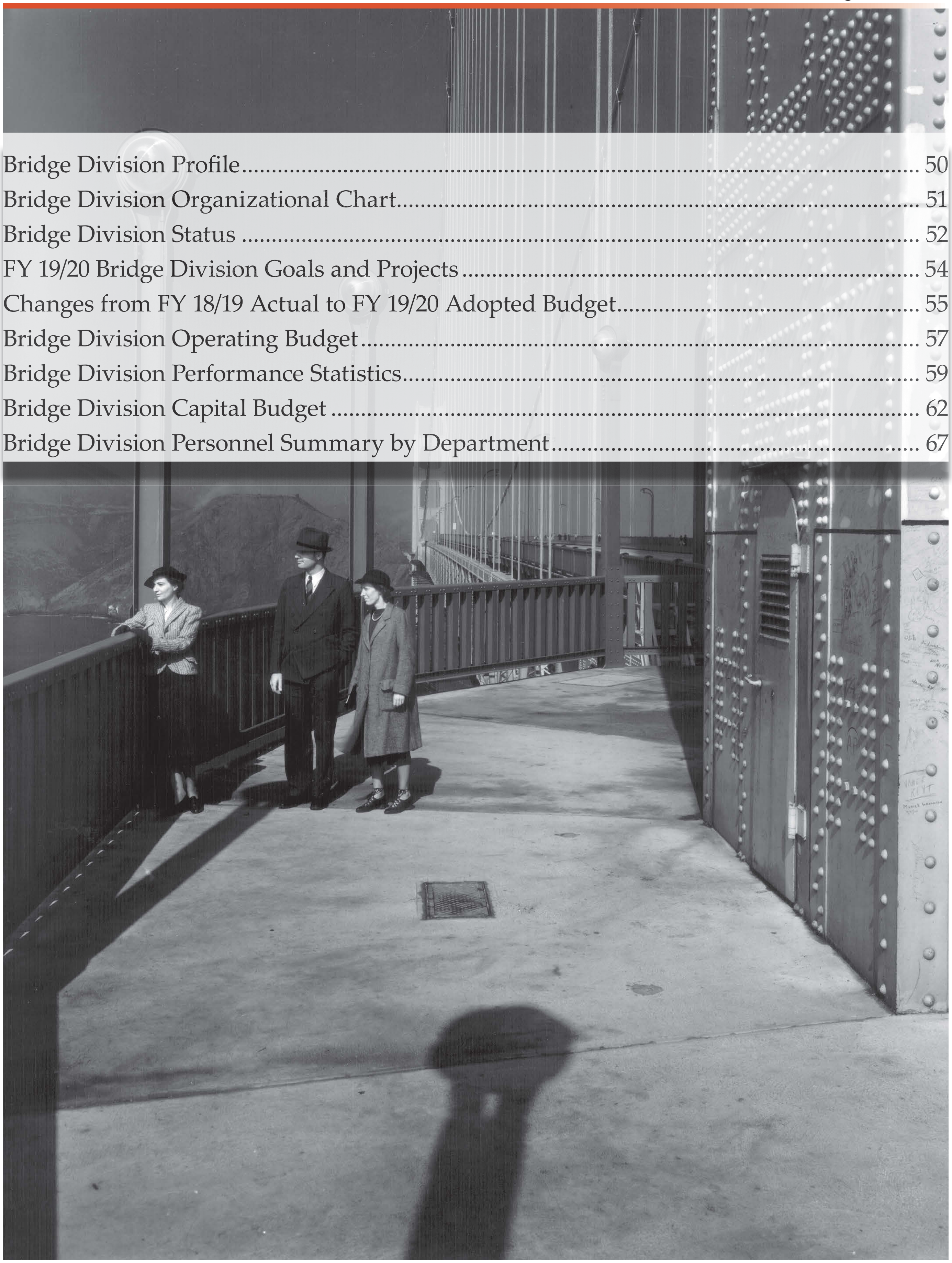
Some of the projects and equipment requests that were not prioritized for the FY 19/20 Capital Budget were included in the FY 20/21 Capital Project List, which consists of projects that are poised and ready to be included in the FY 19/20 budget pending the availability of staff resources to deliver the project. Creating a list of FY 20/21 capital projects limits the number of projects in the FY 19/20 budget, which serves to reflect a more reasonable and accurate estimate of FY 19/20 expenditures for the District. There are six (6) projects on the FY 20/21 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 20/21 list forward as FY 19/20 projects are completed.

FY 20/21 Capital Budget Project List

Project Name	Total Project Cost
BRIDGE	
Capital Equipment (Ironworkers)	$120,000
Subtotal Bridge	**$120,000**
BUS	
D-2 Pavement and Remediation (#1930)	$2,000,000
Subtotal Bus	**$2,000,000**
DISTRICT	
Computer Aided Dispatch (CAD)/Automatic Vehicle Location (AVL) System Refresh	$1,100,000
Transportation Statistics Reporting (#1813)	500,000
Video Conferencing	299,000
Farebox System Upgrade	245,000
Subtotal District	**$2,144,000**
Total FY 20/21 Capital Budget Project List	**$4,264,000**





BRIDGE DIVISION PROFILE

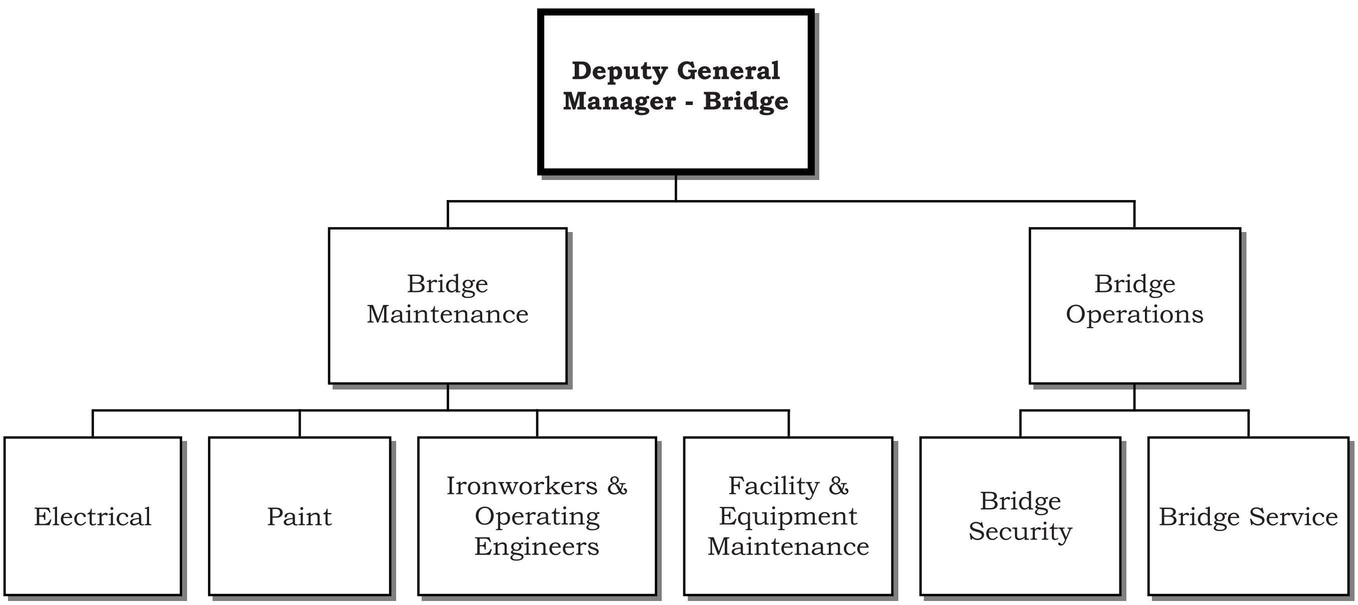
One of the Seven Wonders of the Modern World, the Golden Gate Bridge is one of the most iconic architectural and engineering monuments in the world. For 82 years the Bridge has represented the uniqueness of San Francisco, the beauty of the Bay Area and the promise of California. A welcoming gateway to 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 18/19, 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

Fiscal Year 18/19 was a busy and successful year for the Bridge Division as the 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 followed by a second phase which entailed 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 second phase of the SAV project is being wrapped up and completed as FY 18/19 draws to a close. Work began in earnest on the third phase of the project, which focuses on the refurbishment and recoating of the three truss spans of the SAV adjacent to the Fort Point Arch section of the Bridge.

As the phase two containments were dismantled from the girder span sections of the Bridge in early calendar year 2019, it was clear that the new processes and coating systems developed during the initial phases of the SAV project will pay off in highly durable, long lasting and aesthetically pleasing protective coating of the Bridge. The new three-stage paint system consists of a base coat of heavy zinc-rich primer, which provides corrosion protection of the steel bridge components. An intermediate coat of flake-filled epoxy paint is then applied to provide a superior moisture barrier to protect the base coat and steel substrate. This is followed by a finish coating of acrylic enamel to provide long lasting UV protection and the international orange color for which the Bridge is famous.

While the SAV project continues to be a key focus, Bridge Maintenance crews have also continued the vital repair and restoration work on the main suspension span, Bridge towers and supporting structures during FY 18/19. This work includes paint and corrosion removal, structural steel repairs and recoating of floor beams and lateral lacing systems on the span.

Work continued during FY 18/19 on the radio system upgrade project. This project has kept the Bridge Electrical Department very busy installing an entirely new radio site and antennas atop the South Tower of the Bridge, along with replacement of communications infrastructure at various other mountaintop sites throughout the District's service area. The radio upgrade is a critical project that will enhance the reliability and increase the coverage area of the District's radio communications systems.

As the Bridge Toll System Upgrade and Toll Plaza Gantry projects began to take shape during FY 18/19, the Bridge Electrical shop equipped the Toll Plaza with all new uninterrupted power supply (UPS) systems and server racks to house and protect the new tolling system infrastructure when it arrives. In between major project work, the Electrical Department expended a great deal of effort in support of the San Rafael Transit Center temporary facilities project to ensure that the lighting, security systems, and passenger amenities all remain functional to support continued bus operations during construction.

The Bridge Facility & Equipment Maintenance teams worked throughout the severe winter storm season of FY 18/19, responding to mudslides, flooding and constant roadway damage from the unprecedented storms. In between critical incidents, the department completed, with major support from the Bridge Electrical Department, multiple facility repairs and remodeling projects at Bridge, Bus and Ferry Divisions, along with managing the labor-intensive Vista Point and East Parking Lot closures throughout the busy tourist season and holidays.

Bridge Operations

Over the course of calendar year 2018, over 40 million vehicles crossed the Golden Gate Bridge. Bridge Service crews responded to 7,904 roadway service calls and Bridge security forces responded to thousands of calls, approximately 668 of which were considered significant incidents. During 2018, Bridge Operations forces intervened and removed 187 persons from the Bridge who were identified as having the intent to commit suicide.

As construction activities for the Bridge Suicide Deterrent System (SDS) Project ramped up during FY 18/19, Bridge Service crews performed in exemplary fashion. Bridge Service provided nighttime Moveable Median Barrier (MMB) moves to open up extra traffic lanes to accommodate heavy cranes and other SDS construction activities and then scrambled to ensure that the Bridge was placed back into normal lane configuration just in time for the daily morning commute. Bridge Security forces were equally busy coordinating lane closures, traffic control and providing security oversight associated with the SDS construction.

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 2018, there were 29 permitted events on the Bridge involving over 40,619 participants. This is compared to 2017, in which there were 37 events; 2016, in which there were 44 events; 2015, with 41 permitted events; 2014, with 41 permitted events; and, 2013, with 38 permitted events.

Progress for the Year Ahead

FY 19/20 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 continue to take center stage as maintenance, engineering and operations staff work to ensure that the contractors have 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 19/20 will see a continued focus on QA/QC initiatives and enterprise asset management (EAM) as the Bridge Division moves towards integrating the District's Maximo EAM system with existing maintenance processes.

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

FY 19/20 BRIDGE DIVISION GOALS AND PROJECTS

Bridge Division Goals

MAINTENANCE	Systematically address the 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 19/20 Project Focus

The following are capital projects that affect the Bridge Division and will be part of the District's workplan focus for FY 19/20. Please refer to the Bridge Division's capital project detail for a more detailed description.

SEISMIC	Golden Gate Bridge Wind Retrofit Seismic Phase IIIB - CM/GC
BRIDGE AND FACILITY CONSTRUCTION AND MAINTENANCE	Bridge Administration Office Improvements 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 IS Data Center Seismic Retrofit FasTrak® Equipment Upgrade North Anchorage House Security Alexander Avenue Slope Strengthening Design/Environmental North Tower Pier Shore Protection Design/Environmental Stores Building Office Space HVAC Replacement

CHANGES FROM FY 18/19 ACTUAL TO FY 19/20 ADOPTED BUDGET

Revenues

The Bridge Division's FY 19/20 Adopted Revenue of $157.7 million consists of:

- $152.2 million from Toll Revenues
- $0.4 million from Other Operating Income
- $5.1 million from Investment Income

The Bridge Division's Adopted Revenues for FY 19/20 are forecasted to increase by $1.3 million, or 0.9%, from FY 18/19 Actual. The net increase is primarily due to a $5.7 million increase in toll revenue, a $4.3 million decrease in Investment Income and $0.1 million decrease in Other Operating Income from FY 18/19 Actual. It is District policy not to budget for market valuation gains and losses. Toll revenue includes the first increase to a five-year toll increase plan as approved by the Board in FY 18/19. Based on current traffic trends, the southbound traffic for FY 19/20 is projected to decrease 0.2% and the revenues are based on the FY 18/19 Actual budget projections.

Expenses

The Bridge Division's FY 19/20 Adopted Operating Expenses total $86.6 million. The Bridge Division's Adopted FY 19/20 Budget contains a $6.7 million, or 8.4%, increase over FY 18/19 Actual expenses. The components of the changes to expenses are summarized in the table on the following page.

Summary of Changes From FY 18/19 Actual to FY 19/20 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	$1.9
Increase in payroll taxes for FY 19/20 due to COLA and re-funding of vacant positions	0.2
Increase in PERS contribution due to a re-funding of vacant positions and higher contribution rate	1.1
Increase in medical expenses for FY 19/20 due to re-funding of vacant positions and increase in annual costs	0.3
Increase in postemployment benefits (OPEB) for FY 19/20	0.2
Decrease in Workers' Compensation expenses for FY 19/20 due to decline in historical trend	(1.0)
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY 18/19	(0.3)
Professional Services	
Increase in consulting fees services due to needs for Bridge inspection services and District-wide services for FY 19/20	0.6
Increase in toll consulting and banking service due to unused services in FY 18/19	1.0
Increase in legal and litigation fees due to projected activity for FY 19/20	0.8
Decrease in FY 19/20 District Division temporary help services compared to FY 18/19	(0.3)
Supplies and Other	
Increase in re-funding commercial paper debt service due to Indenture's budgeting requirements	1.1
Increase in repair and operating supplies in FY 19/20 due to the implementation of the South Viaduct project	0.3
Projected increase in payouts for general liability for FY 19/20 due to lower than anticipated expenses in FY 18/19	0.3
Projected increase in DMV fees for FY 19/20 due to increased fees in DMV holds	0.2
Re-funding of staff development expenses unused in FY 18/19	0.1
Capital Contribution and Depreciation	
Increase in depreciation expenses due to completion of Administration HVAC and roof replacement and capitalization of tools and equipment	0.2
Total Change from FY 18/19 Actual to FY 19/20 Adopted Budget	**$6.7**

BRIDGE DIVISION OPERATING BUDGET

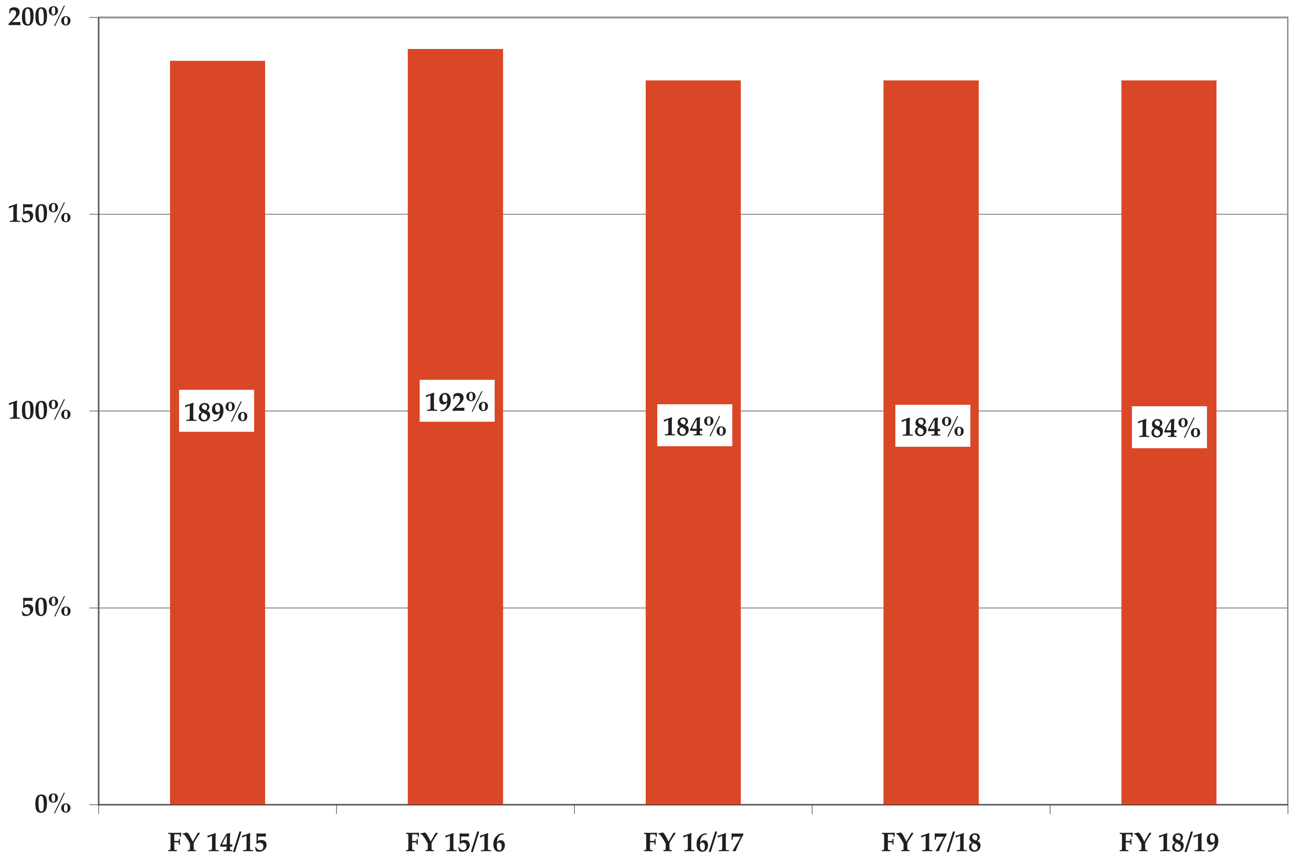
	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Actual	FY 19/20 Adopted Budget
Revenues				
Toll Revenues	$146,567,882	$151,688,500	$146,471,101	$152,190,600
Other Operating Income	550,431	571,000	438,869	391,700
State Operating Income	114,827	0	0	0
Investment Income	2,214,782	2,000,000	9,436,889	5,100,000
Total Revenues	**$149,447,922**	**$154,259,500**	**$156,346,859**	**$157,682,300**
Percent Change		**3.2%**	**1.4%**	**0.9%**
Expenses				
Salaries	$21,519,956	$22,322,700	$21,342,476	$23,227,000
Fringe Benefits	16,321,691	18,863,400	18,198,590	18,746,100
Professional Services	13,863,548	13,365,300	12,621,226	14,676,035
Fuel & Related Taxes	323,205	377,000	334,710	377,000
Repair & Operating Supplies	3,386,220	3,713,700	3,244,494	3,593,665
Insurance, Taxes & Permits	2,533,321	2,960,400	2,567,344	3,013,200
Other	371,424	471,400	380,486	460,500
Leases & Rentals	1,066	1,100	1,306	1,100
Debt Service - Interest Expense	717,000	1,690,000	1,015,985	2,157,000
Subtotal Expenses	**$59,037,431**	**$63,765,000**	**$59,706,617**	**$66,251,600**
Capital Contribution	15,000,000	15,000,000	15,000,000	15,000,000
Depreciation	5,824,432	5,177,900	5,177,689	5,362,400
Total Expenses	**$79,861,863**	**$83,942,900**	**$79,884,306**	**$86,614,000**
Percent Change		**5.1%**	**(-4.8%)**	**8.4%**
Revenues Over/(Under) Expenses	**$69,586,059**	**$70,316,600**	**$76,462,553**	**$71,068,300**
Southbound Traffic	**20,468,552**	**20,667,628**	**20,001,670**	**19,966,681**
Average Toll	**$7.16**	**$7.34**	**$7.32**	**$7.62**

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 32.86%.
- 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.
- $2.45/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 $13.4 million.

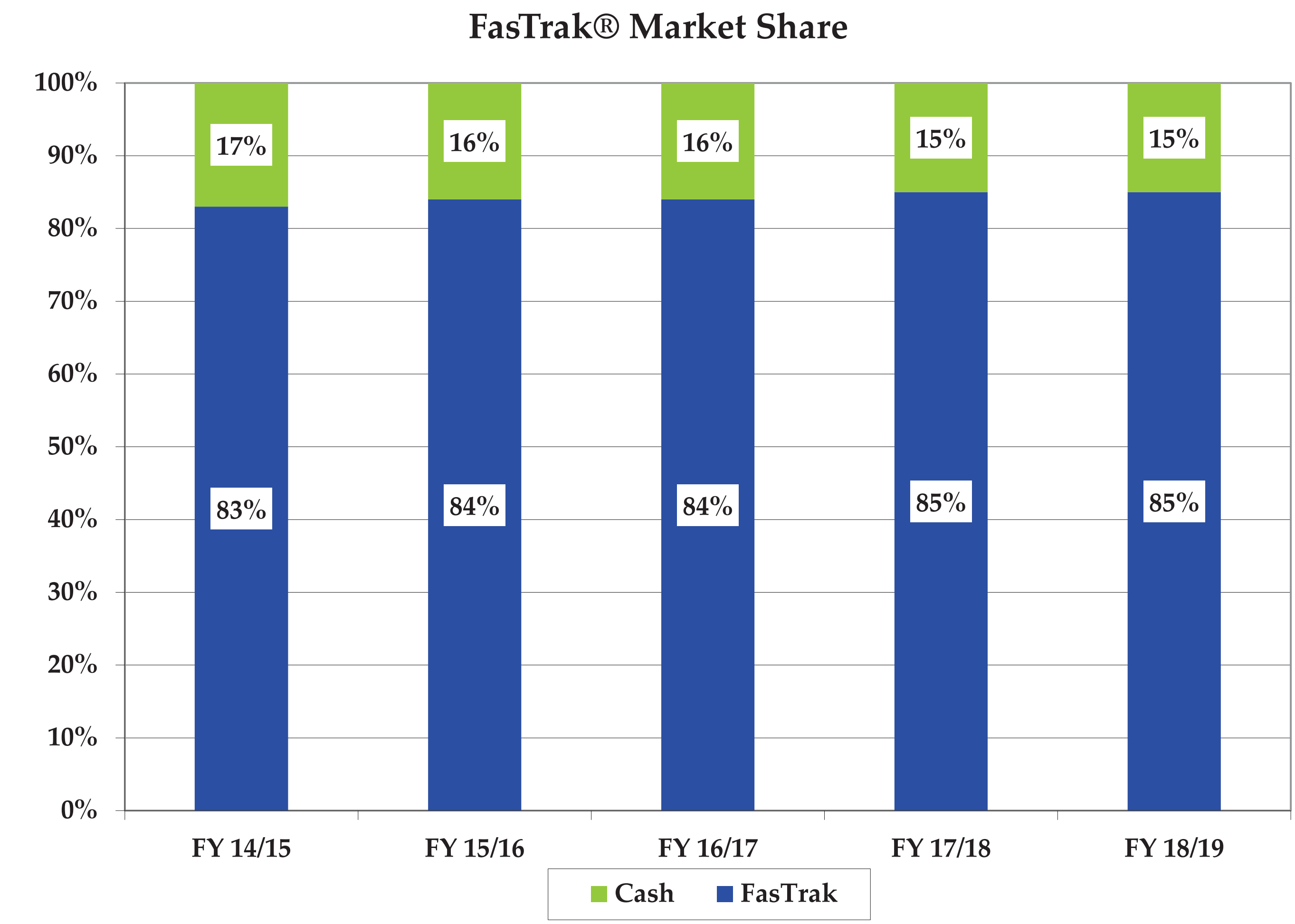
BRIDGE DIVISION PERFORMANCE STATISTICS

Operating Revenue as a Percentage of Total Operating Expense



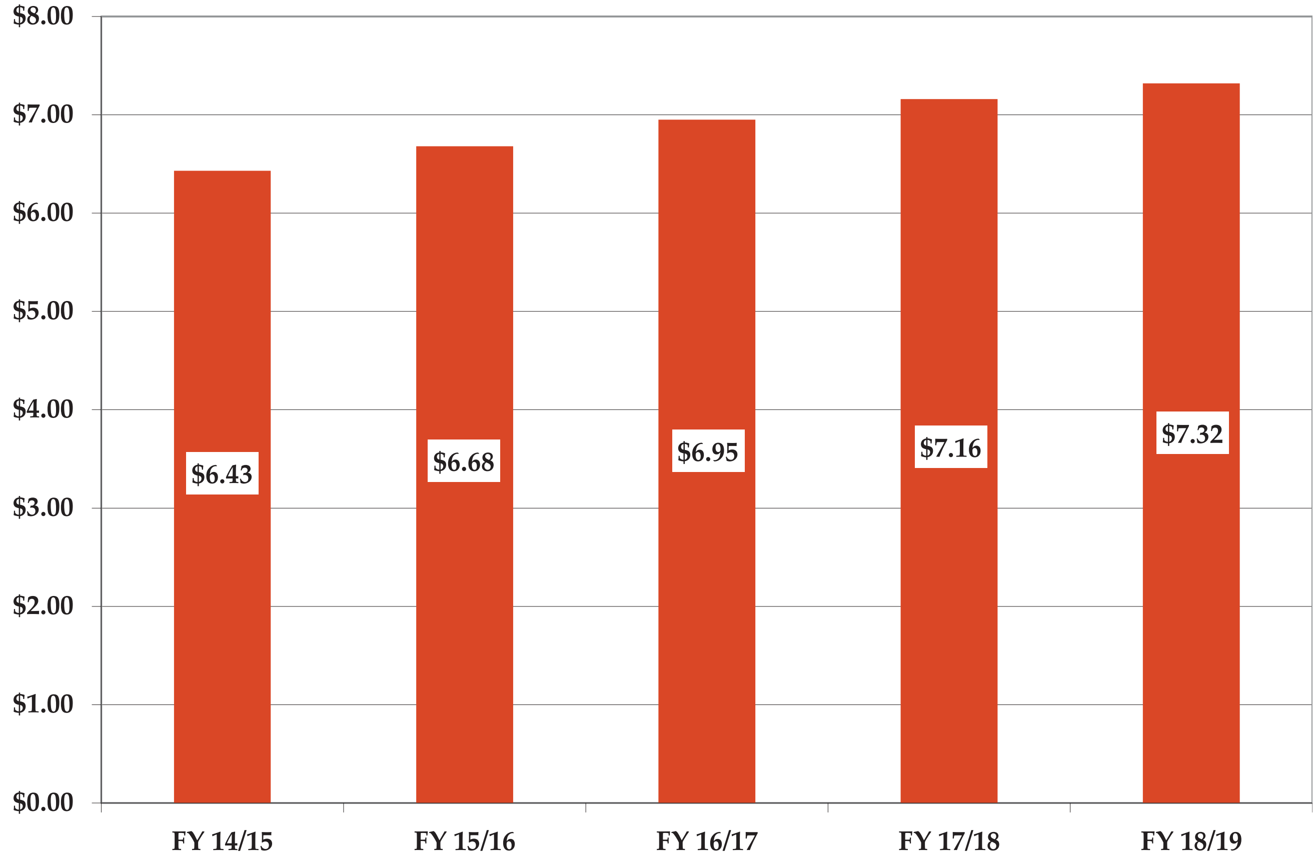
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19
Bridge Toll Revenue	$129,187,098	$137,418,500	$143,028,555	$146,567,882	$146,471,101
Other Operating Revenue	$1,033,926	$764,757	$598,493	$665,258	$438,869
Total Operating Expense*	$68,814,182	$71,862,472	$77,953,110	$79,861,863	$79,884,306
Percentage	**189%**	**192%**	**184%**	**184%**	**184%**

* Total Operating Expense includes Depreciation and Capital Contribution.



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 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19
Total Southbound Vehicles	20,085,864	20,556,985	20,591,603	20,468,552	20,001,670
Bridge Toll Revenue	$129,187,098	$137,418,500	$143,028,555	$146,567,882	$146,471,101
Average Toll	**$6.43**	**$6.68**	**$6.95**	**$7.16**	**$7.32**

BRIDGE DIVISION CAPITAL BUDGET

Program Summary

The FY 19/20 Capital Budget for the Bridge Division totals $64.1 million and represents 58% of the total agency's capital budget.

Major FY 19/20 capital projects include construction of the Suicide Deterrent System and Wind Retrofit Projects (1526/1528) as well as Seismic Phase IIIB CM/GC (1923).

Actual capital expenditures to date for the Bridge Division during FY 18/19 totaled $40.2 million, funded with $14.4 million, or 36%, District funds and $25.8 million, or 64%, in grant funds (See Appendix C).

Completed Project - Seismic

Project 9102 – Seismic Phase III - Design Review – $30,949,202

This project completed the final design phase (Phase IIIB) of the Golden Gate Bridge Seismic Retrofit project. A new project - Seismic Phase IIIB - CM/GC (1923) - was created to fund the Construction Management/ General Contracting portion of Phase IIIB. *[Operating Budget Impact: No significant impact.]*

Completed Projects - Bridge

Two (2) Bridge Division Capital Projects were completed in FY 18/19.

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

This project funded rehabilitation of the existing roofing system and replacement of the heating, ventilating/ ventilation and air conditioning (HVAC) system at the Toll Plaza Administration Building. *[Operating Budget Impact: A reduction of $10,000 to $50,000.]*

Project 1523 – Modular Offices Rehabilitation – $558,900

This project funded the rehabilitation of five modular offices to accommodate updated resource needs. *[Operating Budget Impact: No significant impact.]*

Bridge Division Capital Budget FY 19/20

Project Number & Description[2]	Total Project[1]	Prior Years	FY 19/20 Budget	Future Years	FY 19/20 Funding District	FY 19/20 Funding Other
Seismic Retrofit						
1528 - GGB Wind Retrofit (ENG)	$11,860,000	$4,539,000	$5,000,000	$2,321,000	0%	100%
1923 - Seismic Phase IIIB - CM/GC (ENG)	9,862,000	-	2,000,000	7,862,000	0%	100%
Total Seismic Retrofit	**$21,722,000**	**$4,539,000**	**$7,000,000**	**$10,183,000**	**0%**	**100%**
New Projects						
2020 - Bridge Admin Office Improvements (BRIDGE)	$122,000	$-	$122,000	$-	100%	0%
Total New Projects	**$122,000**	**$-**	**$122,000**	**$-**	**100%**	**0%**
Continuing Projects						
1526 - Suicide Deterrent - Construction (ENG)	$192,335,000	$49,437,000	$50,000,000	$92,898,000	31%	69%
9826 - Main Cable Access (ENG)	13,180,000	2,066,000	1,500,000	9,614,000	100%	0%
1820 - Toll Plaza Gantry - Des/Con (ENG)	7,264,000	1,116,000	750,000	5,398,000	100%	0%
1525 - Toll System Upgrade (FIN)	5,942,000	1,218,000	500,000	4,224,000	100%	0%
1118 - Suicide Deterrent - Design (ENG)	5,543,000	5,466,000	50,000	27,000	100%	0%
0805 - South Approach & Pier Security Improvements (ENG)	5,000,000	1,162,000	100,000	3,738,000	20%	80%
1722 - Toll Plaza Pavement Overlay (ENG)	3,500,000	95,000	500,000	2,905,000	100%	0%
1821 - IS Data Center Seismic Retrofit (ENG)	1,500,000	57,000	150,000	1,293,000	100%	0%
1422 - FasTrak® Equipment Upgrade (FIN)	1,000,000	619,000	381,000	-	100%	0%
1524 - North Anchorage House Security (ENG)	1,000,000	155,000	75,000	770,000	100%	0%
1920 - Alexander Avenue Slope Strengthening Design/Env (ENG)	500,000	-	100,000	400,000	100%	0%
1822 - North Tower Pier Shore Protection Design/Env (ENG)	500,000	1,000	100,000	399,000	100%	0%
1921 - Stores Bldg Office Space HVAC Replacement (ENG)	35,000	-	20,000	15,000	100%	0%
Total Continuing Projects	**$237,299,000**	**$61,392,000**	**$54,226,000**	**$121,681,000**	**36%**	**64%**
Capital Equipment						
2029 - Capital Equipment (FY20) (BRIDGE)	$2,723,000	$-	$2,723,000	$-	100%	0%
Total Capital Equipment	**$2,723,000**	**$-**	**$2,723,000**	**$-**	**100%**	**0%**
Total Capital Expenditures	**$261,866,000**	**$65,931,000**	**$64,071,000**	**$131,864,000**	**35%**	**65%**
Capital Fund Source						
District	103,770,000	26,438,000	22,579,000	54,754,000		
Other	158,096,000	39,493,000	41,492,000	77,110,000		
Total	**261,866,000**	**65,931,000**	**64,071,000**	**131,864,000**		

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

Bridge Division FY 19/20 Capital Project Detail

New Projects – Bridge Projects

Project 2020 – Bridge Admin Office Improvements – $122,000

This project will fund creation of new office space for the Public Information Office as well as improvements to existing Procurement and Capital & Grants office spaces. *[Operating Budget Impact: No significant impact.]*

Continuing Projects – Seismic

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.]*

Project 1923 – Seismic Phase IIIB – CM/GC – $9,862,000

This project will fund the Construction Management/General Contracting portion of Phase IIIB of the Golden Gate Bridge Seismic Retrofit project. *[Operating Budget Impact: No significant impact.]*

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

This 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. This project includes the design, construction and installation of the access systems and specialized equipment. 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. *[Operating Budget Impact: A reduction of $10,000 to $50,000.]*

Project 1820 – Toll Plaza Gantry – Design/Construction - $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.]*

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 – $5,543,000

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

Winter storms have caused the Golden Gate Bridge 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 will work to design and construct placement of a new asphalt concrete overlay from the south bridge abutment to the Lincoln Boulevard undercrossing. *[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 1920 – Alexander Avenue Slope Strengthening Design/Environmental – $500,000

This project will evaluate potential slope strengthening designs for the hillside 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 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.]*

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.]*

Capital Equipment

Project 2029 – Capital Equipment – Bridge – $2,723,000

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 17/18 Year-End	FY 18/19 Budget	FY 18/19 Year-End	FY 19/20 Budget	Net Change FY 18/19 to FY 19/20
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**

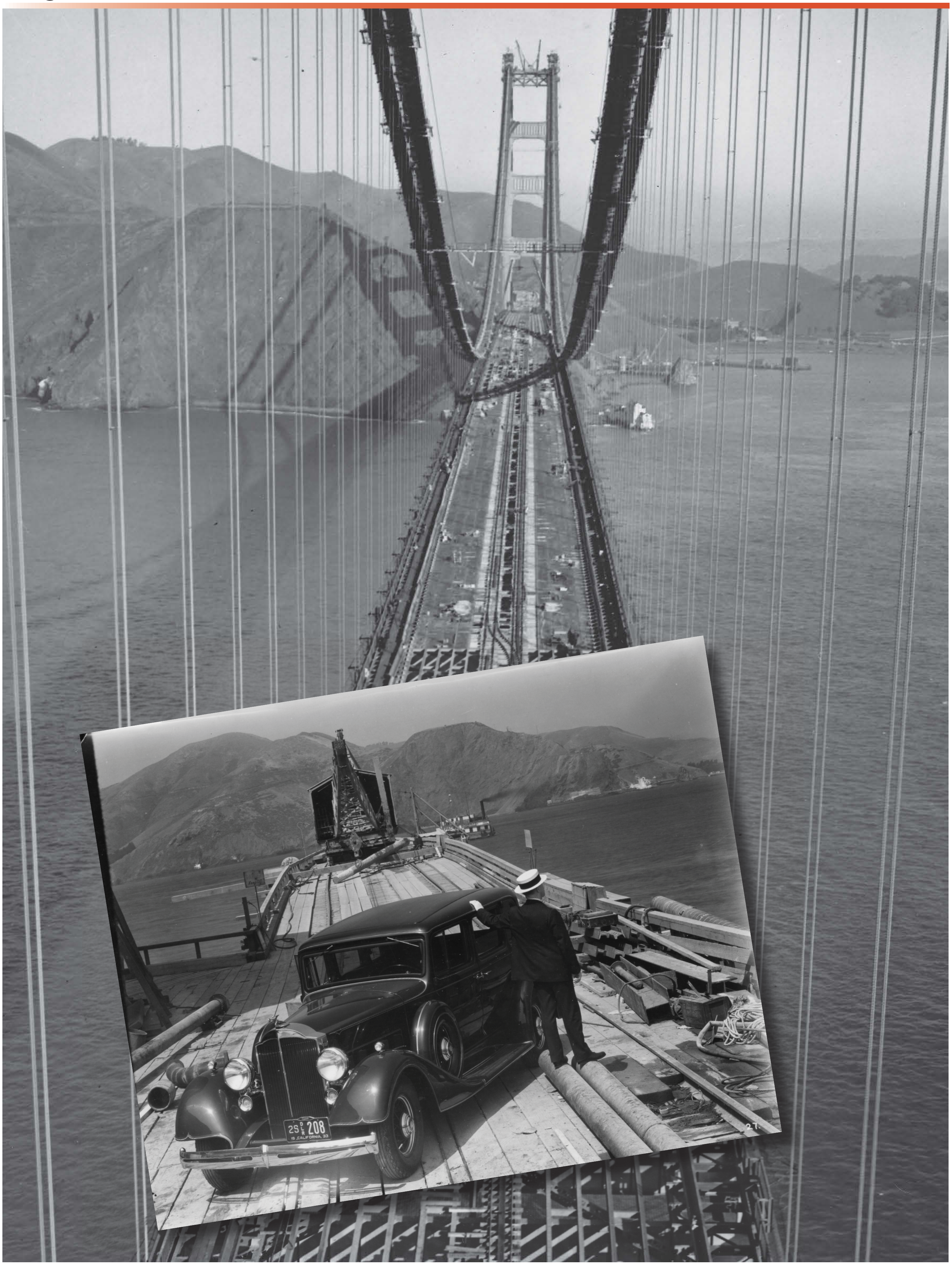
Legend: (a) Title Change; (b) Added; (c) Transferred; (d) Eliminated; (e) Reclassification

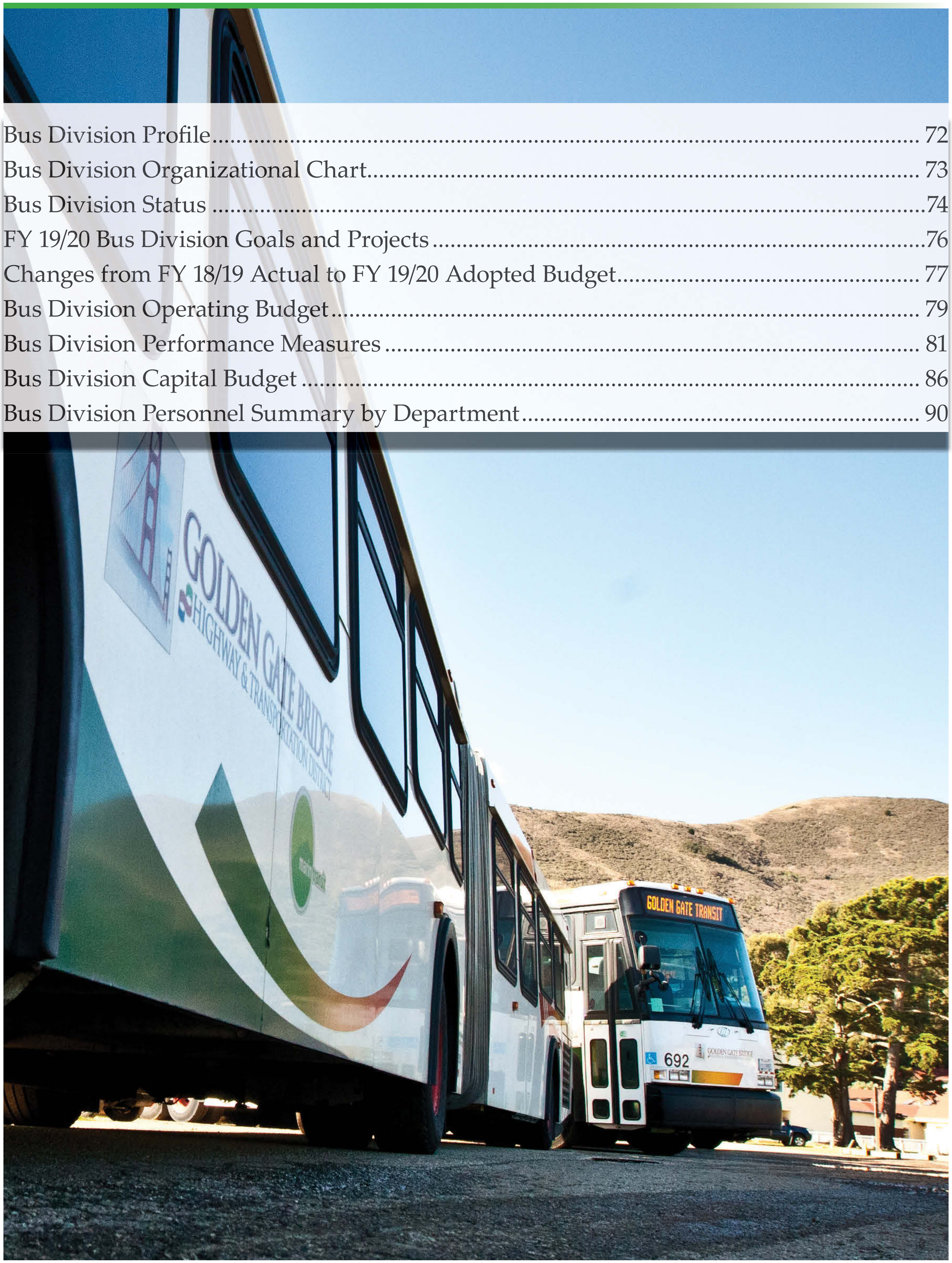
GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT					
District Staffing by Department	FY 17/18 Year-End	FY 18/19 Budget	FY 18/19 Year-End	FY 19/20 Budget	Net Change FY 18/19 to FY 19/20
The Bridge Division					
Bridge Paint 222					
Bridge Painter	28	28	28	28	0
Chief Bridge Painter	4	4	4	4	0
Chief House Painter	1	1	1	1	0
House Painter	2	2	2	2	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 17/18 Year-End	FY 18/19 Budget	FY 18/19 Year-End	FY 19/20 Budget	Net Change FY 18/19 to FY 19/20
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




GOLDEN GATE BRIDGE
HIGHWAY & TRANSPORTATION DISTRICT
GOLDEN GATE TRANSIT
692

BUS DIVISION PROFILE

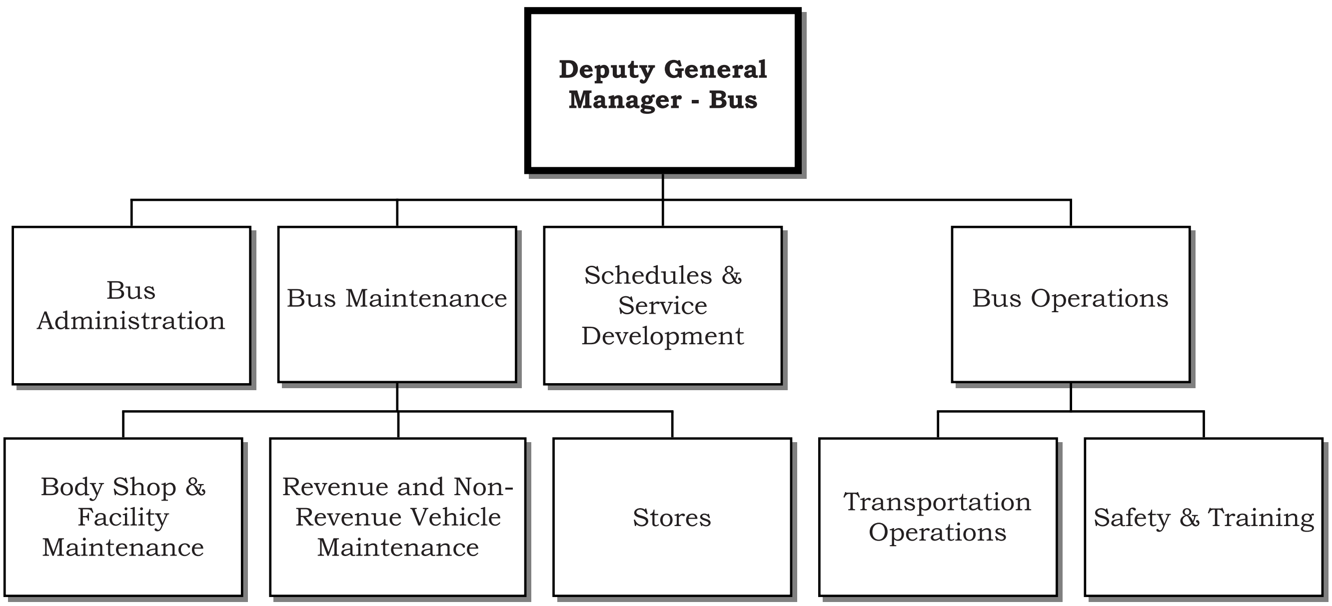
In November 1969, the California State Legislature authorized the District to develop a transportation plan for implementing mass transit in the Golden Gate Corridor. On January 3, 1972, the District began bus service from Sonoma and Marin Counties to San Francisco after the private sector relinquished 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 4.5 million regional and local customers with an active fleet of 176 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 Golden Gate 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 18/19

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 internal and external stakeholders, in order to be successful.

- Work continues with the Information Systems (IS) Department on upgrading our bus scheduling software (Hastus), which will vastly improve various aspects of the operation including real-time travel information for the public and the reliability of our transit system through improved scheduling of bus trips.
- SMART's construction of the Interim San Rafael (Bettini) Transit Center is expected to be completed by late spring 2019. These modifications will remain in place until a new Transit Center is built nearby. The District has commenced the environmental process under the leadership of our Planning Department for this new Transit Center, and we look forward to the release of the draft environmental document later this year.
- Federally-mandated (Altoona) bus testing was completed on our first Hybrid Electric Bus and federal approval was received in February 2019. The full build of a total of sixty-seven (67) 40-foot, low-floor buses began in April 2019, with final bus delivery expected in July 2019.
- The Maintenance Department is completing mid-life battery refurbishments on seven 35-foot Marin Transit diesel-electric hybrid buses, which are operated and maintained by the District. This project is scheduled to be fully completed by December 2019.
- In October 2018, Golden Gate Transit took delivery of two 100% Electric buses that are owned by Marin Transit. GGT staff will be operating the buses on select Marin Transit routes, which can accommodate the vehicles' limited range, as well as performing routine maintenance.
- The California Air Resources Board (CARB) adopted a mandate in December 2018 requiring transit agencies to transition their bus fleets to zero emission (100% electric or fuel cell) by 2040. As a result, staff is planning to hire a consultant to produce a zero emission bus (ZEB) transition plan, which is due to CARB by July 2020. The plan will address the critical aspects of a transition process, including a fleet replacement schedule, an assessment of commercially available technologies (vehicles and charging systems), facility and infrastructure investment considerations, a power supply and utility grid evaluation, and training requirements.

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 19/20 include the following:

- We successfully graduated a class of six new bus operators in November 2018, and we plan to graduate a second class before the end of the fiscal year. Staff anticipates holding 1-2 additional classes during the second half of calendar year 2019.
- From our bus operator mentor program with the Amalgamated Transit Union (ATU) we established a new bus operator apprenticeship program this fiscal year, which will be funded with a grant from the federal Department of Labor via the California Labor Federation. All new bus operator hires are considered ap-

prentices, and mentors will serve as a professional resource for them until they complete the apprenticeship program's required 2,000 hours of classroom and on-the-job training.

- Following the success of our 2018 Bus Roadeo, we plan to host another event or friendly competition which allows our bus operators and mechanics to showcase their skills in safe driving and efficient repairs of mechanical issues.
- Through a partnership with the San Francisco Bicycle Coalition (SFBC), a street safety educational program is now included in bus operator training curricula for both new trainees (beginning with the March 2019 class), as well as regular operators as part of their annually-mandated safety training. This comprehensive bicycle safety training program includes a customized curriculum specific to GGT needs, in-person trainings, videos, bus stop and signage analysis, obstacle course design and public outreach.

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 February 2019, a contract with BART was established to operate "Early Bird Express" (EBX) Routes 704 and 705 to connect passengers at the MacArthur and El Cerrito del Norte BART Stations and downtown San Francisco's Salesforce Transit Center. This is designed to replicate BART train service during 4:00 a.m. to 5:00 a.m. from specific nodes in the system.
- Staff continues to communicate closely with the Transbay Joint Powers Authority and other partner agencies on serving the Temporary Transbay Terminal and the Salesforce Transit Center.

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 18/19:

- In partnership with the District Secretary's Office and the Information Systems Department, staff is digitizing records and key documents in accordance with the District's Record Retention Policies. This project will allow for disaster recovery in the event of a natural disaster/emergency. It will also promote efficient work processes, optimize file management, reduce clutter and paper storage, and conserve resources.
- The Bus Division will continue to promote a safety mindset by extending the Bus Operator Safety Awards Program this fiscal year and formally recognizing operators who drove safely without any preventable accidents in 2018.

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 made significant improvements to our San Rafael offices since the start of calendar year 2018. The improvements created more space for a larger bus operator breakroom, two new conference rooms, a dedicated breakroom/kitchen, and new furniture for administrative staff.

FY 19/20 BUS DIVISION GOALS AND PROJECTS

Bus Division Goals

EFFICIENCY	Support and implement technology projects and process and procedure improvements to increase operation, performance and safety cost-effectiveness.
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.
MAINTENANCE	Improve Bus Fleet configuration and preventive maintenance to meet customer needs and comply with various laws/regulations.

FY 19/20 Project Focus

The following are capital projects that affect the Bus Division and will be part of the District's workplan focus for FY 19/20. Please refer to the Bus Division's Capital project detail for more description.

FACILITIES	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
BUS OPERATIONS	Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis Replace 67 Transit Buses with Hybrids Replace Twenty (20) Paratransit 22' Gas Cutaways MCI USB Outlets Aviat Microwave Update - Santa Rosa Link Bus Security Cameras

CHANGES FROM FY 18/19 ACTUAL TO FY 19/20 ADOPTED BUDGET

Revenues

The Bus Division's FY 19/20 Adopted Revenues of $51.6 million consists of:

- $16.2 million from Regional Fares
- $20.8 million from Federal, State and Local Operating Grants
- $3.9 million from Other Operating Income
- $10.7 million from the Marin Local Service Contract

The Bus Division's Adopted Revenues for FY 19/20 are projected to increase $2.1 million, or 4.3%, compared to FY 18/19 Actual. This increase is primarily due to a $0.7 million increase in regional fare revenue and a $1.5 million increase in State Operating Assistance. These increases are offset by a $0.1 million decrease in Marin Local Service Contract revenue. Transit fares include the third year of a five-year fare increase plan as approved by the Board. Regional ridership is forecasted to increase 0.6% from FY 18/19.

Expenses

The Bus Division's FY 19/20 Adopted Operating Expenses total $103.3 million. The Bus Division's FY 19/20 Adopted Budget contains a $7.8 million, or 8.2%, increase in operating expenses over FY 18/19 Actual expenses. The components of the changes to expenses are summarized in the table on the following page.

Summary of Changes From FY 18/19 Actual to FY 19/20 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. There is no budgeted salary increase for ATU-represented employees since their MOU is under negotiation.	$2.6
Increase in payroll taxes for FY 19/20 due to COLA and re-funding of vacant positions	0.3
Increase in PERS contribution due to a re-funding of vacant positions and higher contribution rate	1.1
Increase in medical expenses for FY 19/20 due to re-funding of vacant positions and increase in annual costs	1.7
Increase in postemployment benefits (OPEB) for FY 19/20	0.4
Increase in Workers' Compensation expenses for FY 19/20 to re-fund historical trend due to lower than anticipated expenses in FY 18/19	0.3
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY 18/19	(0.4)
Professional Services	
Projected increase in District-wide professional services fees for FY 19/20	0.7
Increase in maintenance software/licenses and contracted maintenance for FY 19/20	0.3
Decrease in FY 19/20 District Division temporary help services compared to FY 18/19	(0.6)
Supplies and Other	
Increase in projected fuel costs due to lower than anticipated price per gallon in FY 18/19	0.4
Projected decrease in operating supplies in FY 19/20	(0.1)
Increase in payout for General Liability Insurance due to lower than anticipated expenses in FY 18/19	0.4
Increase in license fees associated with the Salesforce Transit Center operating cost share	0.1
Projected increase in purchased transportation cost for FY 19/20	0.2
Re-funding of staff development expenses unused in FY 18/19	0.2
Capital Contribution and Depreciation	
Increase in District-wide depreciation due to capitalization of ADS ACIS data replacement, radio system upgrade and disaster recovery improvements	0.2
Total Change from FY 18/19 Actual to FY 19/20 Adopted Budget	**$7.8**

BUS DIVISION OPERATING BUDGET

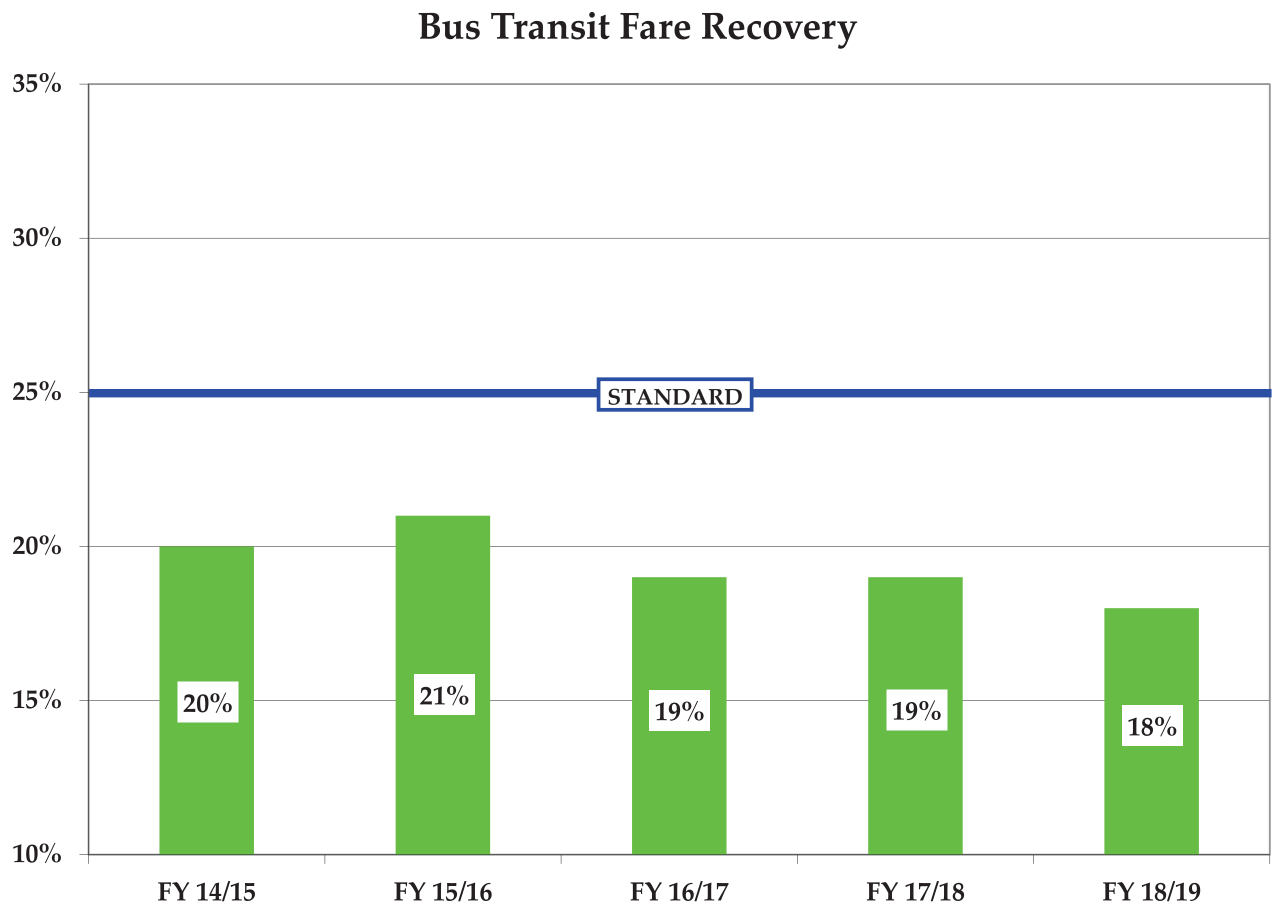
	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Actual	FY 19/20 Adopted Budget
Revenues				
Regional Transit Fares	$15,143,306	$15,584,800	$15,514,774	$16,234,200
Other Operating Income	3,876,433	4,134,600	3,855,977	3,865,100
State Operating Income	13,734,007	15,262,700	19,168,935	20,776,000
Federal Operating Income	34,575	383,000	143,369	24,000
Other Operating Income (MT*)	10,581,277	10,435,000	10,818,301	10,720,000
Total Revenues	**$43,369,598**	**$45,800,100**	**$49,501,356**	**$51,619,300**
Percent Change		**5.6%**	**8.1%**	**4.3%**
Expenses				
Salaries	$39,628,379	$42,329,600	$39,855,358	$42,477,500
Fringe Benefits	33,009,705	36,587,400	33,868,193	37,235,800
Professional Services	4,472,101	5,308,200	5,177,544	5,574,125
Fuel & Related Taxes	4,042,560	4,499,100	4,456,843	4,884,900
Repair & Operating Supplies	4,439,452	4,568,800	4,564,431	4,471,375
Insurance, Taxes & Permits	1,404,071	2,001,500	1,524,902	2,063,500
Purchased Transportation	1,815,338	2,102,200	1,839,646	1,995,700
Other	447,104	586,800	493,475	676,600
Leases & Rentals	572,473	610,200	525,674	556,300
Subtotal Expenses	**$89,831,183**	**$98,593,800**	**$92,306,066**	**$99,935,800**
Capital Contribution	2,000,000	2,000,000	2,000,000	2,000,000
Depreciation	461,776	1,287,600	1,178,453	1,361,700
Total Expenses	**$92,292,959**	**$101,881,400**	**$95,484,519**	**$103,297,500**
Percent Change		**10.4%**	**(-6.3%)**	**8.2%**
Revenues Over/(Under) Expenses	**($48,923,361)**	**($56,081,300)**	**($45,983,163)**	**($51,678,200)**
Regional Ridership	**3,159,082**	**3,187,416**	**3,109,580**	**3,129,765**
Average Fare	**$4.79**	**$4.89**	**$4.99**	**$5.19**
Cash Fare Cost of Transaction per Patron	**$0.47**	**$0.51**	**$0.60**	**$0.59**
Clipper Fare Cost of Transaction per Patron	**$0.27**	**$0.30**	**$0.29**	**$0.29**

*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 salary increase is included for ATU represented employees.
- Includes ATU Pension contribution (22.165%) and Employer PERS contribution (32.86%).
- 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.
- $2.45/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 $15.1 million.
- Salaries include approximately $119,400 to fund casual traffic checkers that are not included in the division's authorized positions listing.

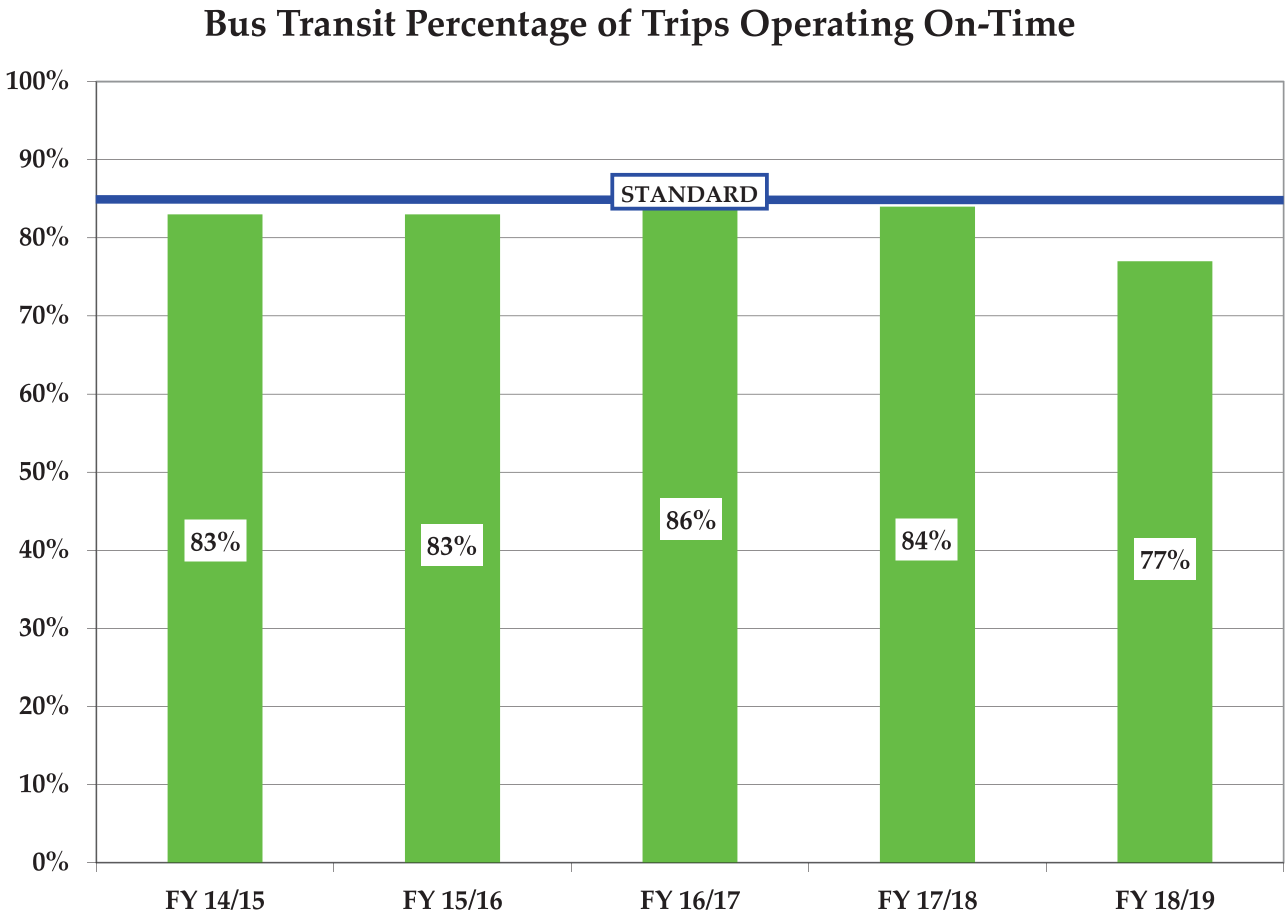
BUS DIVISION PERFORMANCE MEASURES



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 above may differ from the farebox recovery calculation reported in the SRTP. All Bus Division operating expenses exclude Marin Transit (MT) expense equal to MT revenue, based on the contract with MT. Bus Division is attempting to improve its fare recovery by:

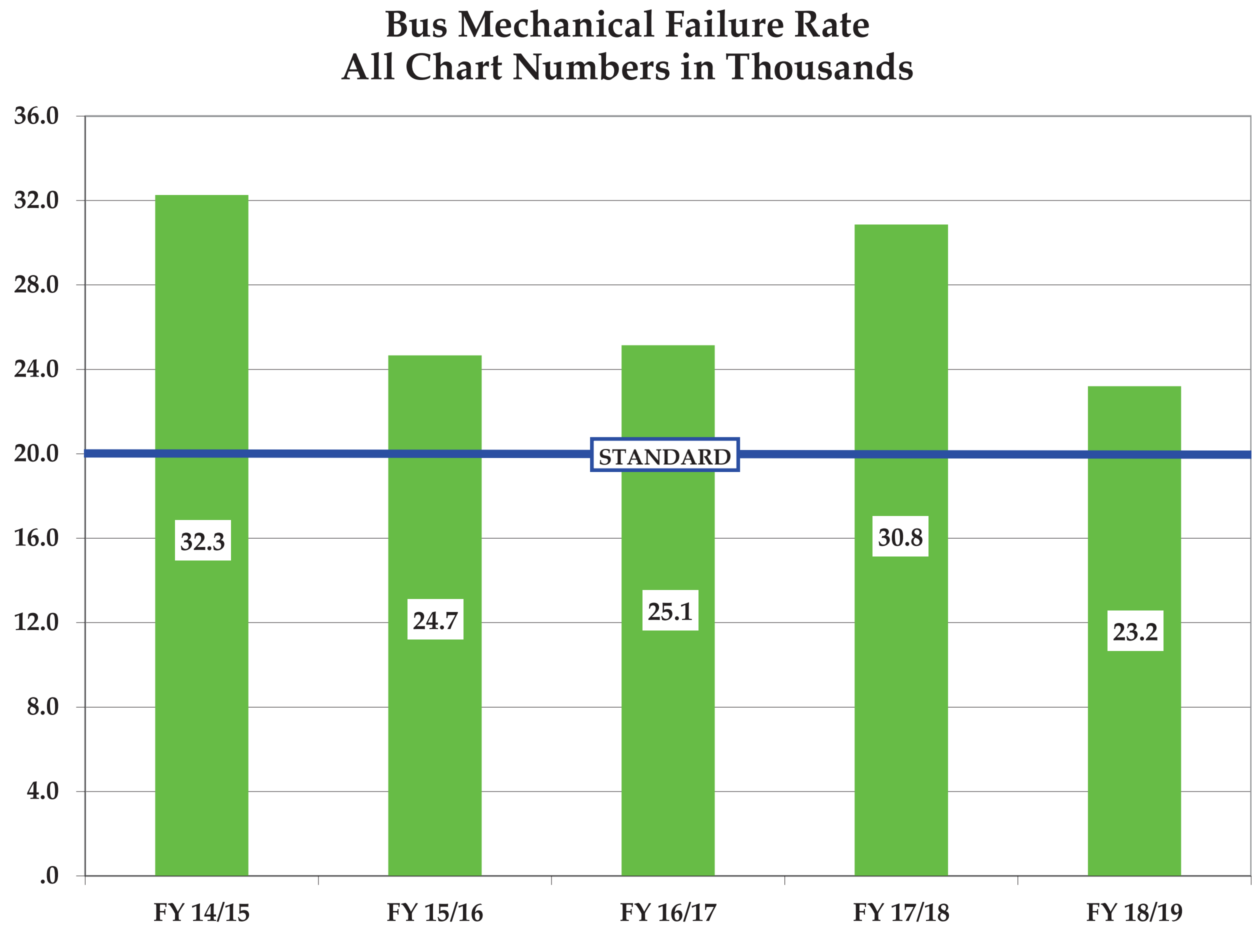
- Increasing its fares effective July 1, 2019.
- Reducing operating expenses and increasing efficiencies (i.e., maximizing the utilization of part-time drivers to reduce the cost of providing bus service, etc.).
- Seeking increased ridership (i.e., increasing express service, expanding direct commute 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.).



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). Effective FY 18/19, the OTP is based on data that is automatically gathered from AVL. This includes trips and routes for the entire year with the exception of Friday data. Bus Division is focusing on the following areas to improve on-time performance:

- Developing more accurate schedules based on data obtained from INIT implementation.
- Working with the Metropolitan Transportation Commission (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.



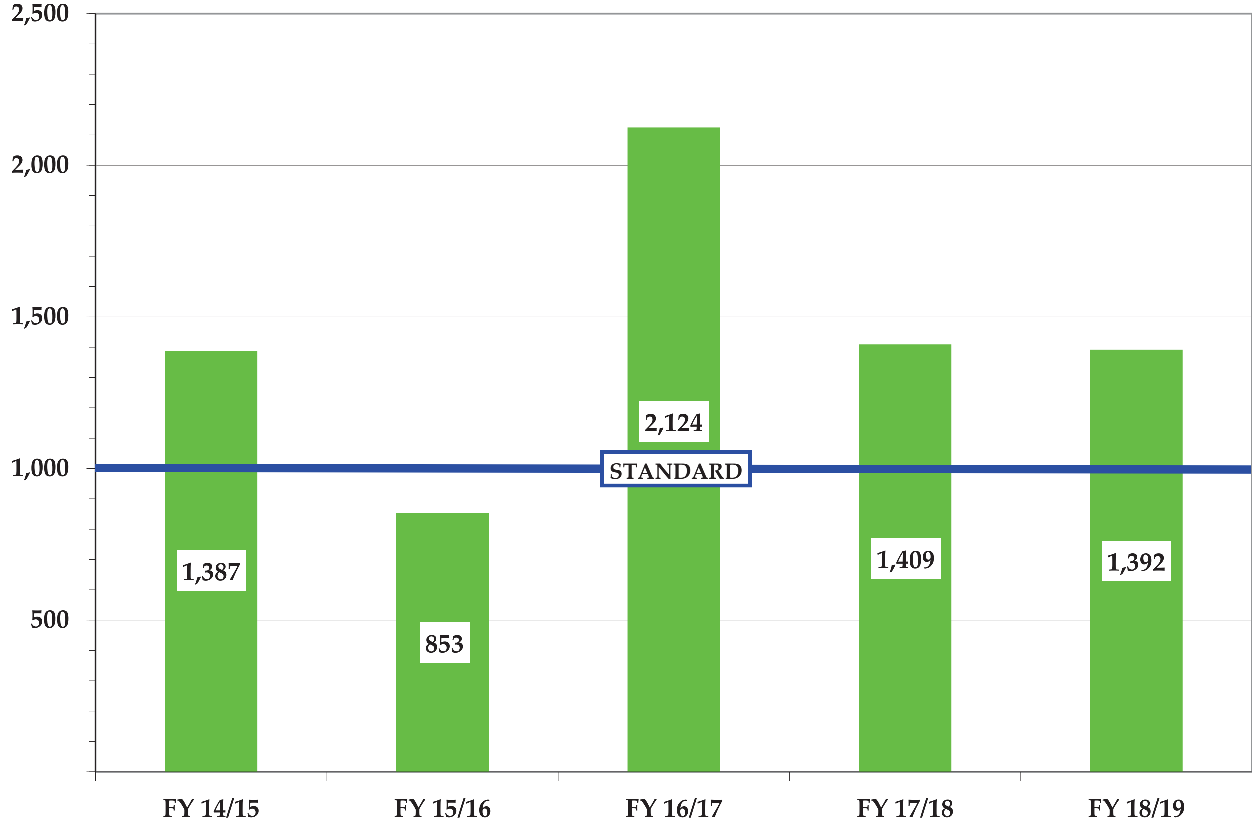
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19
Mechanical Failures	129	173	169	137	180
Revenue Miles	4,161,544	4,266,291	4,248,934	4,228,479	4,176,117
Miles/Breakdown	**32,260**	**24,661**	**25,142**	**30,865**	**23,201**

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

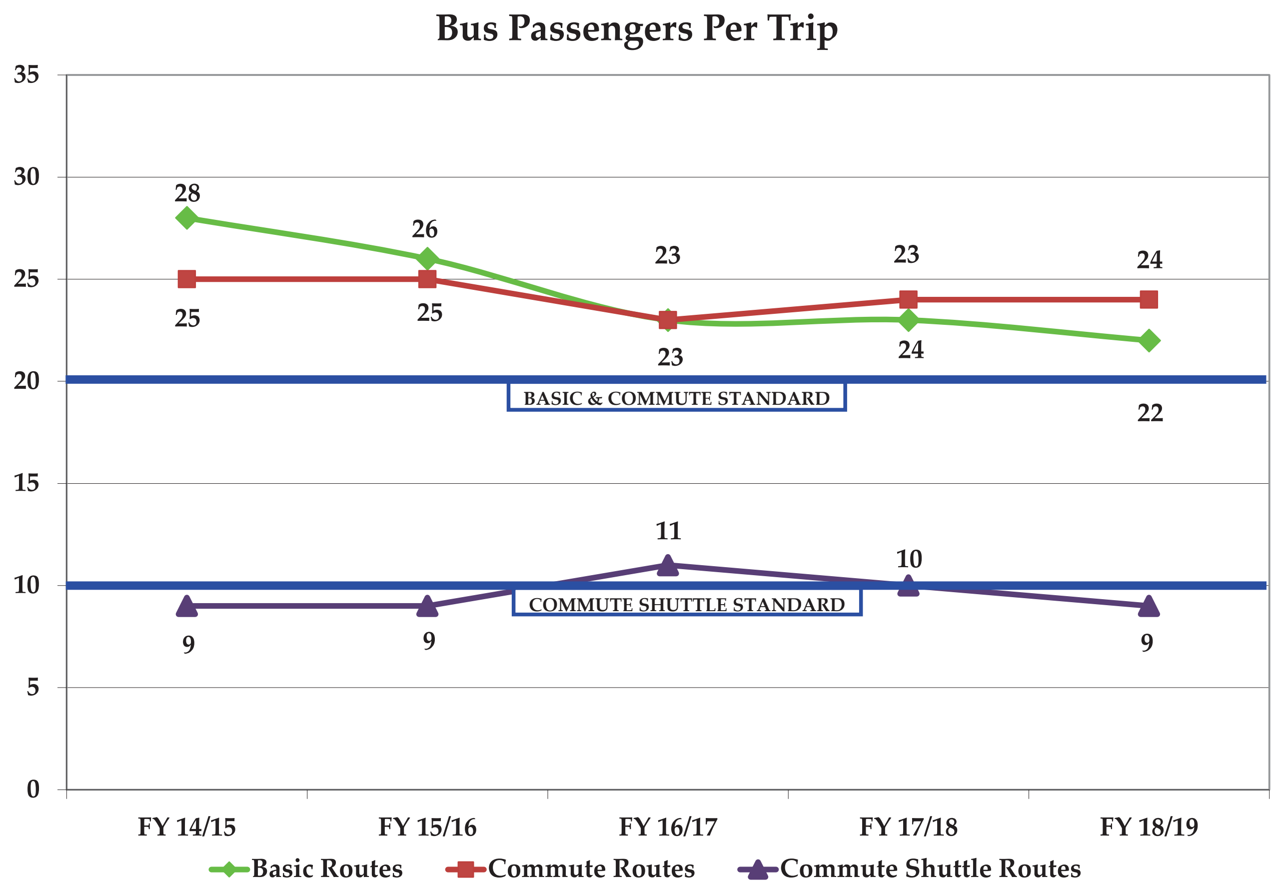


	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19
Accidents	3	5	2	3	3
Revenue Miles	4,161,544	4,266,291	4,248,934	4,228,479	4,176,117
Miles/Accident	**1,387,188**	**853,259**	**2,124,467**	**1,409,493**	**1,392,039**

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 through:

- Actively reviewing training 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.
- Following up with operators when accident patterns emerge that indicate poor habits. One-on-one retraining in some instances.
- Holding monthly Driver Safety Committee meetings with the Management/Union team to allow active and timely reviews of accident-causing situations which are then addressed by appropriate parties.



	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19
Basic Routes	28	26	23	23	22
Commute Routes	25	25	23	24	24
Commute Shuttle Routes	9	9	11	10	9

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). Some Performance Measures data for previous years have been amended due to final audit adjustments. The Bus Division is attempting to continue its above standard performance for bus passengers per trip 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.
- Canceling low-productivity Routes 41, 44 and 93.
- 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 19/20 Capital Budget for the Bus Division totals $25.7 million and represents 23% of the total agency's capital budget. Major work and financial investment in FY 19/20 focuses on continuing projects, such as replacing 67 buses with hybrid buses (1730), resurfacing the employee parking lot and installing solar panels (1431), and replacing 20 paratransit 22' gas cutaways (1831).

Actual capital expenditures to date for the Bus Division during FY 18/19 totaled $49.6 million, funded with $8.4 million, or 17%, District funds and $41.2 million, or 83%, grant funds (See Appendix C).

Completed Projects

Two (2) Bus Division Capital Projects will be completed in FY 18/19.

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

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

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

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

Bus Division Capital Budget FY 19/20

Project Number and Description[2]	Total Project[1]	Prior Years	FY 19/20 Budget	Future Years	FY 19/20 Funding District	FY 19/20 Funding Other
Continuing Projects						
1730 - Replace 67 Transit Buses with Hybrids (BUS)	$67,600,000	$47,487,000	$20,113,000	$-	9%	91%
1431 - D1 Resurface Employee Parking Lot & Solar Panels (ENG)	5,130,000	276,000	2,000,000	2,854,000	20%	80%
1831 - Replace Twenty Paratransit 22' Gas Cutaways (BUS)	2,160,000	-	2,160,000	-	17%	83%
1717 - SRTC Relocation Design/Env (PLNG)	2,065,000	574,000	300,000	1,191,000	17%	83%
1434 - Bus Security Cameras (BUS)	900,000	888,000	12,000	-	0%	100%
1532 - MCI USB Outlets (BUS)	428,000	156,000	272,000	-	20%	80%
1931 - Bus Division Office Improvements (BUS)	420,000	82,000	338,000	-	100%	0%
1715 - Aviat Microwave Update - Santa Rosa Link (BUS)	250,000	43,000	207,000	-	100%	0%
1932 - Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis (BUS)	125,000	-	125,000	-	100%	0%
1934 - San Rafael Server HVAC Modifications (ENG)	50,000	33,000	17,000	-	100%	0%
1933 - SF Curb Cut Bus Stop Improvements (PLNG)	50,000	-	30,000	20,000	100%	0%
Total Continuing Projects	**$79,178,000**	**$49,539,000**	**$25,574,000**	**$4,065,000**	**13%**	**87%**
Capital Equipment						
2039 - Capital Equipment (FY20) (BUS)	$100,000	$-	$100,000	$-	100%	0%
Total Capital Equipment	**$100,000**	**$-**	**$100,000**	**$-**	**100%**	**0%**
Total Capital Expenditures	**$79,278,000**	**$49,539,000**	**$25,674,000**	**$4,065,000**	**14%**	**86%**
Capital Fund Source						
District	$8,917,000	$4,622,000	$3,502,000	$793,000		
Other	70,361,000	44,917,000	22,172,000	3,272,000		
Total	**$79,278,000**	**$49,539,000**	**$25,674,000**	**$4,065,000**		

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 19/20 Capital Project Detail

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 was 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 1831 – Replace Twenty (20) Paratransit 22' Gas Cutaways – $2,160,000

This project will replace twenty (20) paratransit vehicles that have reached the end of their useful life. *[Operating Budget Impact: A reduction of $10,000 to $50,000.]*

Project 1717 – San Rafael Transit Center (SRTC) Relocation Design/Environmental – $2,065,000

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 1434 – Bus Security Cameras – $900,000

This project funds installation of 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 1532 – MCI USB Outlets – $428,000

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 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 teambuilding 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 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.]*

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 a 100% Zero Emission Bus (ZEB) fleet by 2040. The California Air Resources Board (CARB) is mandating the transition of bus fleets to zero emission (100% electric or fuel cell) and is requiring large operators to submit a rollout plan by FY 19/20. The purpose of this plan is to evaluate the District's ability to electrify its fleet in response to the CARB mandate. *[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.]*

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.]*

Capital Equipment

Project 2039 – Capital Equipment – Bus – $100,000

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 17/18 Year-End	FY 18/19 Budget	FY 18/19 Year-End	FY 19/20 Budget	Net Change FY 18/19 to FY 19/20
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
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
Transportation Supervisor/Student Training	1	1	1	1	0
Total	**27**	**27**	**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					
Director of Maintenance	1	1	1	1	0
Fleet & Facilities Superintendent	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 17/18 Year-End	FY 18/19 Budget	FY 18/19 Year-End	FY 19/20 Budget	Net Change FY 18/19 to FY 19/20
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	4	4	4	0
Chief Mechanic	3	3	3	3	0
Farebox Repair/Welder Mechanic	1	1	1	1	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	26	26	0
Mechanic Apprentice	1	1	1	1	0
Mechanic (Automotive)	1	1	1	1	0
Mechanic Electronics Technician	3	3	3	3	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**	**56**	**54**	**54**	**0**
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 17/18 Year-End	FY 18/19 Budget	FY 18/19 Year-End	FY 19/20 Budget	Net Change FY 18/19 to FY 19/20
The Bus Division					
Bus General & Administration 390					
Deputy General Mgr, Bus	1	1	1	1	0
Director of Schedules & Service Development	1	1	1	1	0
Lead Route Checker	1	1	1	1	0
Office Coordinator	1	1	1	1	0
Office Specialist	2	2	2	2	0
Operations Analyst	1	1	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	1	1	1	1	0
Supervising Scheduler & Data Analyst	1	1	1	1	0
Total	**13**	**13**	**13**	**13**	**0**

Bus Division Totals					
Total Authorized Positions	**401**	**402**	**400**	**400**	**0**
Regular Positions	400	401	399	399	0
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-hulls 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 Oracle Park – approximately 174 crossings (depending on the San Francisco Giants schedule) and 6 crossings to special events at Oracle Park.

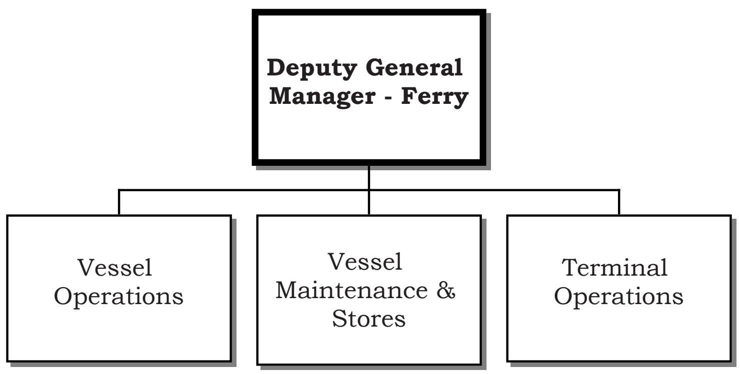
Special service runs are provided for Board-authorized special events such as the Bay to Breakers Race, SF Pride Parade, Opera at the Ballpark and concerts at Oracle Park. The Ferry Division is responsible for the operation and maintenance of all its vessels, landside terminal operations, fuel storage 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 North Bay locations, Larkspur, Tiburon and Sausalito, to and from the Ferry Building in San Francisco. Saturday, Sunday and Holiday service is provided from Larkspur and Sausalito, to and from the Ferry Building in San Francisco.

FERRY DIVISION ORGANIZATIONAL CHART



FERRY DIVISION STATUS

Fleet Maintenance

In FY 18/19, the Ferry Division began its efforts to 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. It is expected that this project will be completed with a re-delivery date of July 2020. This will complete the restoration program of the Spaulding Class Vessels (Marin, San Francisco and Sonoma).

In FY 18/19, one of our three high-speed vessels, *M.V. Napa*, underwent a major overhaul to like-new condition and the *M.V. Del Norte* is currently undergoing the same major overhaul. In FY 19/20 the remaining high-speed vessel, *M.V. Golden Gate*, will also 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.

Facility Improvement

The District's ferry terminals have been in service since before the 1970s and are in need of modernization. For the Sausalito Terminal, the design, engineering and environmental permitting is underway and nearly complete. The construction contract will be advertised later this year. Subject to the permitting process, the San Francisco Terminal construction will likely begin in 2021.

The Larkspur Terminal serves multiple functions including carrying an average of 5,500 passengers per day with 42 daily ferry arrivals and departures, serving as a parking lot with over 2,000 spaces and serving as a maintenance facility and overnight berthing for the entire fleet.

Currently, the District's Engineering Department and Ferry Division have an ongoing capital program to maintain and extend the service life of all of our Ferry facilities. This program is referred to as the 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. An example of projects accomplished under this program are replacement of all hoses that are part of the Larkspur Terminal vessel refueling systems; replacement and upgrade of hoses and other hydraulic components, and repairs to the existing Sausalito float.

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 was the first new route Golden Gate Ferry has added since the service to Oracle Park for the San Francisco Giants began in the late nineties. With the upcoming completion of the Chase Center, future home of the Golden State Warriors, the Ferry Division is looking to expand service to support all Warriors games and other special events. This effort includes working with the Port of San Francisco and the Golden State Warriors for construction of a temporary ferry terminal until the permanent one can be built. 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 regularly scheduled 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 a new station directly across the street from our Larkspur Ferry Terminal.

Over the past ten years, the District has seen significant increases in ferry ridership and remains committed to grow and support this trend. Given the significant increase in demand for service from Larkspur, the District is embarking on the environmental process to increase service beyond 42 trips. This is to meet the current demand for commute service as well as the incoming SMART train to Larkspur.

FY 19/20 FERRY DIVISION GOALS AND PROJECTS

Ferry Division Goals

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

FY 19/20 Project Focus

The following are capital projects that affect the Ferry Division and will be part of the District's workplan focus for FY 19/20. Please refer to the Ferry Division's Capital project detail for more description.

FACILITIES	Ticketing Systems/TVMs/Door Replacement Gangways & Piers - Design Gangways & Piers - Sausalito Construction Corte Madera Marsh Restoration Design and Construction Service Life Extension Program - Larkspur, San Francisco and Sausalito Fuel System Rehabilitation Design/Environmental Larkspur Ferry Service & Parking Expansion Preliminary Design Study Automatic Identification System (AIS)
FERRY OPERATIONS	Purchase New Vessel Renewable Diesel Pilot Program *M.V. Del Norte, M.V. Napa* and *M.V. Golden Gate* Engine Rebuild/Capital Improvement *M.S. Sonoma* Refurbishment and Repower *M.S. Marin* Repower & Dry Dock Capital Improvements for Ferry Fleet Water Jet Replacement

CHANGES FROM FY 18/19 ACTUAL TO FY 19/20 ADOPTED BUDGET

Revenues

The Ferry Division's FY 19/20 Adopted Revenues of $26.7 million consists of:

- $20.6 million from Fares
- $4.8 million from State and Local Operating Grants
- $1.3 million from Other Operating Income

Ferry Division's Adopted Revenues for FY 19/20 are projected to increase by $0.3 million, or 1.1%, from the FY 17/18 Actual. The increase in FY 19/20 Adopted Budget Ferry revenue is attributed to the increase in Ferry Transit fare revenues of $0.4 million, and a $0.5 million increase in State Operating Assistance. These increases are offset by a $0.6 million decrease in Other Operating Income. Transit fares include the third year of a five-year fare increase plan as approved by the Board. Ferry ridership is forecasted to slightly increase 0.3% for FY 19/20.

Expenses

The Ferry Division's FY 19/20 Adopted Operating Expenses total $44.1 million. The Ferry Division's FY 19/20 Adopted Budget contains a $1.6 million, or 3.9%, increase over the FY 18/19 Actual expenses. The components of the changes to expenses are summarized in the table on the following page.

Summary of Changes From FY 18/19 Actual to FY 19/20 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 PERS contribution due to a re-funding of vacant positions and higher contribution rate	0.1
Increase in medical expenses for FY 19/20 due to re-funding of vacant positions and increase in annual costs	0.3
Increase in postemployment benefits (OPEB) for FY 19/20	0.1
Increase in Workers' Compensation expenses for FY 19/20 to re-fund historical trend due to lower than anticipated expenses in FY 18/19	0.2
Professional Services	
Projected increase in District-wide professional services fees for FY 19/20	0.1
Projected decrease in legal and litigation costs for FY 19/20	(0.1)
Decrease in facilities maintenance in FY 19/20 due to unanticipated repairs in FY 18/19	(0.9)
Decrease in FY 19/20 District Division temporary help services compared to FY 18/19	(0.1)
Supplies and Other	
Increase in projected fuel costs due to lower than anticipated price per gallon in FY 18/19	0.5
Increase in repair and maintenance supplies due to projected higher repair costs in FY 19/20	0.6
Projected decrease in insurance and fees for FY 19/20	(0.1)
Capital Contribution and Depreciation	
Increase in District-wide depreciation due to capitalization of ADS ACIS data replacement, radio system upgrade and disaster recovery improvements	0.1
Total Change from FY 18/19 Actual to FY 19/20 Adopted Budget	**$1.6**

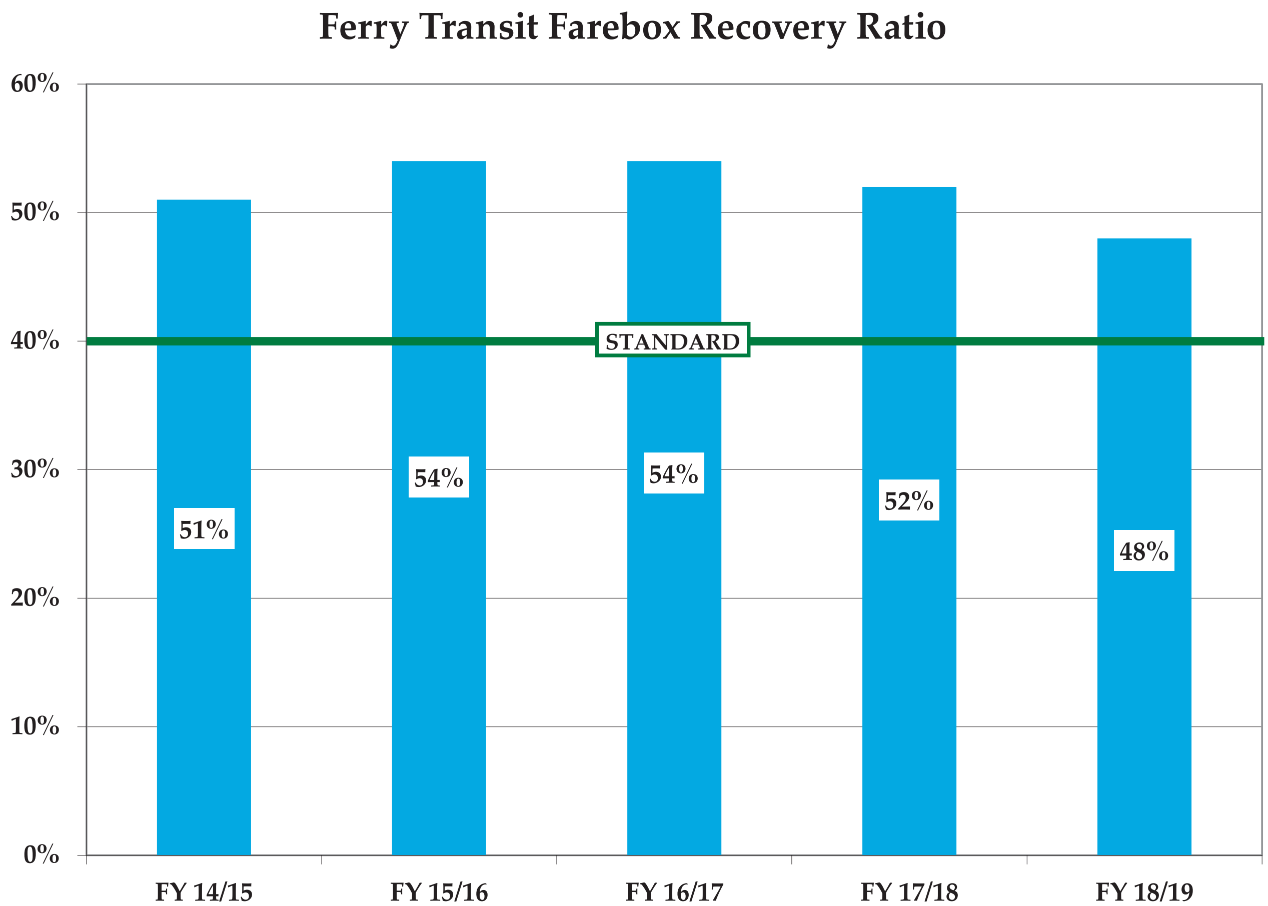
FERRY DIVISION OPERATING BUDGET

	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Actual	FY 19/20 Adopted Budget
Revenues				
Transit Fares	$21,255,592	$21,815,400	$20,212,537	$20,586,700
Other Operating Income	1,476,906	1,279,000	1,886,822	1,270,900
State Operating Income	2,661,285	3,057,100	4,275,988	4,798,100
Total Revenues	**$25,393,783**	**$26,151,500**	**$26,375,347**	**$26,655,700**
Percent Change		**3.0%**	**0.9%**	**1.1%**
Expenses				
Salaries	$12,228,372	$13,492,500	$12,876,153	$13,691,200
Fringe Benefits	9,240,369	10,200,800	9,563,293	10,286,700
Professional Services	4,792,545	5,539,700	5,534,232	4,568,900
Fuel & Related Taxes	5,061,067	5,775,800	5,620,261	6,129,500
Repair & Operating Supplies	1,718,099	1,510,700	1,314,276	1,872,200
Insurance, Taxes & Permits	1,391,136	1,604,600	1,601,201	1,470,600
Other	177,920	248,600	223,517	238,700
Leases & Rentals	45,410	97,500	40,758	55,900
Subtotal Expenses	**$34,654,918**	**$38,470,200**	**$36,773,691**	**$38,313,700**
Capital Contribution	4,000,000	4,000,000	4,000,000	4,000,000
Depreciation	1,870,451	1,802,300	1,666,784	1,767,700
Total Expenses	**$40,525,369**	**$44,272,500**	**$42,440,475**	**$44,081,400**
Percent Change		**9.2%**	**(-4.1%)**	**3.9%**
Revenues Over/(Under) Expenses	**($15,131,586)**	**($18,121,000)**	**($16,065,128)**	**($17,425,700)**
Ridership	**2,578,137**	**2,590,938**	**2,470,204**	**2,477,252**
Average Fare	**$8.24**	**$8.42**	**$8.18**	**$8.31**
Clipper Fare Cost of Transaction per Patron	**$0.34**	**$0.34**	**$0.38**	**$0.37**

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 (21.4%-24.16%) and PERS contribution (32.86%).
- 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.
- $2.45/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 $7.2 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

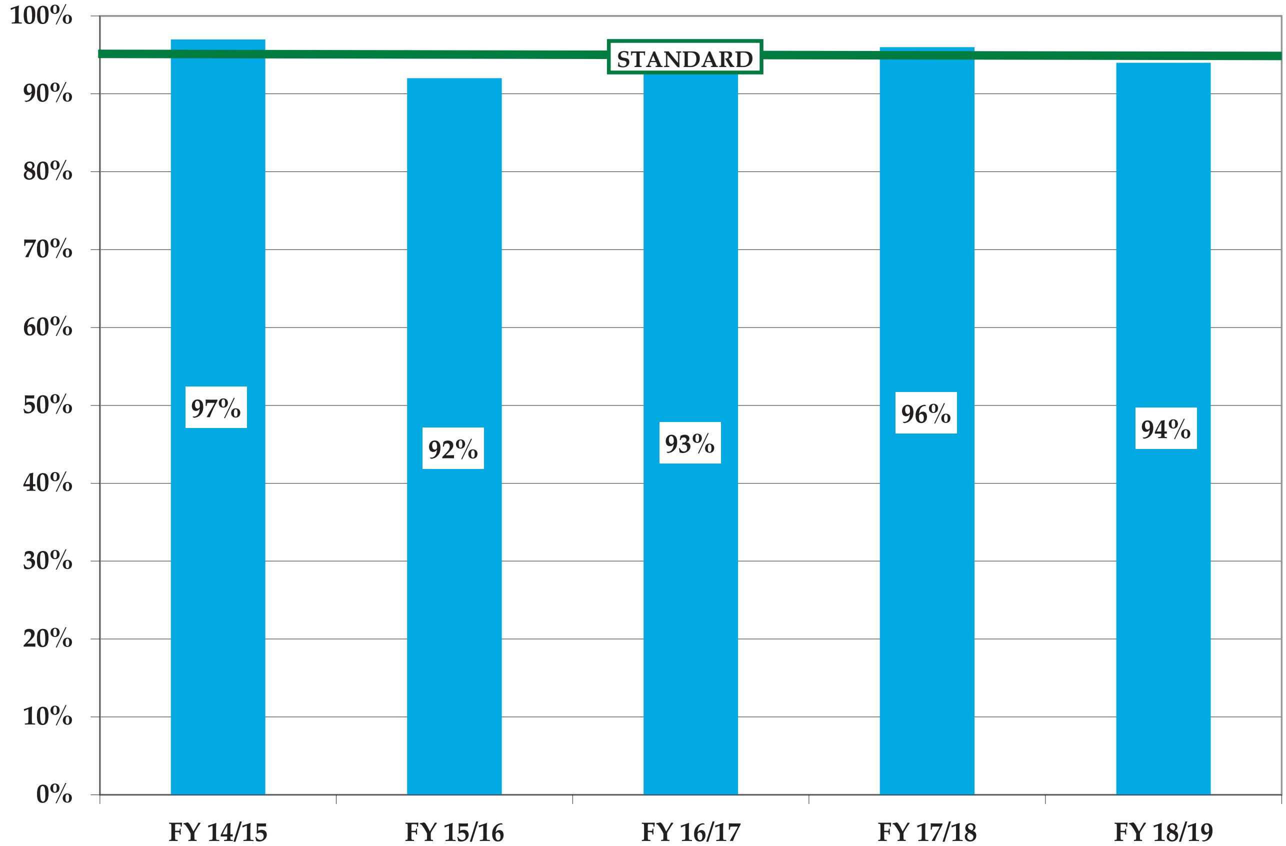


Measure: Farebox Recovery - Fare revenue as a percentage of operating expense.
Standard: Standard is 40%, based on Short Range Transit Plan (SRTP).

Note: Ferry operating expense used in the farebox recovery calculation includes all services such as Larkspur, Sausalito, Tiburon and Special Services. Strategies to further improve Farebox Recovery Ratio include the following:

- Increasing transit fares on July 1, 2019.
- 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

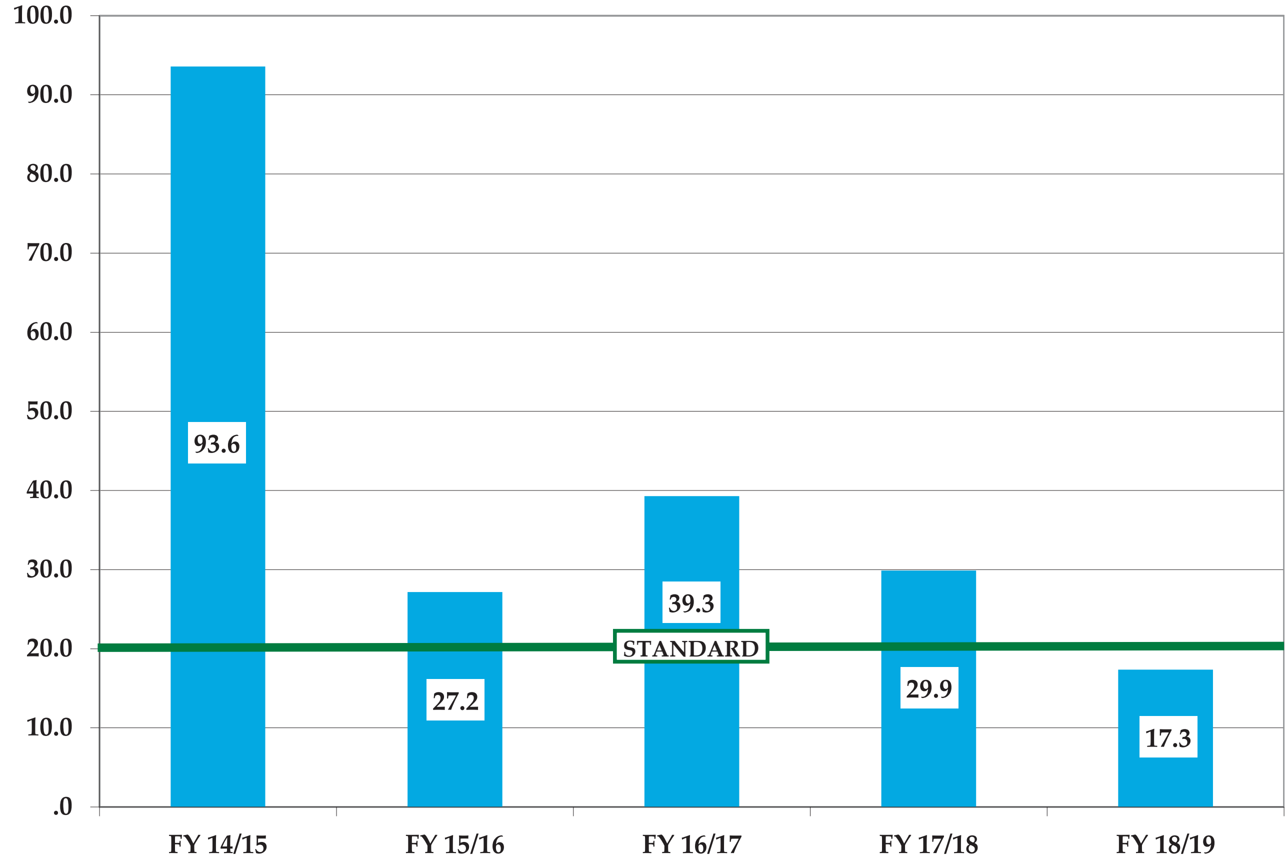


Measure: Scheduled service times and actual service times at key time points.
Standard: Operate on-schedule 95% of the time, based on the SRTP.

Strategies for maintaining on-time percentage 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 backup trips where needed, such as during summer afternoons 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

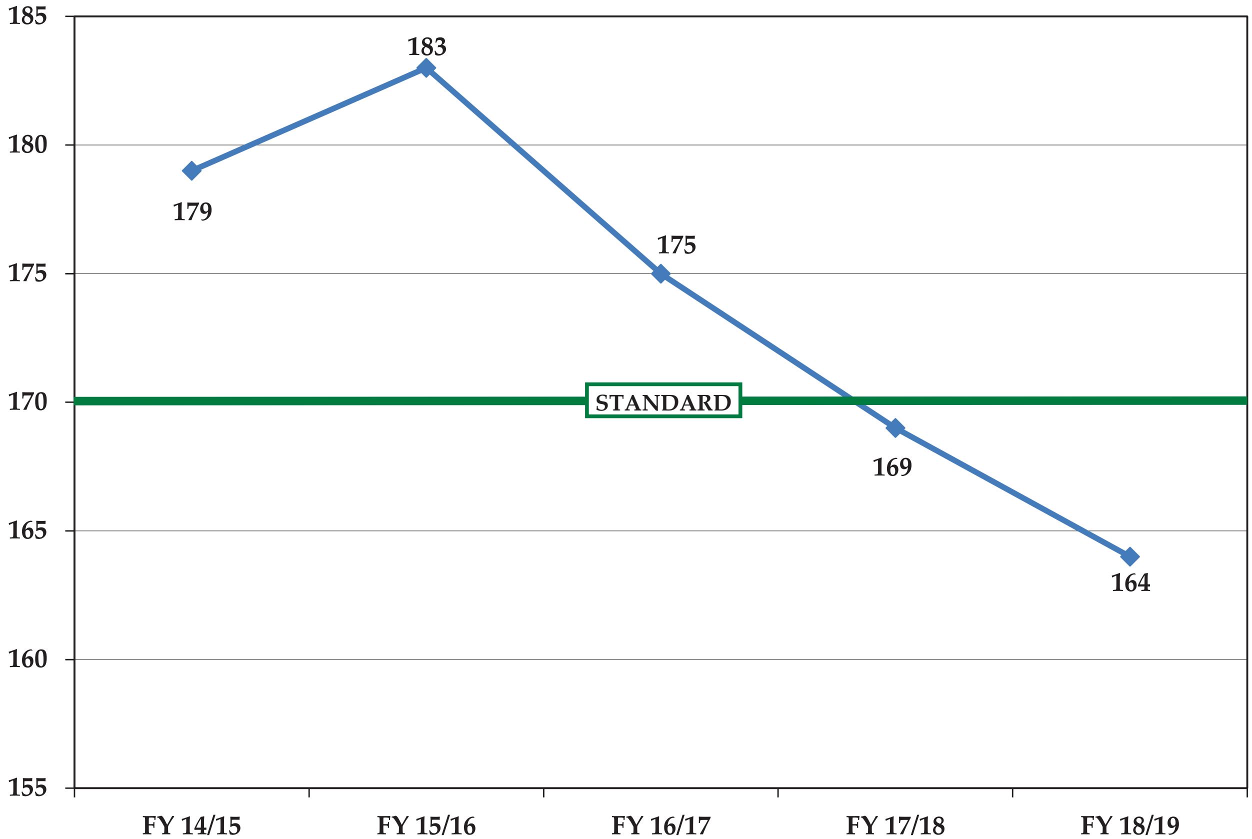


	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19
Mechanical Failures	2	7	5	7	12
Revenue Miles	187,179	190,060	196,380	209,210	208,111
Miles/Breakdown	**93,590**	**27,151**	**39,276**	**29,887**	**17,343**

Measure: Miles between in-service mechanical failures.
Standard: No more frequent than one per every 20,000 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 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19
Passengers Per Revenue Hour	179	183	175	169	164

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 19/20 Capital Budget for the Ferry Division totals $15.2 million and represents 14% of the total agency's capital budget. Major work and financial investment in FY 19/20 focuses on new and continuing projects, including rebuild and capital improvements on the *M.V. Del Norte, M.V. Napa* and *M.V. Golden Gate* (1941), 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 18/19 capital expenditures for the Ferry Division totaled $22.5 million, funded with $9.5 million, or 42%, District funds and $13.0 million, or 58%, in grant funds (See Appendix C).

Completed Project

A total of one (1) project is anticipated for completion in FY 18/19.

Project 1946 – Ferry Office Partitions and Furniture – $57,500

This project created new office space and modified existing offices for project engineering and operations staff at Larkspur Ferry Terminal. *[Operating Budget Impact: No significant impact.]*

Ferry Division Capital Budget FY 19/20

Project Number and Description[2]	Total Project[1]	Prior Years	FY 19/20 Budget	Future Years	FY 19/20 Funding District	FY 19/20 Funding Other
New Projects						
2040 - Capital Improvements for Ferry Fleet (FERRY)	$8,385,000	$-	$2,000,000	$6,385,000	20%	80%
2041 - Corte Madera Marsh Restoration Construction (ENG)	3,040,000	-	500,000	2,540,000	100%	0%
2042 - Larkspur Ferry Service and Parking Expansion Env. Clearance and Prelim. Design Study (PLNG)	1,250,000	-	150,000	1,100,000	100%	0%
2043 - Water Jet Replacement (FERRY)	995,000	-	100,000	895,000	20%	80%
Total New Projects	**$13,670,000**	**$-**	**$2,750,000**	**$10,920,000**	**39%**	**61%**
Continuing Projects						
1740 - *M.S. Sonoma* Refurbishment and Repower (FERRY)	$28,197,000	$4,669,000	$5,000,000	$18,528,000	6%	94%
1941 - *M.V. Del Norte, M.V. Napa* and *M.V. Golden Gate* Main Engine Overhaul (FERRY)	16,607,000	9,736,000	1,500,000	5,371,000	20%	80%
1741 - *M.S. Marin* Repower & Dry Dock (FERRY)	13,334,000	11,638,000	1,696,000	-	76%	24%
0503 - Gangways & Piers - Design (ENG)	11,863,000	9,143,000	500,000	2,220,000	14%	86%
1441 - Gangways & Piers - Sausalito Construction (ENG)	11,500,000	16,000	100,000	11,384,000	20%	80%
1940 - Purchase New Vessel (FERRY)	11,000,000	-	500,000	10,500,000	13%	87%
1944 - Ticketing Systems/TVMs/Door Replacement (ERC)	3,220,000	5,000	500,000	2,715,000	20%	80%
9710 - Corte Madera Marsh Restoration Design (ENG)	2,809,000	2,347,000	462,000	-	100%	0%
1542 - SLEP: Larkspur, SF, Sausalito (Multiple)	1,740,000	159,000	250,000	1,331,000	11%	89%
1841 - Fuel System Rehab Design/Env (ENG)	1,500,000	10,000	200,000	1,290,000	100%	0%
1945 - Renewable Diesel Pilot Program (FERRY)	560,000	-	25,000	535,000	100%	0%
1842 - Automatic Identification System (AIS) (FERRY)	65,000	31,000	10,000	24,000	100%	0%
Total Continuing Projects	**$102,395,000**	**$37,754,000**	**$10,743,000**	**$53,898,000**	**27%**	**73%**
Capital Equipment						
2049 - Capital Equipment (FY20) (FERRY)	$1,750,000	$-	$1,750,000	$-	100%	0%
Total Capital Equipment	**$1,750,000**	**$-**	**$1,750,000**	**$-**	**100%**	**0%**
Total Capital Expenditures	**$117,815,000**	**$37,754,000**	**$15,243,000**	**$64,818,000**	**37%**	**63%**
Capital Fund Source						
District	$34,270,000	$14,765,000	$5,695,000	$13,810,000		
Other	83,545,000	22,989,000	9,548,000	51,008,000		
Total	**$117,815,000**	**$37,754,000**	**$15,243,000**	**$64,818,000**		

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 19/20 Capital Project Detail

New Projects

Project 2040 – Capital Improvements for Ferry Fleet – $8,385,000

This project will fund capital improvements including renewed deck coverings and seats and HVAC upgrades for the *M.S. Marin*; new Tier 3 generators, steering system upgrade, new general alarm and public address system, and main engine and driveline QL3 overhaul for the *M.S. San Francisco*; and exhaust upgrades, new superstructure mounts, and jet rebuild for the *M.V. Mendocino*. *[Operating Budget Impact: No significant impact.]*

Project 2041 – Corte Madera Marsh Restoration Construction – $3,040,000

In accordance with the conditions of a 1988 dredging permit issued by the U.S. Army Corps of Engineers, design for 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. Design is concluding in FY 19/20, and this new project will encompass the construction phase. *[Operating Budget Impact: To be determined.]*

Project 2042 – Larkspur Ferry Service and Parking Expansion Environmental Clearance and Preliminary Design Study – $1,250,000

This project will conduct a study of mid- and long-term growth scenarios for Larkspur Ferry service, including environmental clearance for increased crossings as well as parking expansion options. Larkspur service has reached capacity during peak periods, constrained by both the limited number of crossings allowed per current environmental clearance as well as parking demand exceeding availability. *[Operating Budget Impact: To be determined.]*

Project 2043 – Water Jet Replacement – $995,000

This project will fund a feasibility study for refurbishing District catamarans with new water jets that are more reliable and serviceable than current jets. *[Operating Budget Impact: A reduction of $100,000 or more.]*

Continuing Projects

Project 1740 – *M.S. Sonoma* Refurbishment and Repower – $28,197,000

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 1941 – *M.V. Del Norte*, *M.V. Napa* and *M.V. Golden Gate* Main Engine Overhaul – $16,607,000

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

Project 1741 – *M.S. Marin* Repower & Dry Dock – $13,334,000

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 – Gangways & Piers, Design – $11,863,000

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 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 1944 – Ticketing Systems/TVMs/Door Replacement – $3,220,000

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 9710 – Corte Madera Marsh Restoration/Design – $2,809,000

In accordance with conditions of a 1988 dredging permit issued by the U.S. Army 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 – Service Life Extension Project: Larkspur, San Francisco, Sausalito – $1,740,000

This project will refurbish the gangways, floating fender camels and hydraulic systems at Larkspur, San Francisco and Sausalito ferry terminals in order to prevent complete failure of the gangways prior to replacement and bring the terminal facilities 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 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.]*

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 2049 – Capital Equipment – Ferry – $1,750,000

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 17/18 Year-End	FY 18/19 Budget	FY 18/19 Year-End	FY 19/20 Budget	Net Change FY 18/19 to FY 19/20
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	1	1	1	0
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**	**59**	**59**	**59**	**0**
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	2	2	2	0
Operation Analyst	0	0	1	1	0
Terminal Assistant	7	8	8	8	0
Terminal Assistant Seasonal Sausalito	1	2	2	2	0
Total	**16**	**19**	**20**	**20**	**0**
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	8	8	9	1/(b)
Mechanic Lead	3	3	3	3	0
Working Foreman Mechanic	1	1	1	1	0
Total	**17**	**18**	**18**	**19**	**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 17/18 Year-End	FY 18/19 Budget	FY 18/19 Year-End	FY 19/20 Budget	Net Change FY 18/19 to FY 19/20
The Ferry Division					
Ferry Procurement 440					
Buyer	1	1	1	1	0
Marine Procurement Officer	1	1	1	1	0
Total	**2**	**2**	**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	0	0	0
Total	**3**	**3**	**2**	**2**	**0**
Ferry Division Totals					
Total Authorized Positions	**98**	**101**	**101**	**102**	**1**
Regular Positions	97	100	100	101	1
Limited Term Positions	1	1	1	1	0

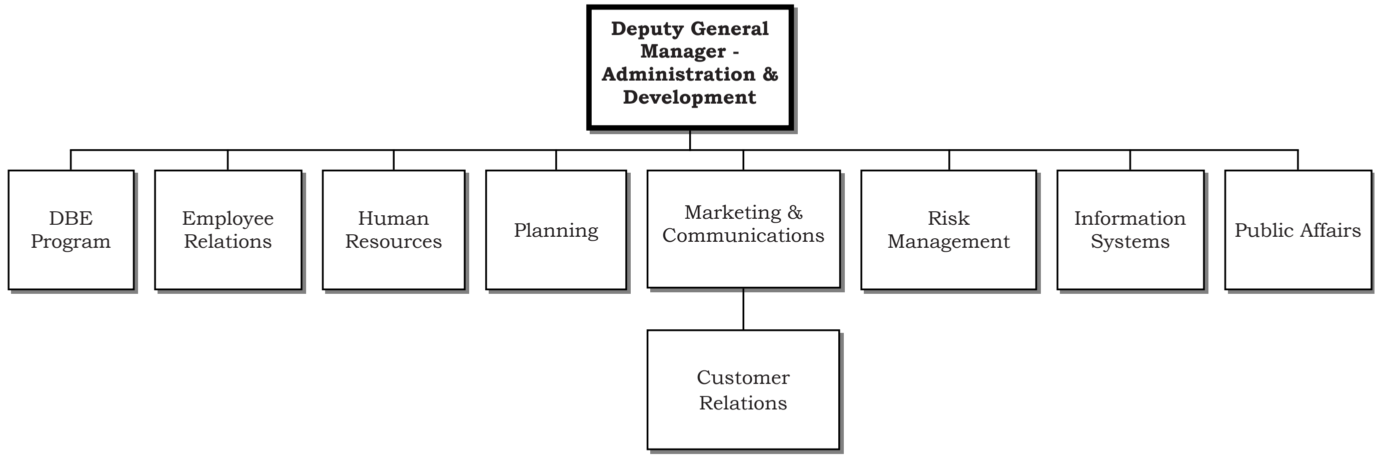
Legend: (a) Title Change; (b) Added; (c) Transferred; (d) Eliminated; (e) Reclassification


DEL NORTE


DEL NORTE

DISTRICT DIVISION PROFILE AND STATUS

Administration and Development Division



The **Administration and Development Division** is responsible for administrative functions for the District that include Compliance Programs, Environmental Health and Safety, Human Resources, Information Systems, Marketing and Communication, Planning and Public Affairs.

As a support division to the Operating Divisions at the District, most activities accomplished by this division focus on three major categories: customers, employees and operations. Additionally, many of these initiatives and projects involve a collaborative effort among multiple groups in the Administration and Development Division and from the various Operating Divisions.

Key program highlights for FY 18/19 include:

Customer-Focused Efforts

- **San Rafael Transit Center** – Initiated a successful transition to the interim San Rafael Transit Center by working closely with SMART on interim improvements. Initiated consultant work on the San Rafael Transit Center Relocation Study, including community stakeholder meetings and a scoping meeting to begin the environmental review process.
- **San Francisco Bus Storage Lot** – Completed Environmental Analysis to allow 24 hours per day, 7 days per week operation of Golden Gate Transit buses at the lot.
- **Paratransit Service** – Addressed negative findings from the May 2018 FTA Triennial Review with regard to the contractor for the District's paratransit service not meeting prescribed maintenance standards.
- **Real-Time Transit Information** – Upgraded real-time and Google feed information for customers on the District's transit systems.
- **Pilot Feeder Bus Service** – Promoted a pilot ferry feeder bus from the Smith Ranch Road Park & Ride lot to Larkspur Ferry. Even though ridership did not support the continuation of the route, a proposal was brought to the Board to redeploy those resources to other bus routes with high demand.

- **Ridership Campaign** – Launched a "Rethink Your Commute" marketing campaign focused on Marin and Sonoma Counties in an effort to boost bus ridership. The campaign touted the benefits of commuting on our buses, such as saving money and beating the traffic. The campaign was launched in January and included advertising in local newspapers, billboards, radio and television. The campaign was 88% funded by a federal grant.
- **Website Redesign** – Launched a major website redesign that includes many upgraded features such as improved navigation and functionality, redesigned maps and a responsive design based upon what type of device the customer is using (desktop, mobile, or tablet).
- **Customer Service Improvements** – Empowered its customer service representatives to post service alerts on social media and improve upon our customer communications. Staff also implemented monthly reporting on statistics to track the workload and efficiency of the customer service center.
- **Expanded Customer Education** – Built an editorial calendar for District activities to improve our ability to distribute information. Also created multiple video and photo assets to share the District's work with the public.

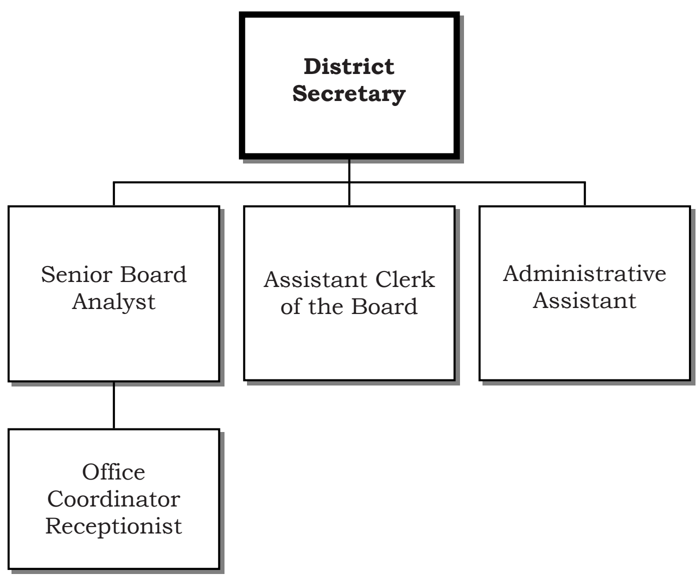
Employee-Focused Efforts

- **Alternative Dispute Resolution** – In an effort to provide a better standard of care for employees and manage Workers Compensation claims, the District and union expanded the Alternative Dispute Resolution program to include mechanics throughout the District. Currently, all bus operators and all mechanics are involved in the Alternative Dispute Resolution program.
- **Electronic Employee Onboarding Program** – Implemented an electronic onboarding program for new employees, providing flexibility for the employee and reducing paper and redundancy for the District.
- **Employee Orientation Program** – Developed an orientation program to provide a more polished and professional approach to onboarding employees. All new employees who attend this program are given tips, tools and resources for their new position.
- **District Guide Program** – Developed a guide program for key new hires in the District. In this program, a new hire is paired with a tenured employee who is an informal support resource to answer questions about process, where to access information and a myriad of other information or details one might need to know when coming to a new work environment. This has been a highly praised and successful program at the District.
- **DOT/FTA Drug Program Efficiencies** – Continued to implement efficiencies in the DOT/FTA drug program which provides mobile access to the operating divisions during non-traditional work hours, investigation into an expansion of facilities to better accommodate the working and living patterns of our workforce, and a comprehensive education of any regulatory changes to the applicable workforce.
- **Voluntary Benefit Program** – Implemented a voluntary benefits program for employees where they have access (at their expense) to voluntary benefits such as identity theft, pet insurance and disability or long-term medical care.
- **Expanded Communications** – Provided weekly press reports and monthly employee newsletters.

Operations-Focused Efforts

- **Diversity Compliance Management System** – The Compliance Programs Department continues to improve on its efficient compliance with state and federal programs. The department has implemented a new Diversity Compliance Management System, a 100% web-based system designed to meet all aspects of 49 C.F.R. Part 26. This new system eliminated the District's paper-based process for monitoring and reporting DBE and Small Business Enterprise (SBE) compliance. This new system has been introduced to the contracting community and provides an efficient process for vendors to report payments and DBE/SBE utilization.
- **Fair Labor Practices** – Ensured fair hiring practices, promotions, training opportunities and consistent discipline and separations. Successfully represented the District for EEO Program and DBE Program Triennial Audit.
- **Interactive Process** – Ensured compliance with FTA/ADA by conducting a number of interactive process meetings with employees to ensure workplace accommodations are reasonable and that employees are able to return to work to safely perform their job duties.
- **Training** – Secured, organized and delivered EEO training (Harassment Prevention and Diversity), Manager Academy, Presentations Skills, Orientation and Mentors for the Bus Division. Researched, interviewed and secured new relationships with external executive coaches and team building trainers, and identified managers and teams that would benefit from coaching opportunities.

District Secretary



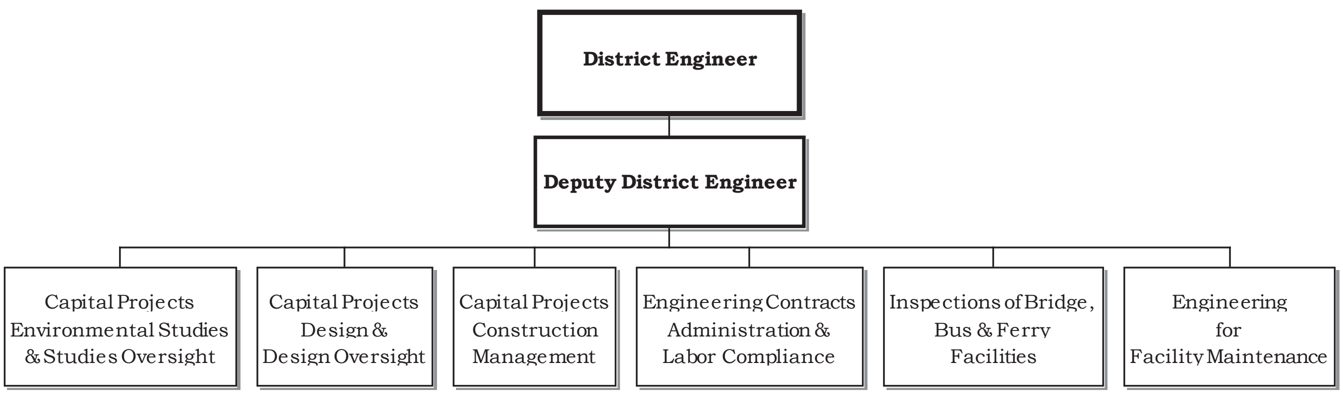
The **Office of the District Secretary** (DS Office) ensures the Board of Directors (Board) has the proper advice, resources and tools to discharge its fiduciary duties. The DS Office is responsible for planning, organizing and holding Standing and Advisory Committee meetings, regular and special Board meetings and public hearings, including the preparation of agendas, minutes, ordinances, resolutions, the Rules of the Board and Master Ordinance. In addition, the DS Office is responsible for all mandated legal advertising for public hearings and the receipt and opening of District-wide formal bids and proposals. The DS Office also coordinated meetings of the Golden Gate Bridge, Highway and Transportation District Other Postemployment Benefits (OPEB) Retirement Investment Trust Board (Trust Board). The DS Office accepts, summarizes and routes District-wide claims, lawsuits and subpoenas.

The 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 18/19, the DS Office continued the effort to preserve original documentation through the conversion of documents into an electronic format 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 19/20, the DS Office will continue working towards conversion of more District departmental records and work with the Information Systems Department to prepare for robust usage of OnBase as the depository of the scanned documents. Using OnBase will allow for easier retrieval and destruction to meet and implement legal guidelines. In addition, the DS Office will assist in the outreach and training of employees District-wide on best practices of document retention.

Engineering Department



The **Office of the District Engineer** (Engineering Department) 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 involve facility inspections, environmental studies, design, construction management, development and procurement of professional engineering services and construction contracts, contract administration and contract labor compliance verification. The Engineering Department 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 extended service life of the District's structures.

This past year, the Engineering Department continued to oversee the construction of a suicide deterrent net system and wind retrofit of the Golden Gate Bridge. The major work activities performed on this multi-year project included fabrication of structural steel elements, installation of multiple work platforms on the Suspension Bridge, removal of existing and installation of new maintenance traveler crane rails and trolley beams, installation of net support brackets and removal of existing and installation of new west sidewalk bridge railings. Next fiscal year, the contractor will continue fabrication of structural steel elements, net support brackets and suicide deterrent net system fabric; continue installation of work access platforms, maintenance traveler rails, net supports and sidewalk bridge railings; and begin fabrication of the new maintenance travelers.

The Engineering Department and its design consultant continued work on the Golden Gate Bridge Seismic Retrofit Design for Phase IIIB, the seismic retrofit of the Suspension Bridge, the Lincoln Boulevard Undercrossing and the Toll Plaza Tunnel. In 2018, the state legislature provided the District with an authority to use the Construction Management/General Contractor (CMGC) procurement delivery method for the Golden Gate Bridge projects. Under this procurement method, a construction manager (CM) is chosen to provide preconstruction services during the design phase of the project and, if agreed to by the parties, construction services as a general/prime contractor (GC) during the construction phase of the project. The District has elected to use the CMGC procurement process for the Phase IIIB project. The Engineering Department has worked with the Federal Highway Administration and the California Department of Transportation on the implementation of the Phase IIIB CMGC procurement process. Next fiscal year, the Engineering Department will oversee implementation of the preconstruction phase of the CMGC.

This past year, the Engineering Department commenced the next cycle of its biennial bridge inspection program, beginning with inspections of the Suspension Bridge fracture critical elements. The Engineering Department also retained a consultant to assist with the underwater inspections of the Golden Gate Bridge south and north tower piers. Bridge inspections will continue throughout the next fiscal year.

The Engineering Department supports the District, Bridge, Bus and Ferry Divisions and, during the past year, continued work on a number of projects to ensure uninterrupted operations. The Engineering Department worked closely with the Bridge Division ironworkers and painters to provide oversight of ongoing repairs and painting operations of the Golden Gate Bridge. This past year, work was completed on the South Approach Viaduct girder spans, began on the South Approach Viaduct truss spans and continued at various locations on the Suspension Bridge. This support will continue during the next fiscal year.

The Engineering Department and its design consultant continued to work in collaboration with the District's Budget and Electronic Revenue Department and the District's Electrical Department on the design of the District's all-electronic tolling (AET) gantry to be constructed at the Golden Gate Bridge Toll Plaza. The design has progressed to approximately 65% completion. The project is scheduled to be advertised for construction in FY 19/20.

The Engineering Department completed the construction of the Toll Plaza Administration Building and Modular Office HVAC Replacement and Roof Rehabilitation project. The Engineering Department has developed plans and specifications for the Toll Plaza Pavement Overlay project and the Seismic Retrofit of the Information Services Data Center Building. The projects are scheduled to be under construction in FY 19/20.

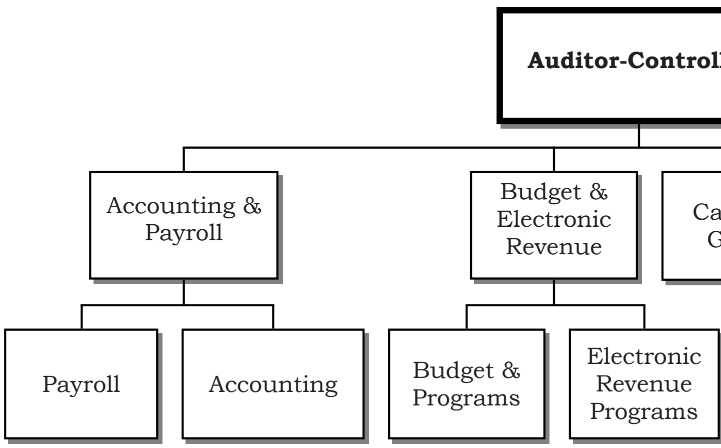
The Engineering Department and its design consultant continued work on the design of the Sausalito Ferry Terminal Gangway and Piers project. Staff and the consultant are finalizing the design and specifications and are working to secure the final permits and agreements necessary to advertise the project for construction later this year.

At the Larkspur Ferry Terminal, the Engineering Department is providing support with investigations of the existing fuel facility and developing a scope of work for improvements to the facility. Similarly, at the San Francisco Ferry Terminal, the Engineering Department has developed design plans and construction documents for service life extension projects for the existing boarding system. These projects will be advertised for construction in the next fiscal year.

The Engineering Department, with assistance from its design consultant, released for public review and comment a draft Initial Study and proposed Mitigated Negative Declaration associated with the restoration of seasonal and tidal wetlands on a District-owned parcel located next to the Ecological Reserve in Corte Madera in Marin County. The project will restore approximately four acres of tidal wetland and fulfill the District's environmental mitigation obligations associated with operations at the Larkspur Ferry Terminal.

In support of Bus Division operations, the Engineering Department completed a construction project at the District's San Rafael Bus facility that made roofing, HVAC and interior building improvements to the Heavy Duty Shop and Body Shop. The Engineering Department continues to develop the design for the San Rafael employee and visitor parking lot improvements and solar panel installation project and for the Novato Bus Facility site cleanup project. These projects are scheduled for construction in the next fiscal year.

Finance Department



The **Office of the Auditor-Controller** (Finance Department) 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, Insurance, Electronic Revenue Collection, Procurement and Cash Management.

This year, the Finance Department led the design of the funding strategy for the financing portion of the $656 million Phase IIIB construction of the Seismic Retrofit.

In support of the District's FY 19/20 Capital Budget, the Capital and Grant Programs Department secured approximately $74 million in federal, state and local grant funds, including $34 million for the Suicide Deterrent project and $18 million for the replacement of 67 diesel buses with hybrid electric buses.

The District's first draft Transit Asset Management (TAM) Plan has been completed. Implementation initiatives, including assessing the condition of the District's facilities and developing business processes for asset management, are now underway.

The Accounting and the Budget Office have published another set of award-winning financial documents. Last year's *Comprehensive Annual Financial Report* and the *Adopted Budget for FY 2018-2019* made the District's finances transparent and understandable to government officials and the public. These books were created with the co-operation of many employees across all District Divisions and we greatly appreciate their contributions.

The Accounting Department has also completed an Enterprise Resource Planning (ERP) Assessment that will assist the District in upgrading its financial and accounting systems.

The Electronic Revenue Department continues to make customer payments for District services simple and secure. The software for the toll system was upgraded this year and includes integration of new California technical standards for tolling facilities. Preparations and adjustments were completed for California's new temporary license plates, which are now rolling out of car dealerships across the state. Bus and Ferry transactions have been streamlined in preparation for the adoption of the next generation Clipper 2.0 standard.

The Payroll Department contributed to the implementation of the District's new timekeeping system, Kronos, which is over 80% complete and in use by 400 employees. The Kronos timekeeping system has eliminated the paper-based workflow of our previous system and features biometric timekeeping access for District employees who do not work directly on a networked computer.

In August 2018, our Procurement Department received the *Achievement of Excellence in Procurement Award* from the National Procurement Institute. The District was one of only five transportation authorities out of 201 agencies across the United States and Canada to receive the award.

FY 19/20 DISTRICT DIVISION GOALS AND PROJECTS

PROJECT MANAGEMENT	Provide Project Management for engineering, technology, planning and special ongoing activities. Support implementation of special projects.
ADMINISTRATION	Provide 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 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 18/19 ACTUAL TO FY 19/20 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 19/20 Adopted Operating Expenses total $35.7 million. The District Division's FY 19/20 Adopted Budget contains an increase of $3.3 million, or 10.3%, above FY 18/19 Actual expenses. The components of the changes to the expenses are summarized in the table on the following page.

Summary of Changes From FY 18/19 Actual to FY 19/20 Adopted Budget (All Figures In Millions)

Net Changes to Labor and Fringe Benefits*	
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	$1.4
Increase in payroll taxes for FY 19/20 due to COLA and re-funding of vacant positions	0.2
Increase in PERS contribution due to a re-funding of vacant positions and higher contribution rate	1.0
Increase in medical expenses for FY 19/20 due to a re-funding of vacant positions and increase in annual costs	0.2
Increase in postemployment benefits (OPEB) for FY 19/20	0.3
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY 18/19	(0.9)
Professional Services	
Increase in expenses associated with re-funding of consulting services not used in FY 18/19	0.6
Increase in Information Systems department consulting services associated with assisting operating Divisions with data analysis	0.4
Increase in legal and litigation fees due to higher projected activity for FY 19/20	0.6
Projected decrease in District-wide maintenance software/license expenses in FY 19/20	(0.4)
Decrease in FY 19/20 District Division temporary help services compared to FY 18/19	(0.7)
Supplies and Other	
Increase in repair and operating supplies for FY 19/20	0.1
Re-funding of staff development expenses unused in FY 18/19	0.1
Capital Contribution and Depreciation	
Increase in depreciation due to capitalization of ADS ACIS data replacement, radio system upgrade and disaster recovery improvements	0.4
Total Change from FY 18/19 Actual to FY 19/20 Adopted Budget	**$3.3**

* **Labor and Fringe Benefits**

ICAP: The FY 19/20 Adopted Budget assumes $3.2 million, as compared to $2.4 million in FY 18/19, 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 19/20 Adopted Budget assumes 50%, which is the same percentage used in FY 18/19, of Engineering Labor and associated benefits will be capitalized resulting in an additional operating Labor and Fringe decrease of $4.7 million, as compared to $3.3 million, for FY 18/19 Actual.

DISTRICT DIVISION OPERATING BUDGET

	FY 17/18 Actual	FY 18/19 Budget	FY 18/19 Actual	FY 19/20 Adopted Budget
Expenses				
Salaries	$12,328,755	$13,080,000	$12,230,593	$13,658,600
Fringe Benefits	8,330,773	9,604,000	9,028,556	9,810,900
Professional Services	7,533,227	8,570,600	8,440,279	8,977,500
Repair & Operating Supplies	953,612	1,038,600	998,381	1,052,700
Insurance, Taxes & Permits	54,901	64,200	53,566	75,400
Other	602,865	880,000	816,442	942,100
Leases & Rentals	2,805	3,000	3,638	3,000
Subtotal Expenses	**$29,806,938**	**$33,240,400**	**$31,571,455**	**$34,520,200**
Depreciation	761,933	1,014,600	823,894	1,214,800
Total Expenses	**$30,568,871**	**$34,255,000**	**$32,395,349**	**$35,735,000**
Percent Change		**12.1%**	**(-5.4%)**	**10.3%**
District Transfers				
Bridge Division	$12,012,698	$12,994,500	$12,085,877	$13,447,500
Bus Division	11,776,639	13,631,200	12,813,866	15,103,600
Ferry Division	6,779,534	7,629,300	7,495,606	7,183,900
Total Transfers	**$30,568,871**	**$34,255,000**	**$32,395,349**	**$35,735,000**

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 32.86%.
- 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 19/20 Capital Budget for the District Division totals $4.7 million and represents 5% of the total agency's capital budget. The FY 19/20 capital program focuses on upgrading or replacing the District's financial/HR/payroll management (1810), transit scheduling (1712), and electronic timekeeping (1513) systems. The budget also introduces several new projects to improve the District's asset management program and upgrade the District's systems to current technology.

Actual FY 18/19 capital expenditures for the District Division totaled $3.8 million, funded with $3.1 million, or 81%, District funds and $0.7 million, or 19%, grants funds (See Appendix C).

Completed Projects

The District Division anticipates completion of two (2) Capital Projects in FY 18/19.

Project 1915 – Cisco Phone System Software Upgrade – $149,000

This project funded an upgrade to phone system software from version 11 to version 12, skipping version 11.5. The Cisco phone system was implemented in March 2016. The phone system software and third-party software were required to be upgraded to latest version to keep up with support and eliminate major outage/changes to the phone system. *[Operating Budget Impact: Increase of $10,000 to $50,000.]*

Project 1917 – Email to Office 365 Analysis – $76,000

This project funded a study to determine the cost and implementation scope of migrating the District's email to cloud-based Office 365. *[Operating Budget Impact: No significant impact.]*

District Division Capital Budget FY 19/20

Project Number and Description[2]	Total Project[1]	Prior Years	FY 19/20 Budget	Future Years	FY 19/20 Funding District	FY 19/20 Funding Other
New Projects						
2010 - Asset Management Strategic Program (IS)	$985,000	$-	$200,000	$785,000	100%	0%
2011 - Email to Office 365 Migration (IS)	375,000	-	250,000	125,000	100%	0%
2012 - Cloud Migration Initiative (IS)	319,000	-	150,000	169,000	100%	0%
2013 - Electronic Timekeeping System Upgrade (FIN/IS)	155,000	-	80,000	75,000	100%	0%
2014 - IS Strategic Planning (IS)	150,000	-	75,000	75,000	100%	0%
2015 - Intranet Redesign (MKTG)	150,000	-	50,000	100,000	100%	0%
2016 - Single Sign-on (IS)	76,000	-	76,000	-	100%	0%
Total New Projects	**$2,210,000**	**$-**	**$881,000**	**$1,329,000**	**100%**	**0%**
Continuing Projects						
1810 - Financial/HR/Payroll Mgmt Syst (IS)	$4,500,000	$278,000	$200,000	$4,022,000	100%	0%
1712 - Transit Scheduling System (IS)	2,666,000	1,421,000	700,000	545,000	100%	0%
1711 - Radio System Upgrade (IS)	1,844,000	1,843,000	1,000	-	36%	64%
1513 - Electronic Timekeeping System (IS)	1,505,000	1,107,000	398,000	-	100%	0%
1811 - Hardware/Software for ACIS/INIT (IS)	1,000,000	473,000	527,000	-	20%	80%
1812 - Asset and Vehicle Fluid Mgt System (IS)	1,000,000	35,000	500,000	465,000	20%	80%
1816 - Document Management System (IS)	800,000	48,000	250,000	502,000	100%	0%
1713 - ADS ACIS data radio replacement (IS)	700,000	614,000	50,000	36,000	100%	0%
1518 - Website Redesign (IS)	532,000	385,000	25,000	122,000	100%	0%
1916 - San Rafael A&D Admin Office Improvements (FIN/A&D)	456,000	202,000	254,000	-	100%	0%
1911 - Cyber Security Improvements (IS)	408,000	179,000	229,000	-	100%	0%
1912 - Manage Detection and Response Services (IS)	360,000	-	150,000	210,000	100%	0%
1913 - Disaster Recovery Improvements (2019) (IS)	318,000	236,000	82,000	-	100%	0%
1914 - Technology Improvements (2019) (IS)	269,000	27,000	150,000	92,000	100%	0%
Total Continuing Projects	**$16,358,000**	**$6,848,000**	**$3,516,000**	**$5,994,000**	**77%**	**23%**
Capital Equipment						
2019 - Capital Equipment (FY20) (Multiple)	$255,000	$-	$255,000	$-	100%	0%
Total Capital Equipment	**$255,000**	**$-**	**$255,000**	**$-**	**100%**	**0%**
Total Capital Expenditures	**$18,823,000**	**$6,848,000**	**$4,652,000**	**$7,323,000**	**82%**	**18%**
Capital Fund Source						
District	$16,052,000	$5,271,000	$3,830,000	$6,951,000		
Other	2,771,000	1,577,000	822,000	372,000		
Total	**$18,823,000**	**$6,848,000**	**$4,652,000**	**$7,323,000**		

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 19/20 Capital Project Detail

New Projects

Project 2010 – Asset Management Strategic Program – $985,000

This project will fund the upgrade of Maximo, the District's asset management system, to a SaaS environment, and will expand Maximo to the Bridge Division. 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. This project combines two District projects that were formerly distinct: Maximo for Bridge Division (1910) and Maximo Upgrade to SAAS, previously on the FY 19/20 Project List. *[Operating Budget Impact: Reduction of $10,000 to $50,000.]*

Project 2011 – Email to Office 365 Migration – $375,000

This project will transition the District's email to a cloud-based Office 365 platform, enabling new features, improved security, and cost savings. Analysis completed in FY 18/19 determined the feasibility and scope of this project. *[Operating Budget Impact: Reduction of $10,000 to $50,000.]*

Project 2012 – Cloud Migration Initiative – $319,000

This project will assess the current hosting state of the District's technology systems, develop a plan to move workloads to the Cloud, and transition systems to improve load balancing. This will increase redundancy and business continuity. *[Operating Budget Impact: No significant impact.]*

Project 2013 – Electronic Timekeeping System Upgrade – $155,000

This project will upgrade Kronos, the District's electronic timekeeping system, to maintain functionality and take advantage of new features. This upgrade is necessary in order to continue using Kronos after December 31, 2020. *[Operating Budget Impact: No significant impact.]*

Project 2014 – IS Strategic Planning – $150,000

The Information Systems Department will undertake an initiative to develop a long-term strategic plan for the District's technology use. Plan development will engage stakeholders throughout the District. *[Operating Budget Impact: No significant impact.]*

Project 2015 – Intranet Redesign – $150,000

The District's public website was upgraded to a new platform in FY 18/19. This project will upgrade the District's Intranet onto the same platform. *[Operating Budget Impact: No significant impact.]*

Project 2016 – Single Sign-on – $76,000

This project will create a single sign-on experience for the District's many enterprise and administrative applications, eliminating the need for distinct login information and credentials for each system. *[Operating Budget Impact: No significant impact.]*

Continuing Projects

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 and Grant Programs, and Contracts into the core financial system. *[Operating Budget Impact: To be determined.]*

Project 1712 – Transit Scheduling System – $2,666,000

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 – $1,844,000

This project funds the replacement of control computers, reconfiguration of broadcast cells and upgrade of the radio system. By implementing the project, the District is 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 – $1,505,000

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; a defined interface to allow automated upload into IFAS's payroll system to avoid manual intervention; real-time analysis of employee time by managers; ability to address 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 District is hampered in its ability to do testing due to lack of a complete test environment. 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. *[Operating Budget Impact: No significant impact.]*

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 it, the software needs to be upgraded. This project began in FY 17/18, was moved to the ten-year plan in FY 18/19, and is being moved back into the budget in FY 19/20. *[Operating Budget Impact: No significant impact.]*

Project 1816 – Document Management System – $800,000

The project will evaluate options for a document management system 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 – $700,000

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 – $532,000

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 1916 – San Rafael A&D Admin Office Improvements – $456,000

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 is to create 21 cubicles, three work area conference tables, establish storage space, re-paint and carpet office areas. *[Operating Budget Impact: No significant impact.]*

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 project 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 project 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

The District's information systems, including production systems, stored data and historical information are valuable assets. This project will assess the vulnerability of these assets through analysis and testing of District procedures and will mitigate risks through offsite data storage solutions and backup hardware for critical systems. This project will significantly improve the District's ability to recover its systems in the event of a disaster. *[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 occurring at monthly or 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.]*

Projects Moved to the 10-Year Plan

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

This project will identify and implement a new off-the-shelf customer service incident system to replace the existing proprietary system. *[Operating Budget Impact: No significant impact.]*

Capital Equipment

Project 2019 – Capital Equipment – District – $255,000

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 17/18 Year-End	FY 18/19 Budget	FY 18/19 Year-End	FY 19/20 Budget	Net Change FY 18/19 to FY 19/20
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	1	1	1	0	(1)/(c)
Disadvantaged Bus. Enterprise Analyst	1	0	0	0	0
DBE Program Administrator	0	1	1	1	0
Employee Relations & Compliance Mgr.	1	1	0	0	0
Leaves Analyst	1	1	1	1	0
Mgr. of EEO & Compliance Programs	0	0	1	1	0
Public Affairs Specialist	1	1	1	0	(1)/(c)
Total	**7**	**7**	**7**	**5**	**(2)**
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	3	3	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	0	0	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 17/18 Year-End	FY 18/19 Budget	FY 18/19 Year-End	FY 19/20 Budget	Net Change FY 18/19 to FY 19/20
The District Division					
Information Systems 105					
Business Information Systems Engineer	4	4	4	4	0
Chief Technology Director	1	1	1	1	0
Help Desk	1	1	1	1	0
Database Engineer	1	1	1	1	0
Information Systems Manager	2	2	2	2	0
Network Administrator	1	1	1	1	0
Senior Project Manager	1	1	1	1	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	1	1	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
Digital Comm. Programs Mgr.	0	0	0	1	1/(b)
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
Total	**6**	**6**	**6**	**7**	**1**
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 Development	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**

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

GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT District Staffing by Department	FY 17/18 Year-End	FY 18/19 Budget	FY 18/19 Year-End	FY 19/20 Budget	Net Change FY 18/19 to FY 19/20
The District Division					
District Secretary 111					
Administrative Assistant	1	1	1	1	0
Assistant Clerk of the Board	1	1	1	1	0
Office Coordinator	0	0	0	1	1/(e)
Office Specialist	1	1	1	0	(1)/(e)
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	1	1	1	0
Executive Assistant to District Engineer	1	1	1	1	0
Facilities Engineer	1	1	1	1	0
Senior Civil Engineer	12	14	14	14	0
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**	**40**	**40**	**40**	**0**
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**

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

GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT					
District Staffing by Department	FY 17/18 Year-End	FY 18/19 Budget	FY 18/19 Year-End	FY 19/20 Budget	Net Change FY 18/19 to FY 19/20
The District Division					
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**
Procurement & Retail Operations 137					
Contracts Officer	1	1	1	1	0
Office Specialist	1	1	1	1	0
Procurement Analyst	1	1	1	1	0
Procurement Director	1	1	1	1	0
Procurement Program Analyst	1	1	1	1	0
Purchasing Officer	1	1	1	1	0
Senior Buyer	1	1	1	1	0
Total	**7**	**7**	**7**	**7**	**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 17/18 Year-End	FY 18/19 Budget	FY 18/19 Year-End	FY 19/20 Budget	Net Change FY 18/19 to FY 19/20
The District Division					
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**
Public Affairs 141					
Director of Public Affairs	0	0	0	1	1/(c)
Public Affairs Specialist	0	0	0	1	1/(c)
Total	**0**	**0**	**0**	**2**	**2**
District Division Totals					
Total Authorized Positions	**143**	**146**	**146**	**147**	**1**
Regular Positions	142	145	145	146	1
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 07/01/19
Available Net Position before Long Term Deferred Outflows, Liabilities, Deferred Inflows, Board Designated Reserves and Other Reserves (Note 1)	**A**	**($45,500,000)**
Long Term Deferred Outflows, Liabilities & Deferred Inflows (Note 2)		
CalPERS Retirement Pension Deferred Outflows, Deferred Inflows & Liabilities		102,700,000
Golden Gate Transit Amalgamated Retirement Pension Deferred Outflows, Liabilities & Deferred Inflows		88,100,000
District Other Post Employment Benefits (OPEB) Deferred Outflows, Liabilities & Deferred Inflows		103,800,000
Subtotal: Long Term Deferred Outflows, Liabilities & Deferred Inflows	**B**	**$294,600,000**
Available Net Position before Board Designated Reserves and Other Reserves		**$249,100,000**
Fiscal Year 2019 Board Designated Reserves and Other Reserves		
Operating Reserve (Note 3)		($17,300,000)
Emergency Reserve (Note 4)		(8,100,000)
Bridge Self Insurance Loss Reserve		(17,200,000)
Subtotal: Fiscal Year 2019 Board Designated Reserves and Other Reserves	**C**	**($42,600,000)**
Net Position (*Reserves*) Available Before Committed Capital Projects	**A+B+C**	**$206,500,000**
Fiscal Year 2019 Committed Capital Projects (District Funded Portion Only)		
Capital Plan Reserve (Note 4)		
Committed Capital Projects (District funded portion only)		
Bridge		($81,100,000)
Transit		(30,900,000)
Subtotal: Fiscal Year 2019 Committed Capital Projects (District Funded Portion Only)	**D**	**($112,000,000)**
Net Position Available for New Capital Projects or Operations as of 6/30/2019	**A+B+C+D**	**$94,500,000**

Category		Estimated Balance 07/01/2020
Beginning Net Position Available for New Capital Projects or Operations	**A+B+C+D**	**$94,500,000**
Add Budgeted Net Income/Loss for Fiscal Year 2020 (Note 5)	**E**	24,300,000
Available Net Position before Board Designated Reserves and Other Reserves	**A+B+C+D+E**	**118,800,000**
Change in Fiscal Year 2020 Board Designated Reserves and Other Reserves		
Change in Operating Reserve (Note 6)		($200,000)
Change in Emergency Reserve (Note 7)		(100,000)
Change in Bridge Self Insurance Loss Reserve (Note 8)		(1,300,000)
Subtotal: Change in Fiscal Year 2020 Board Designated Reserves and Other Reserves	**F**	**($1,600,000)**
Net Position (Reserves) Available Before Committed Capital Projects	**A+B+C+D+E+F**	**$117,200,000**
Fiscal Year 2020 Committed Capital Projects (District Funded Portion Only)		
Bridge		($57,200,000)
Transit		(19,100,000)
Subtotal: Fiscal Year 2020 Committed Capital Projects (District Funded Portion Only)	**G**	**($76,300,000)**
Net Position Available for New Capital Projects or Operations as of 6/30/2020	**A+B+C+D+E+F+G**	**$40,900,000**

See Numbered Notes on the following page.

Appendix A - Notes

Note 1: Adjusted to exclude funded capital contributions, Bridge self-insurance reserves and restricted Local, State and Federal grant funds for capital projects.

Note 2: In 2015 and 2018, the District restated its Net Position as a result of the new reporting requirements of GASB 68: Accounting and Financial Reporting for Pensions and GASB 75: Accounting and Financial Reporting for Post-employment Benefits Other than Pensions respectively. GASB 68 requires agencies to report the deferred outflows, net pension liabilities and deferred inflows on the financial statements even in cases whereas the agency is not legally responsible for them. The District is not legally responsible for the Golden Gate Transit Amalgamated Retirement Plan.

Note 3: Board Policy funds the operating reserve at 7.5% of budget or to cover the expected operating deficit, whichever is larger.

Note 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 the District's operations.

Note 5: Fiscal Year (FY) 19/20 budgeted net operating income/loss is adjusted to exclude funded capital contributions, Bridge self-insurance reserves and restricted Local, State and Federal grant funds for capital projects.

Note 6: Change in Operating Reserve is calculated by multiplying FY 19/20's operating budget with 7.5% less FY 18/19's Operating Reserve.

Note 7: Change in Emergency Reserve is calculated by multiplying FY 19/20's operating budget with 3.5% less FY 18/19's Emergency Reserve.

Note 8: Change in Bridge Self-Insurance Loss Reserve is calculated by subtracting FY 19/20's reserve from FY 18/19's reserve.

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

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Unaudited	FY 19/20 Budget
Operating Revenues				
Bridge Tolls	$143,011	$146,596	$146,471	$152,191
Transit Fares	35,426	36,448	35,727	36,821
Marin Transit	10,210	10,446	10,818	10,720
Other Operating (Excluding RM2 Funding)	3,149	3,037	3,327	2,672
Total Operating Revenues	**$191,796**	**$196,527**	**$196,343**	**$202,404**
Operating Expenses				
Operations	$90,260	$95,203	$97,459	$104,032
Maintenance	42,297	42,598	45,793	48,765
General & Administrative	56,915	62,772	43,218	48,247
Depreciation (Includes Grant Depreciation)	33,343	33,805	33,627	34,049
Total Operating Expenses (Excludes Capital Contribution)	**$222,815**	**$234,378**	**$220,097**	**$235,093**
Operating Loss	**($31,019)**	**($37,851)**	**($23,754)**	**($32,689)**
Non-Operating Revenues (Expenses)				
Operating Assistance				
- State Operating Assistance	$18,737	$16,510	$23,445	$25,574
- Federal Operating Assistance	232	35	143	24
- Local Operating Assistance (RM2)	2,968	2,855	2,855	2,855
Total Operating Assistance	**$21,937**	**$19,400**	**$26,444**	**$28,453**
Capital Contributions to Other Agencies	($2,217)	($3,790)	($288)	($5,742)
Investment Income	1,831	2,084	9,437	5,100
Interest Expense	(426)	(717)	(1,016)	(2,157)
Gain (Loss) on Disposal of Capital Assets	8	734	118	-
Total Non-Operating Revenues	**($804)**	**($1,689)**	**$8,251**	**($2,799)**
Income Before Capital Contributions	**($9,886)**	**($20,140)**	**$10,941**	**($7,035)**
Capital Contributions (Non-District Funded)	**$13,213**	**$24,906**	**$78,471**	**$79,776**
Increase in Net Assets Before Special Item	**$3,327**	**$4,766**	**$89,412**	**$72,741**
Net Increase in Net Assets	**3,327**	**4,766**	**89,412**	**72,741**
Net Assets, Beginning of Year	**641,708**	**645,035**	**543,445**	**632,857**
Restatement of Beginning Net Position	**-**	**(106,356)**	**-**	**-**
Net Assets, End of Year	**$645,035**	**$543,445**	**$632,857**	**$705,598**

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 19/20 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)

	15/16 Actual	16/17 Actual	17/18 Actual	18/19 Actual	19/20 Adopted
Total Revenues	**$211,400**	**$215,564**	**$218,011**	**$232,224**	**$235,957**
Less Total Operating Expenses (Less Depreciation, Capital Contribution, Bridge Self-Insurance and Debt Service Payments)	($175,734)	($189,472)	($200,573)	($186,470)	($201,044)
Total Net Revenues	**$35,666**	**$26,092**	**$17,438**	**$45,753**	**$34,913**
Plus Operating Reserve Fund	$7,320	$7,320	$7,320	$7,320	$7,320
Total Net Revenues + Operating Reserve	**$42,986**	**$33,412**	**$24,758**	**$53,073**	**$42,233**
Actual/Estimated Debt Service	$81	$426	$717	$1,016	$2,157
Coverage (with Operating Reserve)	530.7	78.4	34.5	52.2	19.6
Coverage (without Operating Reserve)	440.3	61.2	24.3	45.0	16.2

APPENDIX C – FY 18/19 CAPITAL PROGRAM ACCOMPLISHMENTS

Program Summary

FY 18/19 capital expenditures for the agency totaled $116.1 million, funded with $35.3 million, or 30%, District funds and $80.8 million, or 70%, grant funds. Total FY 18/19 expenditures include expenditures on completed projects and multi-year projects that were carried over to be completed in FY 19/20 or future years.

A summary of the FY 18/19 program is provided below, followed by each division's detailed program.

FY 18/19 Capital Expenditures by Division

	Total Project	FY 18/19 Budget	FY 18/19 Actual	Actual/Budget %
Bridge - Seismic Retrofit	$52,671,047	$1,700,000	$3,696,933	217%
Bridge - Other	245,163,501	18,159,920	36,504,150	201%
Bus	83,394,308	1,356,217	49,634,119	3,660%
Ferry	105,242,309	6,822,500	22,460,694	329%
District	16,647,423	4,755,449	3,803,039	80%
Agency Total	**$503,118,589**	**$32,794,087**	**$116,098,935**	**354%**

Capital Fund Source

	Total Project	FY 18/19 Budget	FY 18/19 Actual	% of Actual Expenditures
District Funds	$178,580,168	$19,225,464	$35,315,270	30%
Federal Funds	304,554,339	12,282,474	75,080,870	65%
State Funds	19,071,489	1,236,667	5,502,810	5%
Other Local Funds	912,593	49,482	199,985	0%
Total Expenditures	**$503,118,589**	**$32,794,087**	**$116,098,935**	**100%**

FY 18/19 Capital Program Accomplishments
Bridge Division

Actual FY 18/19 Bridge Division capital expenditures totaled $40.2 million, funded with $14.4 million, or 36%, District funds and $25.8 million, or 64%, grants funds.

Project Number & Description	Total Project	FY 18/19 Budget	FY 18/19 Actual	Actual/ Budget %*
Bridge Division – Seismic Retrofit				
9102 - Seismic Phase III - Design Review (ENG)	$30,949,202	$1,000,000	$555,818	56%
1528 - GGB Wind Retrofit (ENG)	11,860,000	500,000	3,068,169	614%
1923 - Seismic Phase IIIB - CM/GC (ENG)	9,861,845	200,000	72,946	36%
Total Bridge Seismic Retrofit	**$52,671,047**	**$1,700,000**	**$3,696,933**	**217%**
Bridge Division – Other				
1526 - Suicide Deterrent - Construction (ENG)	$192,335,000	$12,000,000	$31,638,544	264%
9826 - Main Cable Access (ENG)	13,180,000	150,000	249,124	166%
1820 - Toll Plaza Gantry - Des/Con (ENG)	7,264,000	200,000	1,114,178	557%
1525 - Toll System Upgrade (FIN)	5,942,000	500,000	(488,154)	(98%)
1118 - Suicide Deterrent - Design (ENG)	5,543,101	77,153	398	1%
0805 - South Approach & Pier Security Improvements (ENG)	5,000,000	50,000	26,046	52%
1929 - Capital Equipment (FY19) (BRIDGE)	3,953,400	3,953,400	2,992,652	76%
1722 - Toll Plaza Pavement Overlay (ENG)	3,500,000	50,000	6,792	14%
1721 - Toll Plaza Admin Bldg HVAC Repl & Roof Rehab (ENG)	2,952,100	864,367	465,108	54%
1821 - IS Data Center Seismic Retrofit (ENG)	1,500,000	15,000	52,556	350%
1422 - FasTrak Equipment Upgrade (BRIDGE)	1,000,000	50,000	255,581	511%
1524 - North Anchorage House Security (ENG)	1,000,000	50,000	-	0%
1523 - Modular Offices Rehabilitation (ENG)	558,900	100,000	191,325	191%
1822 - North Tower Pier Shore Protection Des/Env (ENG)	500,000	15,000	-	0%
1920 - Alexander Avenue Slope Strengthening Des/Env (ENG)	500,000	20,000	-	0%
1922 - Technical Svcs for Bridge Access Systems (ENG)	400,000	50,000	-	0%
1921 - Stores Bldg Office Space HVAC Replacement (ENG)	35,000	15,000	-	0%
Total Bridge Division Other	**$245,163,501**	**$18,159,920**	**$36,504,150**	**201%**
Total Bridge Division	**$297,834,548**	**$19,859,920**	**$40,201,083**	**202%**

Capital Fund Source

	Total Project	FY 18/19 Budget	FY 18/19 Actual	% of Actual Expenditures
District Funds	$109,595,486	$9,201,160	$14,352,657	36%
Federal Funds	181,005,469	10,207,448	24,658,521	61%
State Funds	7,000,000	436,738	1,151,480	3%
Other Local Funds	233,593	14,574	38,425	0%
Total Expenditures	**$297,834,548**	**$19,859,920**	**$40,201,083**	**100%**

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

FY 18/19 Capital Program Accomplishments
Bus Division

Actual FY 18/19 Bus Division capital expenditures totaled $49.6 million, funded with $8.4 million, or 17%, District funds and $41.2 million, or 83%, grants funds.

Project Number & Description	Total Project	FY 18/19 Budget	FY 18/19 Actual	Actual/ Budget %*
Bus Division				
1730 - Replace 67 Transit Buses with Hybrids (BUS)	$67,600,000	$500,000	$47,487,048	9,497%
1431 - D1 Resurface Employee Parking Lot & Solar Panels (ENG)	5,130,000	100,000	132,634	133%
1831 - Replace Six (20) Paratransit 22' Gas Cutaways (BUS)	2,160,000	15,000	-	0%
1717 - SRTC Relocation Des/Env (PLNG)	2,065,209	100,000	237,705	238%
1930 - D-2 Pavement & Remediation (ENG)	2,000,000	20,000	-	0%
1830 - D-1 Heavy Duty Shop Rehab: Roof/HVAC/Paint/Windows (ENG)	1,600,000	100,000	1,210,036	1,210%
1434 - Bus Security Cameras (BUS)	900,000	134,617	122,322	91%
1531 - SF Bus Lot Env Eval and Mods (PLNG)	500,000	20,000	61,483	307%
1532 - MCI USB Outlets (BUS)	427,500	100,000	155,860	156%
1931 - Bus Division Office Improvements (BUS)	420,000	75,000	81,620	109%
1715 - Aviat Microwave Update - Santa Rosa Link (BUS)	250,000	20,000	2,310	12%
1932 - Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis (BUS)	125,000	15,000	-	0%
1939 - Capital Equipment (FY19) (BUS)	116,600	116,600	109,875	94%
1933 - SF Curb Cut Bus Stop Improvements (PLNG)	50,000	20,000	-	0%
1934 - San Rafael Server HVAC Modifications (ENG)	50,000	20,000	33,227	166%
Total Bus Division	**$83,394,309**	**$1,356,217**	**$49,634,119**	**3,660%**

Capital Fund Source

	Total Project	FY 18/19 Budget	FY 18/19 Actual	% of Actual Expenditures
District Funds	$15,542,650	$474,082	$8,375,754	17%
Federal Funds	64,241,812	741,339	39,177,207	79%
State Funds	3,427,847	139,450	1,953,308	4%
Other Local Funds	182,000	1,346	127,850	0%
Total Expenditures	**$83,394,309**	**$1,356,217**	**$49,634,119**	**100%**

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

FY 18/19 Capital Program Accomplishments
Ferry Division

Actual FY 18/19 Ferry Division capital expenditures totaled $22.5 million, funded with $9.5 million, or 42%, District funds and $13.0 million, or 58%, grants funds.

Project Number & Description	Total Project	FY 18/19 Budget	FY 18/19 Actual	Actual/ Budget %*
Ferry Division				
1740 - *M.S. Sonoma* Refurbishment and Repower (FERRY)	$28,196,643	$150,000	$2,883,852	1,923%
1941 - *M.V. Del Norte, M.V. Napa* and *M.V. Golden Gate* Main Engine Overhaul (FERRY)	16,607,425	50,000	9,736,292	19,473%
1741 - *M.S. Marin* Repower & Dry Dock (FERRY)	13,334,262	2,000,000	5,648,948	282%
0503 - Gangway & Piers - Design (ENG)	11,862,725	1,000,000	1,299,687	130%
1441 - Gangways & Piers - Sausalito Construction (ENG)	11,500,000	200,000	16,343	8%
1940 - Purchase New Vessel (FERRY)	11,000,000	50,000	-	0%
1944 - Ticketing Systems/TVMs/Door Replacement (ERC)	3,219,754	50,000	4,959	10%
9710 - Corte Madera Marsh Restoration Design (ENG)	2,809,000	370,000	526,376	142%
1949 - Capital Equipment (FY19) (FERRY)	2,790,000	2,790,000	2,380,748	85%
1542 - SLEP: Larkspur, SF, Sausalito (FERRY)	1,740,000	50,000	(49,966)	(100%)
1841 - Fuel System Rehab Des/Env (ENG)	1,500,000	20,000	9,779	49%
1945 - Renewable Diesel Pilot Program (FERRY)	560,000	25,000	-	0%
1842 - Automatic Identification System (AIS) (FERRY)	65,000	10,000	3,676	37%
1946 - Ferry Office Partitions and Furniture (FERRY)	57,500	57,500	-	0%
Total Ferry Division	**$105,242,309**	**$6,822,500**	**$22,460,694**	**329%**

Capital Fund Source

	Total Project	FY 18/19 Budget	FY 18/19 Actual	% of Actual Expenditures
District Funds	$38,807,717	$5,056,546	$9,509,447	42%
Federal Funds	58,465,009	1,198,959	11,113,974	49%
State Funds	7,472,583	533,433	1,803,563	8%
Other Local Funds	497,000	33,562	33,710	0%
Total Expenditures	**$105,242,309**	**$6,822,500**	**$22,460,694**	**100%**

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

FY 18/19 Capital Program Accomplishments
District Division

Actual FY 18/19 District Division capital expenditures totaled $3.8 million, funded with $3.1 million, or 81%, District funds and $0.7 million, or 19%, grants funds.

Project Number & Description	Total Project	FY 18/19 Budget	FY 18/19 Actual	Actual/ Budget %*
District Division				
1810 - Financial/HR/Payroll Mgmt Syst (IS)	$4,500,000	$500,000	$234,262	47%
1712 - Transit Scheduling System (IS)	2,666,000	1,108,443	1,190,156	107%
1711 - Radio System Upgrade (IS)	1,843,523	200,000	935,820	468%
1513 - Electronic Timekeeping System (IS)	1,505,000	553,382	154,900	28%
1811 - Hardware/Software for ACIS/INIT (IS)	1,000,000	160,000	155,772	97%
1816 - Document Management System (IS)	800,000	550,000	48,070	9%
1713 - ADS ACIS data radio replacement (IS)	700,000	103,363	17,655	17%
1910 - Maximo for Bridge Division (IS)	533,000	20,000	-	0%
1518 - Website Redesign (IS)	531,900	149,262	2,500	2%
1918 - Maximo Upgrade to SAAS (IS)	452,000	30,000	13,855	46%
1911 - Cyber Security Improvements (IS)	408,000	408,000	179,289	44%
1912 - Manage Detection and Response Services (IS)	360,000	50,000	-	0%
1913 - Disaster Recovery Improvements (2019) (IS)	318,000	318,000	236,183	74%
1914 - Technology Improvements (2019) (IS)	269,000	50,000	26,725	53%
1919 - Capital Equipment (FY19) (Multiple)	260,000	260,000	184,993	71%
1916 - San Rafael A&D Admin Office Improvements (FIN/A&D)	231,000	50,000	201,516	403%
1915 - Cisco Phone System Software Upgrade (IS)	149,000	149,000	148,641	100%
1917 - Email to Office 365 Analysis (IS)	76,000	76,000	72,700	96%
1815 - Customer Service Incident System (Marketing) (IS)	45,000	20,000	-	0%
Total District Division	**$16,647,423**	**$4,755,450**	**$3,803,039**	**80%**

Capital Fund Source

	Total Project	FY 18/19 Budget	FY 18/19 Actual	% of Actual Expenditures
District Funds	$14,634,315	$4,493,676	$3,077,412	81%
Federal Funds	842,049	134,728	131,168	3%
State Funds	1,171,059	127,046	594,459	16%
Other Local Funds	-	-	-	0%
Total Expenditures	**$16,647,423**	**$4,755,450**	**$3,803,039**	**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 19/20 Budget – Capital	Amount in FY 19/20 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	$143,200	N/A	$635,600	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	$29,674,800	N/A	$45,061,700	N/A
State Highway Bridge Program (HBP) / SAFETEA-LU High Priority Project (HPP) and Discretionary Bridge Fund (DBF)	For GGB Seismic Retrofit Project. Application to and award by Caltrans.	State and Congressional Discretionary funding	$7,000,000	N/A	$10,182,900	N/A
State Highway Bridge Program (HBP) / Surface Transportation Program (STP)	Funds programmed by State and MTC for the Suicide Deterrent System.	One-Time	$15,114,300	N/A	$28,081,800	N/A
Surface Transportation Program (STP)	Funds programmed by State and MTC for the San Rafael Transit Center Relocation Design/Env Project	One-Time	$17,417,500	N/A	$32,361,200	N/A
State Grants						
Infrastructure Bond: State Transit Security Grant Program (CA-TSGP)	Application to Caltrans/MTC.	Annual for 10-year Period (2008-2017)	$11,600	N/A	$0	N/A
Infrastructure Bond: PTMISEA Account	Application to Caltrans/MTC.	Annual for 10-year Period (2008-2017)	$870,000	N/A	$2,566,100	N/A
Low Carbon Transit Operations Program (LCTOP)	Programmed based on Formula.	Annual	$1,210,500	N/A	$1,269,200	N/A
Transportation Development Act (TDA)	Per agreement with the Counties and MTC. Annual application to MTC.	Annual	N/A	Marin: $8,675,700	N/A	Marin: TBD
			N/A	Sonoma: $6,571,900	N/A	Sonoma: TBD
State Transit Assistance (STA)	Revenue Based - Service-based formula. Population Based - MTC Discretion.	Annual	N/A	$11,177,600	N/A	TBD
	State of Good Repair - Revenue Based	Annual	$307,300	N/A	$1,565,800	N/A

Fund Source	Programming Process/ Agency	Program Cycle	Amount in FY 19/20 Budget Capital	Amount in FY 19/20 Budget Operating	Secured for Future Years Capital	Secured for Future Years Operating
Other Local Grants						
Regional Measure 2 (RM2)	Programming application to MTC	Annual	$0	$2,770,300	$0	$2,770,300
Regional Measure 3 (RM3)	Programming application to MTC	Annual	$0	$0	$30,000,000	$0
Donations/Cell Site Revenues	For Suicide Deterrent System	One-Time	$1,894,800	N/A	$3,557,700	N/A
Proposition K	Programming application to SFCTA	Annual	$36,200	N/A	$179,700	N/A
Transportation Fund for Clean Air	Programming application to SFCTA	Annual	$54,200	N/A	$0	N/A
TAM	Operations support for ferry feeder shuttle	Annual	N/A	$115,700	N/A	$111,100
Total Grant Funds			**$73,734,400**	**$29,311,200**	**$155,461,700**	**$2,881,400**

All dollar amounts rounded to the nearest one hundred.

APPENDIX E – 10-YEAR CAPITAL REQUIREMENTS

GGBHTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030

							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	FY19 & Prior Years	FY20 Budget	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	Future Years	Line Item Total
AGENCY SUMMARY																		
BRIDGE DIVISION																		
GRANT FUNDED	681,548	681,548	-	762,533	39,493	41,492	63,289	31,440	71,201	116,985	116,927	116,057	128,107	21,109	10,311	6,121	-	762,533
DISTRICT FUNDED	307,881	-	307,881	356,918	26,458	22,578	38,320	22,905	23,617	35,145	34,769	36,587	52,611	29,179	22,343	12,405	-	356,918
TOTAL	**989,429**	**681,548**	**307,881**	**1,119,451**	**65,951**	**64,071**	**101,609**	**54,345**	**94,818**	**152,130**	**151,696**	**152,644**	**180,718**	**50,289**	**32,654**	**18,526**	**-**	**1,119,451**
BUS DIVISION																		
GRANT FUNDED	189,987	189,987	-	257,788	44,029	22,172	3,781	3,730	13,213	27,525	11,792	58,256	11,840	12,410	44,680	2,759	1,600	257,788
DISTRICT FUNDED	51,092	-	51,092	59,616	4,621	3,503	1,293	1,260	3,737	5,942	5,798	16,744	3,188	3,340	8,670	1,120	400	59,616
TOTAL	**241,079**	**189,987**	**51,092**	**317,404**	**48,651**	**25,674**	**5,074**	**4,991**	**16,950**	**33,467**	**17,590**	**75,000**	**15,028**	**15,750**	**53,350**	**3,879**	**2,000**	**317,404**
FERRY DIVISION																		
GRANT FUNDED	284,449	284,449	-	452,303	22,990	9,548	33,245	44,678	24,058	4,520	7,418	26,157	59,177	45,288	24,404	15,504	135,316	452,303
DISTRICT FUNDED	79,879	-	79,879	134,167	14,765	5,694	11,394	9,850	7,751	3,195	3,522	7,114	15,529	11,397	6,176	3,951	33,829	134,167
TOTAL	**364,329**	**284,449**	**79,879**	**586,471**	**37,755**	**15,243**	**44,639**	**54,528**	**31,810**	**7,715**	**10,940**	**33,271**	**74,706**	**56,685**	**30,580**	**19,455**	**169,145**	**586,471**
DISTRICT DIVISION																		
GRANT FUNDED	2,936	2,936	-	4,165	406	822	452	80	100	400	960	44	800	100	-	-	-	4,165
DISTRICT FUNDED	36,226	-	36,226	50,864	4,598	3,830	4,839	8,784	4,385	3,122	1,135	3,411	3,130	3,920	2,100	1,400	6,210	50,864
TOTAL	**39,162**	**2,936**	**36,226**	**55,029**	**5,005**	**4,652**	**5,291**	**8,864**	**4,485**	**3,522**	**2,095**	**3,455**	**3,930**	**4,020**	**2,100**	**1,400**	**6,210**	**55,029**
AGENCY TOTAL																		
GRANT FUNDED	1,158,921	1,158,921	-	1,476,789	106,918	74,034	100,768	79,928	108,572	149,430	137,097	200,514	199,924	78,907	79,395	24,384	136,916	1,476,789
DISTRICT FUNDED	475,078	-	475,078	601,565	50,443	35,606	55,845	42,800	39,490	47,404	45,224	63,856	74,458	47,836	39,289	18,876	40,439	601,565
TOTAL	**1,633,999**	**1,158,921**	**475,078**	**2,078,355**	**157,361**	**109,640**	**156,613**	**122,728**	**148,063**	**196,834**	**182,321**	**264,370**	**274,382**	**126,744**	**118,684**	**43,260**	**177,355**	**2,078,355**

GGBHTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030

							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	FY19 & Prior Years	FY20 Budget	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	Future Years	Line Item Total
BRIDGE DIVISION																		
GGB SEISMIC RETROFIT																		
Seismic: Design																		
1923 - Seismic Phase IIIB CM/GC (BR-0064)	7,862	7,862	-	9,862	-	2,000	7,862	-	-	-	-	-	-	-	-	-	-	9,862
Seismic: Construction																		
1528 - GGB Wind Retrofit (BR-0027)	2,321	2,321	-	11,860	4,539	5,000	2,321	-	-	-	-	-	-	-	-	-	-	11,860
0000 - Seismic Phase IIIB Construction (BR-0023)	621,000	509,220	111,780	621,000	-	-	-	20,000	80,000	130,000	130,000	130,000	131,000	-	-	-	-	621,000
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)	3,738	2,991	748	5,000	1,162	100	1,000	1,000	1,738	-	-	-	-	-	-	-	-	5,000
1118 - Suicide Deterrent - Design (BR-0018)	27	-	27	5,543	5,466	50	27	-	-	-	-	-	-	-	-	-	-	5,543
1524 - North Anchorage House Security (BR-0016)	770	-	770	1,000	155	75	300	470	-	-	-	-	-	-	-	-	-	1,000
1526 - Suicide Deterrent - Construction (BR-0019)	92,898	63,937	28,962	192,335	49,437	50,000	76,000	16,898	-	-	-	-	-	-	-	-	-	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)	400	-	400	400	-	-	50	50	50	50	50	50	50	50	-	-	-	400
9826 - Main Cable Access (BR-0003)	9,614	-	9,614	13,180	2,066	1,500	4,000	4,000	1,614	-	-	-	-	-	-	-	-	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)	399	-	399	500	1	100	399	-	-	-	-	-	-	-	-	-	-	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)	2,905	-	2,905	3,500	95	500	1,000	1,000	905	-	-	-	-	-	-	-	-	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)	400	-	400	500	-	100	400	-	-	-	-	-	-	-	-	-	-	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

GGBHTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030

							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	FY19 & Prior Years	FY20 Budget	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	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																		
2020 - Bridge Admin Office Improvements (BR-0063)	-	-	-	122	-	122	-	-	-	-	-	-	-	-	-	-	-	122
1820 - Toll Plaza Gantry - Construction (BR-0058)	5,398	-	5,398	7,264	1,116	750	3,000	2,398	-	-	-	-	-	-	-	-	-	7,264
1821 - IS Data Center Seismic Retrofit (BR-0042)	1,293	-	1,293	1,500	57	150	1,000	293	-	-	-	-	-	-	-	-	-	1,500
1921 - Stores Bldg Office Space HVAC Replacement (BR-0061)	15	-	15	35	-	20	15	-	-	-	-	-	-	-	-	-	-	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)	-	-	-	1,000	619	381	-	-	-	-	-	-	-	-	-	-	-	1,000
1525 - Toll System Upgrade (BR-0048)	4,224	-	4,224	5,942	1,218	500	1,000	1,000	1,000	1,224	-	-	-	-	-	-	-	5,942
CAPITAL EQUIPMENT																		
Tools and Equipment																		
XX29 - Capital Equipment (BR-0001)	20,000	-	20,000	22,723	-	2,723	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	-	22,723
TOTAL	**989,429**	**681,548**	**307,881**	**1,119,451**	**65,951**	**64,071**	**101,609**	**54,345**	**94,818**	**152,130**	**151,696**	**152,644**	**180,718**	**50,289**	**32,654**	**18,526**	**-**	**1,119,451**

GGBHTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030

JLKEY - Project Name (10YP ID)	10-Year Total ($000)	10-Year Grants ($000)	10-Year District ($000)	TOTAL PROJECT	FY19 & Prior Years	FY20 Budget	10-Year Projected Capital Need ($000) Year 1 FY2021	Year 2 FY2022	Year 3 FY2023	Year 4 FY2024	Year 5 FY2025	Year 6 FY2026	Year 7 FY2027	Year 8 FY2028	Year 9 FY2029	Year 10 FY2030	Future Years	Line Item Total
BUS DIVISION																		
REVENUE VEHICLES																		
Revenue Vehicle Improvements																		
0000 - Replace Fare Collection Equipment (BUS-0034)	5,500	4,565	935	5,500	-	-	-	-	-	-	-	500	1,000	3,000	1,000	-	-	5,500
1532 - MCI USB Outlets (BUS-0032)	-	-	-	428	156	272	-	-	-	-	-	-	-	-	-	-	-	428
Revenue Vehicle Replacements																		
0000 - Demand Response Vehicle Replacement (BUS-0039)	1,358	1,154	204	1,358	-	-	-	-	-	-	-	-	1,358	-	-	-	-	1,358
0000 - ZEB Over-the-Road (OTR) Coaches (BUS-0038)*	79,317	67,419	11,898	79,317	-	-	-	-	-	9,567	-	24,750	-	-	45,000	-	-	79,317
0000 - Replace Conventional Over-the-Road (OTR) Coaches (BUS-0037)	37,000	31,450	5,550	37,000	-	-	-	-	-	18,000	-	19,000	-	-	-	-	-	37,000
1730 - Replace 67 Transit Buses with Hybrids (BUS-0036)	-	-	-	67,600	47,487	20,113	-	-	-	-	-	-	-	-	-	-	-	67,600
1831 - Replace Twenty (20) Paratransit 22' Gas Cutaways (BUS-0050)	-	-	-	2,160	-	2,160	-	-	-	-	-	-	-	-	-	-	-	2,160
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)	-	-	-	12	-	12	-	-	-	-	-	-	-	-	-	-	-	12
Systemwide																		
1932 - Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis (BUS-0054)	-	-	-	125	-	125	-	-	-	-	-	-	-	-	-	-	-	125
FACILITIES REHABILITATION																		
D-1: San Rafael																		
1431 - Resurface D1 Employee Parking Lot & Solar Panels (BUS-0002)	2,854	2,283	571	5,130	276	2,000	2,854	-	-	-	-	-	-	-	-	-	-	5,130
1931 - Bus Division Office Improvements (BUS-0053)	-	-	-	420	82	338	-	-	-	-	-	-	-	-	-	-	-	420
1934 - San Rafael Server HVAC Modifications (BUS-0055)	-	-	-	50	33	17	-	-	-	-	-	-	-	-	-	-	-	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 - D-1 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 - D-1 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
0000 - D-1 ZEB Infrastructure (BUS-0059)	11,320	9,056	2,264	11,320	-	-	250	250	10,000	-	320	-	-	500	-	-	-	11,320
D-2: Novato																		
1930 - D-2 Pavement & Remediation (BUS-0052)	2,000	1,600	400	2,000	-	-	800	1,200	-	-	-	-	-	-	-	-	-	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
0000 - D2 ZEB Infrastructure (BUS-0060)	1,000	800	200	1,000	-	-	-	-	1,000	-	-	-	-	-	-	-	-	1,000

GGBHTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030

							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	FY19 & Prior Years	FY20 Budget	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	Future Years	Line Item Total
BUS DIVISION																		
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
0000 - D3 ZEB Infrastructure (BUS-0061)	1,000	800	200	1,000	-	-	-	-	1,000	-	-	-	-	-	-	-	-	1,000
D-4: San Francisco																		
1933 - SF Curb Cut Bus Stop Improvements (BUS-0057)	20	-	20	50	-	30	20	-	-	-	-	-	-	-	-	-	-	50
0000 - D-4 Pavement Rehabilitation (BUS-0028)	1,500	1,200	300	1,500	-	-	-	-	-	-	-	-	-	300	1,200	-	-	1,500
0000 - D4 ZEB Infrastructure (BUS-0062)	1,000	800	200	1,000	-	-	-	-	1,000	-	-	-	-	-	-	-	-	1,000
R-7: San Rafael Transit Center																		
0000 - SRTC Relocation PS&E/CON (BUS-0029)	45,000	30,000	15,000	45,000	-	-	-	-	500	2,000	15,000	27,500	-	-	-	-	-	45,000
1717 - SRTC Relocation Design/Env (Planning Dept) (BUS-0048)	1,191	988	202	2,065	574	300	600	591	-	-	-	-	-	-	-	-	-	2,065
Systemwide																		
0000 - Install LED Yard Lighting at Bus Facilities (BUS-0031)	138	138	-	138	-	-	-	-	-	-	-	-	-	-	-	138	-	138
0000 - ZEB Smart Charging System (BUS-0064)	250	200	50	250	-	-	-	-	-	250	-	-	-	-	-	-	-	250
<u>INFORMATION SYSTEMS/TECHNOLOGY</u>																		
1715 - Aviat Microwave Update - Santa Rosa Link (BUS-0051)	-	-	-	250	43	207	-	-	-	-	-	-	-	-	-	-	-	250
0000 - Collision Avoidance System (BUS-0058)	1,050	840	210	1,050	-	-	100	500	450	-	-	-	-	-	-	-	-	1,050
<u>CAPITAL EQUIPMENT</u>																		
XX39 - Capital Equipment (BUS-0001)	3,500	-	3,500	3,600	-	100	350	350	350	350	350	350	350	350	350	350	-	3,600
TOTAL	**241,079**	**189,987**	**51,092**	**317,404**	**48,651**	**25,674**	**5,074**	**4,991**	**16,950**	**33,467**	**17,590**	**75,000**	**15,028**	**15,750**	**53,350**	**3,879**	**2,000**	**317,404**

*ZEB project cost assumes that 1.5 ZEB coaches will be needed to replace each conventional coach.

GGBHTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030

JLKEY - Project Name (10YP ID)	10-Year Total ($000)	10-Year Grants ($000)	10-Year District ($000)	TOTAL PROJECT	FY19 & Prior Years	FY20 Budget	10-Year Projected Capital Need ($000) Year 1 FY2021	Year 2 FY2022	Year 3 FY2023	Year 4 FY2024	Year 5 FY2025	Year 6 FY2026	Year 7 FY2027	Year 8 FY2028	Year 9 FY2029	Year 10 FY2030	Future Years	Line Item Total
FERRY DIVISION																		
REVENUE VEHICLES																		
MS San Francisco																		
0000 - MS San Francisco Repower & Capital Improvement (FER-0042)	5,725	4,580	1,145	7,475	-	-	-	1,685	-	785	-	785	-	1,685	-	785	1,750	7,475
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)	3,440	2,752	688	3,440	-	-	-	-	585	-	1,685	-	585	-	585	-	-	3,440
1741 - M.S. Marin Repower & Dry Dock (FER-0015)	-	-	-	13,334	11,639	1,696	-	-	-	-	-	-	-	-	-	-	-	13,334
MS Sonoma																		
1740 - M.S. Sonoma Refurbishment and Repower (FER-0016)	18,528	17,388	1,139	28,197	4,669	5,000	5,000	13,528	-	-	-	-	-	-	-	-	-	28,197
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)	6,230	4,984	1,246	6,230	-	-	-	-	1,070	-	3,320	-	920	-	920	-	-	6,230
MV Del Norte																		
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
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																		
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
Multiple Vessel																		
1941 - M.V. Del Norte, M.V. Napa and M.V. Golden Gate Main Engine Overhaul (FER-0068)	5,371	4,297	1,074	16,607	9,736	1,500	4,000	1,371	-	-	-	-	-	-	-	-	-	16,607
2040 - Capital Improvements for Ferry Fleet (FER-0083)	6,385	5,108	1,277	8,385	-	2,000	6,385	-	-	-	-	-	-	-	-	-	-	8,385
Systemwide																		
1940 - Purchase New Vessel - Phase 1 (FER-0067)	10,500	9,135	1,365	11,000	-	500	8,000	2,500	-	-	-	-	-	-	-	-	-	11,000
0000 - Purchase New Vessel - Phase 2 (FER-0080)	19,000	16,530	2,470	19,000	-	-	8,000	11,000	-	-	-	-	-	-	-	-	-	19,000
2043 - Water Jet Replacement (FER-0087)	895	716	179	995	-	100	895	-	-	-	-	-	-	-	-	-	-	995
1945 - Renewable Diesel Pilot Program (FER-0069)	535	-	535	560	-	25	535	-	-	-	-	-	-	-	-	-	-	560
FACILITIES REHABILITATION																		
Systemwide																		
0503 - Gangway & Piers - Design (FER-0007)	2,220	1,905	315	11,863	9,143	500	500	500	1,220	-	-	-	-	-	-	-	-	11,863
0000 - Security Systems (FER-0059)	500	400	100	500	-	-	-	500	-	-	-	-	-	-	-	-	-	500
0000 - Warehouse Security and Storage Project (FER-0079)	3,670	-	3,670	3,670	-	-	100	200	1,000	1,000	1,370	-	-	-	-	-	-	3,670
0000 - Ferry Berthing Area, San Quentin State Prison (FER-0084)	1,190	952	238	1,190	-	-	100	500	590	-	-	-	-	-	-	-	-	1,190
0000 - New Ferry Slip, Mission Bay (FER-0086)	7,925	6,340	1,585	7,925	-	-	100	200	7,625	-	-	-	-	-	-	-	-	7,925

GGBHTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030

JLKEY - Project Name (10YP ID)	10-Year Total ($000)	10-Year Grants ($000)	10-Year District ($000)	TOTAL PROJECT	FY19 & Prior Years	FY20 Budget	10-Year Projected Capital Need ($000) Year 1 FY2021	Year 2 FY2022	Year 3 FY2023	Year 4 FY2024	Year 5 FY2025	Year 6 FY2026	Year 7 FY2027	Year 8 FY2028	Year 9 FY2029	Year 10 FY2030	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)	1,331	1,180	151	1,740	159	250	1,331	-	-	-	-	-	-	-	-	-	-	1,740
1841 - Fuel System Rehab (FER-0031)	1,290	-	1,290	1,500	10	200	200	200	500	390	-	-	-	-	-	-	-	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
2042 - Larkspur Ferry Service and Parking Expansion Env. Clearance and Prelim. Design Study (FER-0081)	1,100	-	1,100	1,250	-	150	1,100	-	-	-	-	-	-	-	-	-	-	1,250
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
0000 - SF Terminal Roll Down Gates and Passenger Queuing Modifications (FER-0085)	400	320	80	400	-	-	-	400	-	-	-	-	-	-	-	-	-	400
Sausalito Ferry Terminal																		
1441 - Gangways & Piers - Sausalito Construction (FER-0005)	11,384	9,107	2,277	11,500	16	100	3,000	8,384	-	-	-	-	-	-	-	-	-	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)	-	-	-	2,809	2,347	462	-	-	-	-	-	-	-	-	-	-	-	2,809
2041 - Corte Madera Marsh Restoration Construction (FER-0082)	2,540	-	2,540	3,040	-	500	2,540	-	-	-	-	-	-	-	-	-	-	3,040
INFORMATION SYSTEMS/TECHNOLOGY																		
1944 - Ticketing Systems/TVMs/Door Replacement (FER-0073)	2,715	2,172	543	3,220	5	500	500	800	1,415	-	-	-	-	-	-	-	-	3,220
1842 - Automatic Identification System (AIS) (FER-0064)	24	-	24	65	31	10	24	-	-	-	-	-	-	-	-	-	-	65
CAPITAL EQUIPMENT																		
XX49 - Capital Equipment (FER-0001)	750	-	750	2,500	-	1,750	75	75	75	75	75	75	75	75	75	75	-	2,500
TOTAL	364,329	284,449	79,879	586,471	37,755	15,243	44,639	54,528	31,810	7,715	10,940	33,271	74,706	56,685	30,580	19,455	169,145	586,471

GGBHTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030

							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	FY19 & Prior Years	FY20 Budget	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	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 Timekeeping System (DIST-0010)	-	-	-	1,505	1,107	398	-	-	-	-	-	-	-	-	-	-	-	1,505
1518 - Website Redesign (DIST-0013)	122	-	122	532	385	25	122	-	-	-	-	-	-	-	-	-	-	532
1711 - Radio System Upgrade (DIST-0005)	-	-	-	1	-	1	-	-	-	-	-	-	-	-	-	-	-	1
1712 - Transit Scheduling System (DIST-0009)	545	-	545	2,666	1,421	700	500	45	-	-	-	-	-	-	-	-	-	2,666
1713 - ADS ACIS Data Radio Replacement (DIST-0006)	36	-	36	700	614	50	36	-	-	-	-	-	-	-	-	-	-	700
1810 - Financial/HR/Payroll Management System (DIST-0021)	4,022	-	4,022	4,500	278	200	500	1,000	1,000	1,522	-	-	-	-	-	-	-	4,500
1811 - Hardware and Software for ACIS/INIT (DIST-0051)	-	-	-	1,000	473	527	-	-	-	-	-	-	-	-	-	-	-	1,000
1813 - Transportation Statistics Reporting (DIST-0061)	500	-	500	500	-	-	250	250	-	-	-	-	-	-	-	-	-	500
1815 - Customer Service Incident System (Marketing) (DIST-0056)	45	-	45	45	-	-	-	-	-	-	45	-	-	-	-	-	-	45
1816 - Document Management System (DIST-0057)	502	-	502	800	48	250	502	-	-	-	-	-	-	-	-	-	-	800
2015 - Intranet Redesign (DIST-0074)	100	-	100	150	-	50	100	-	-	-	-	-	-	-	-	-	-	150
1911 - Cyber Security Improvements (DIST-0065)	-	-	-	408	179	229	-	-	-	-	-	-	-	-	-	-	-	408
1912 - Manage Detection and Response Services (DIST-0066)	210	-	210	360	-	150	210	-	-	-	-	-	-	-	-	-	-	360
1913 - Disaster Recovery Improvements (2019) (DIST-0067)	-	-	-	318	236	82	-	-	-	-	-	-	-	-	-	-	-	318
1914 - Technology Improvements (2019) (DIST-0068)	92	-	92	269	27	150	92	-	-	-	-	-	-	-	-	-	-	269
2013 - Electronic Timekeeping System Upgrade (DIST-0075)	75	-	75	155	-	80	75	-	-	-	-	-	-	-	-	-	-	155
1916 - San Rafael A&D Admin Office Improvements (DIST-0070)	-	-	-	456	202	254	-	-	-	-	-	-	-	-	-	-	-	456
0000 - Video Conferencing (DIST-0053)	299	-	299	299	-	-	299	-	-	-	-	-	-	-	-	-	-	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)	1,250	-	1,250	1,250	-	-	250	-	250	-	250	-	250	-	250	-	-	1,250
0000 - Replace Server Equipment (DIST-0024)	600	-	600	600	-	-	200	-	-	-	200	-	-	-	200	-	-	600
0000 - Replace Network Equipment (DIST-0023)	1,480	-	1,480	1,480	-	-	-	740	-	-	-	-	-	740	-	-	-	1,480
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
2012 - Cloud Migration Initiative (DIST-0076)	169	-	169	319	-	150	169	-	-	-	-	-	-	-	-	-	-	319
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 - CAD/AVL System 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 - Farebox System Upgrade (DIST-0037)	245	-	245	245	-	-	86	159	-	-	-	-	-	-	-	-	-	245
2016 - Single Sign On (DIST-0072)	-	-	-	76	-	76	-	-	-	-	-	-	-	-	-	-	-	76
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 - 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
2014 - IS Strategic Planning (DIST-0073)	75	-	75	150	-	75	75	-	-	-	-	-	-	-	-	-	-	150
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 - Business Intelligence (DIST-0059)	1,250	-	1,250	1,250	-	-	-	750	-	-	-	500	-	-	-	-	-	1,250
0000 - Bus Wifi (DIST-0031)	500	-	500	500	-	-	-	250	-	-	250	-	-	-	-	-	-	500
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
1812 - Asset and Vehicle Fluid Mgmt System (DIST-0022)	465	372	93	1,000	35	500	465	-	-	-	-	-	-	-	-	-	-	1,000
2011 - Email to Office 365 Migration (DIST-0077)	125	-	125	375	-	250	125	-	-	-	-	-	-	-	-	-	-	375
2010 - Asset Management Strategic Program (DIST-0078)	785	-	785	985	-	200	785	-	-	-	-	-	-	-	-	-	-	985
CAPITAL EQUIPMENT																		
XX19 - Capital Equipment (DIST-0001)	1,500	-	1,500	1,755	-	255	150	150	150	150	150	150	150	150	150	150	-	1,755
TOTAL	**39,162**	**2,936**	**36,226**	**55,029**	**5,005**	**4,652**	**5,291**	**8,864**	**4,485**	**3,522**	**2,095**	**3,455**	**3,930**	**4,020**	**2,100**	**1,400**	**6,210**	**55,029**

APPENDIX F – FINANCIAL PLAN

Agenda Item No. (7)

To: Finance-Auditing Committee/Committee of the Whole
Meeting of September 28, 2018

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 Appendix 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 balance the District's revenue and expenses during the years covered by the plan. The original five-year goal for the 2009 Plan was to close a $132 million gap in the funding. For example, the *2009 Strategic Plan for Achieving Long-Term Financial Stability* was successful in eliminating the five-year gap in funding of approximately $200 million.

The result of this year's five-year projection is that the five-year period of this Strategic Financial Plan has been able to build up the District's reserves by $29.3 million. The Plan shows a 10-year gap in funding of $88.3 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 (15 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 the toll collection system, green initiatives, and addressing Larkspur Ferry demand, etc.

Projects To Be Started (0 Initiatives) – Initiatives that are not yet Board approved or implemented and planned to be worked on in future years. All initiatives in the Plan are currently underway, completed or deferred/withdrawn.

Projects Completed (21 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 increases, review of Capital Plan, converting to clean diesel, implementation of time collection and payroll automation, and the transition of supplemental school service to Marin Transit.

Projects Deferred or Withdrawn (10 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 the December Holiday period and increasing ridership through a multiday bus pass.

Consideration of New Initiatives for 2018/2019

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. In addition, the Board has the option to extend the current Plan additional years if desired as initiatives are being reviewed or underway.

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 Funding 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, which 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 ends 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.

2018 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
	Updated Funding Projection (September 2018)	**$14.3**	**$22.9**	**$28.4**	**$24.5**	**$29.3**	**($88.3)**	The Financial Plan covers FY 15/16 - 24/25. Actual is used for FY 15/16, FY16/17, and FY 17/18, Budget for FY 18/19 and the September 2018 projection is used for FY 19/20 - FY 24/25.
	Projects Underway:							
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. New toll system procured in FY 16/17 will further ensure accurate toll collection. In FY 18/19 the first part of the new system will be implemented to more accurately collect data on toll transactions.
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. Negotiations are underway in 2018 focused on absenteeism, health plan design and pension.
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, procurement process reforms due to legisative and internal code.
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.
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	Streamlined Sonoma to San Francisco regional bus service to optimize service in the spring of 2018. Staff will continue to monitor SMART's impacts and make appropriate service adjustments, when necessary, for optimizing operational and cost efficiencies.

2018 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.)								
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 and Marketing Department is currently targeting partnering with a variety of groups to increase ridership such as schools, senior centers, bike companies, and tour groups.
26	Green Initiatives - Explore cost savings on installation of solar panels, wind power, and other green initiatives in District Facilities.			$-	$-	**$-**	$-	San Rafael employee parking lot solar installation and lot resurfacing. Staff anticipates completing design and advertising for construction by end of 2018.
30	Review and implement multi-year toll increase plan when current plan ends in June 2018.				$7.0	**$14.4**	$116.7	Scheduled for staff development and Board consideration in FY 18/19.
32	Replace Existing Ferry Terminal Gangways and Piers: Increase operating efficiency. May impact FTEs.				$0.1	**$0.2**	$0.7	In Sausalito, staff anticipates final design to be complete by end of 2018 and advertising for construction occur in 2019. In San Francisco, staff is evaluating current and future ferry operations to determine best alignment of replacement facilities. Once evaluation is complete, environmental and design procces will continue.
33	Implementation of Clipper 2.0 reducing transaction costs to collect revenue				$0.1	**$0.2**	$0.7	The Bay Area region is considering awarding a contract, September/October 2018 for the Clipper 2.0 system. New features should be available as early as FY 2019/2020.
34	Explore additional Partnership Projects with the Parks Conservancy.				$-	**$-**	$-	Scheduled to be explored in FY 18/19.
35	Work with regional partners to increase bus travel speed in San Francisco to reduce operating costs.				$0.2	**$0.3**	$1.1	This project is underway with the commencement of the Van Ness bus rapid transit project. Staff also continues to explore ways to improve bus speeds throughout the system.
37B	Address the increased demand for Larkspur Ferry service through exploring the environmental review process to expand the Larkspur Ferry Service beyond the allowable 42 trips a day.					**$-**	$-	This initiative is scheduled to begin to be explored in FY 18/19.
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.

2018 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:								
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.
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	This initiative is implemented and completed in FY 17/18. It will allow for accurate and real time information. It will reduce (1) FTE in Payroll.
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 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.
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	Significant changes in health plan design, employee premium sharing, and work rule efficiencies. This initiative was started in the 2014 negotiations and is completed for this Financial Plan timeline with the final Coalition Labor Negotiations in FY 16/17.

2018 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.)								
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.
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 2018 and going forward.
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.

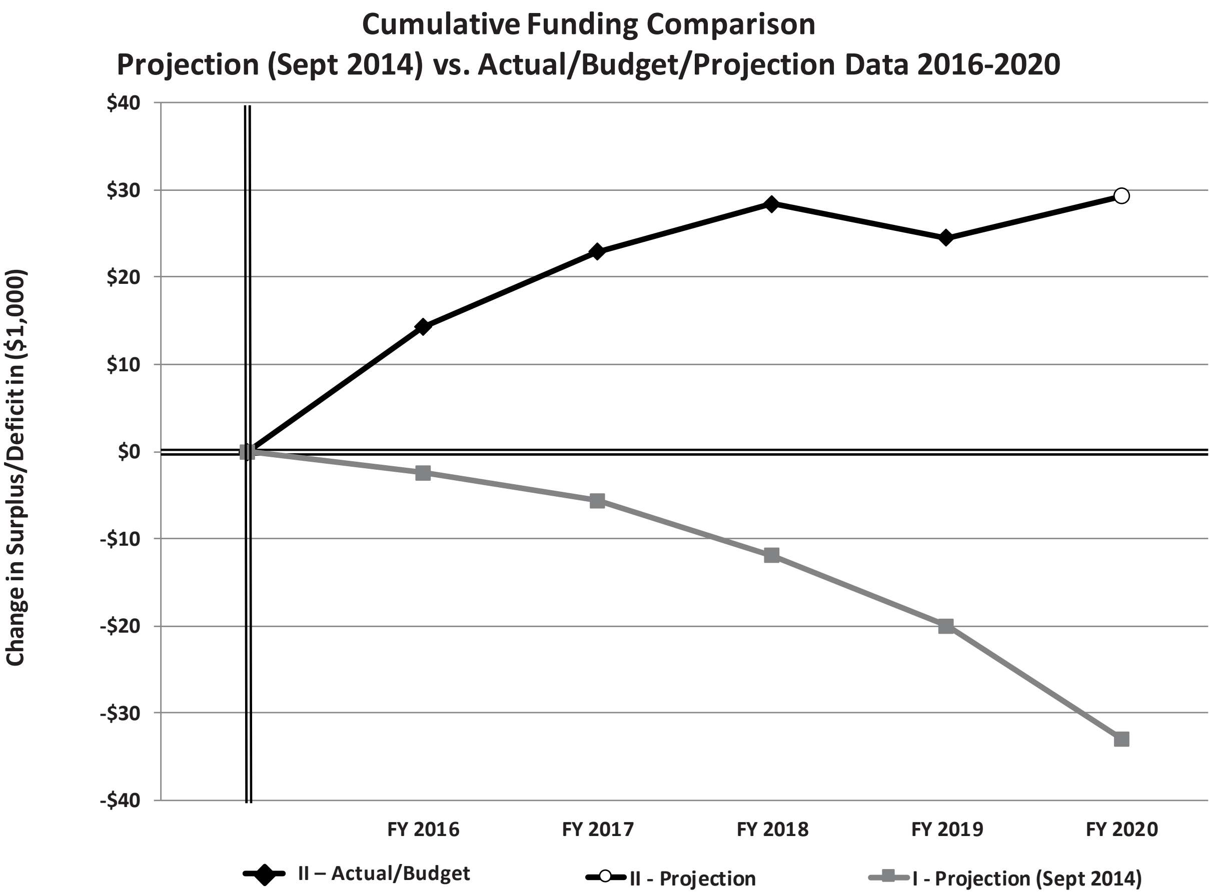
2018 STRATEGIC FINANCIAL PLAN

	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.

2018 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 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.
38	Implementation of Clipper 2.0 eliminating cash collection on buses.					**$0.1**	$0.6	New Clipper 2.0 system is currently in the award of contract stage. Assessment of this projects feasibility will be deferred until the new system is almost deployed in 2022.
39	Develop multiday bus pass to increase ridership.					**$-**	$-	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**	$1.2	Moved to a future financial plan due to timing.
42	Evaluate purchasing other agency staff expertise for specialized needs.					**$-**	$-	Plan to be developed when District identifies needed expert services.
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.						$-	Given the change in traffic patterns and infrastructure roadway needs this is deferred until agencies can realign their goals.
	TOTAL Savings/Revenues	$ 3.8	$ 9.9	$ 17.3	$ 33.4	$ 50.4	$ 193.2	
	TOTAL Surplus(Shortfall)	$ 14.3	$ 22.9	$ 28.4	$ 24.5	**$ 29.3**	$ (-88.3)	
	NET CHANGE	**$ 18.1**	**$ 32.8**	**$ 45.7**	**$ 57.9**	**$ 79.7**	**$ 104.9**	

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 shortfall from that time period.



Annual Amounts
($ in Millions)

Per Year Difference Surplus/(Shortfall)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Actual/Current Projection	$14.3	$8.6	$5.5	($3.9)	$4.8
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. (6)

To: Finance-Auditing Committee/Committee of the Whole
Meeting of September 28, 2018

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 19/20 through FY 28/29. 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.

Finance-Auditing Committee/Committee of the Whole
Meeting of September 28, 2018

Agenda Item No. (6)
Page 2

II. Fiscal Strength of the District

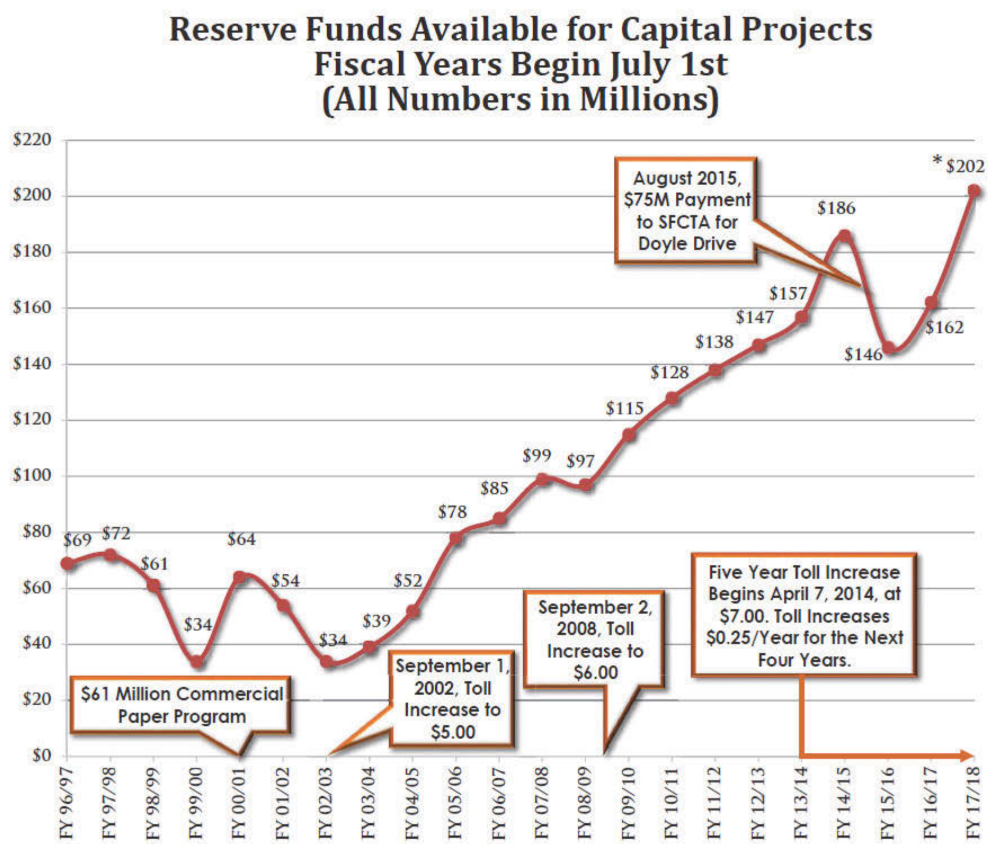
Summary

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.

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.

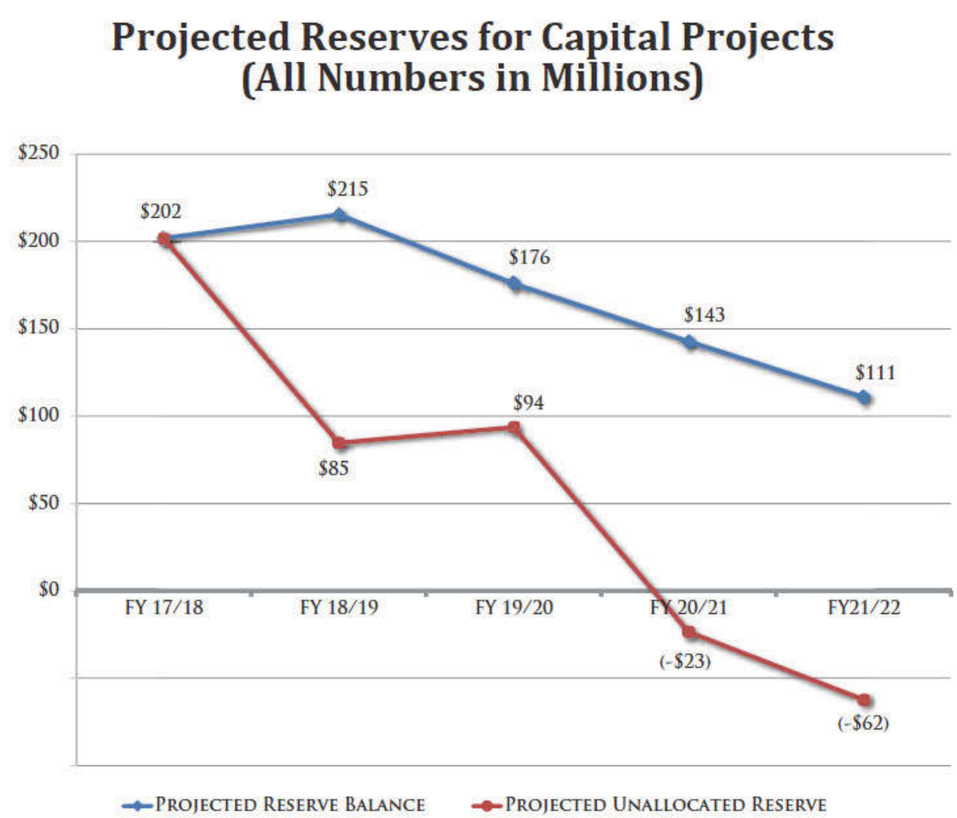


*Note: Graph amounts represent beginning of the year balances. See Appendix E for more details.

Given the projected funding needs of the capital projects, liability, and operating reserve over the next few years, and the uncertainty of how much grant funding we are going to receive, only a portion of the capital reserves are allocated in the FY 19/20 projection. This year due to the undetermined funding status of the final phase of the seismic retrofitting of the Bridge which is about to be put out to bid, the District has taken a more conservative approach in allocating its available capital reserve resources (see Appendix D and E for details). Additional funding for new capital projects in future years will need to be raised to fund the full ten-year capital plan in this projection. This projection 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 shortfalls. 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 18/19 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 but do not represent GASB 68 and GASB 75 accounting changes.

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 transfer of funds from the operating budget through the capital reserve contribution.

How Reserves Are Funded

New reserves are accumulated if future operating budgets are balanced. In FY 18/19, the operating budget will provide approximately $30.6 million for the capital project reserves through three mechanisms; 1) the capital reserve contribution set aside; 2) depreciation expense; and, 3) Bridge self-insurance against losses. The District is projected to have an operating shortfall this year and therefore would reduce the amount of capital reserve contribution to fund reserves for future capital projects. Expense over revenue shortfalls in the operating budget are not sustainable over the long-run because the District would not produce the necessary resources to fund future capital projects. However, short-term reserve shortfalls can be managed by making tradeoffs between which capital projects to begin and when to start those projects. Those decisions 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 19/20 Estimate	**Sub Total Year 1 – 5 Estimate**	**Total Year 1 – 10 Estimate**
Total Operating with Capital Contribution	$234	$1,275	$2,749
Total Operating Revenue	$239	$1,201	$2,409
Total Operating & Capital Surplus (Shortfall)	$5	($74)	($340)

For comparison purposes, the projected ten-year revenue over expense shortfall of $340 million is approximately $20 million lower than the $360 million presented in the previous projection of September 21, 2017. The decrease in the 10-year projected shortfall is primarily due to increase in salaries, fringe benefits (medical and pension in particular) and depreciation offset by an increase in revenue mostly in the $79 million increase in new Senate Bill 1 revenue. If voters approve Proposition 6 on the November ballot, this revenue would go away, exasperating the ten-year shortfall by an additional $79 million.

The projected shortfall exists because projected expense rise over the 10-year measurement period but many of the sources of revenue do not. The revenue sources will only increase through future public action. The current 10-year shortfall is made up of increase in salaries, assuming a consistent CPI which attributes for approximately $81 million (21%) of the $340 million shortfall; medical benefits assume a historical increase of approximately 5.8% contributing to $58 million (15%);pension contributions, using the actuarial assumptions, make up an additional $56 million (14%); and, depreciation, due to finishing major projects in the 10-year timeframe, contributes $84 million (22%) (See Appendix B for more details).

The FY 18/19 Adopted Budget was approved with the $21 million capital reserve contribution amount. A capital reserve 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 Reserve 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 reserve contribution. The projected ten-year District capital need is estimated at $529 million compared to the $508 million projected last year, an increase of $21 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 $130 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 reserve contribution. The current projection estimates a five-year shortfall of $74 million compared to $72 million projected last year. However, these projections cover different periods of time. When comparing one year's projection to another, it is difficult to recognize the actual change in the projection unless one focuses on the same period in time.

In an apples-to-apples comparison over the same ten-year period (2019-2028) between the new projection and the previous projection, the new projection shows:

- A $43 million shortfall for 5 years, which is $28 million lower than the previous projection; and,
- A $278 million shortfall for 10 years, which is $84 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 19/20 through FY 28/29 Ten-Year Capital Projection, provided in Appendix C, identifies a $1.8 billion capital need over the next ten years requiring a District contribution of $529 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 resource need 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 Resource Need	Variance from 80% Funding Level
Grant Funding Level approx. at 80%	$ 340	$ 0
Grant Funding Level 50%	$ 540	$ 200
Grant Funding Level 30%	$ 750	$ 410

For example, here are some of the major projects that assume approximately 80% grant funding.

BRIDGE DIVISION
(All numbers in thousands)

Capital Project Detail	10 - Year Total
Bridge Seismic Retrofit	
Phase IIIB Design/Construction	$644,140
Bridge Access Systems:	
North End Access Systems	$20,000
South Approach & Arch Access Systems	$19,992
Main Cable Access	$11,213
Paint/Erosion Rehabilitation:	
North Tower Paint Rehabilitation	$30,000
Roadway Rehabilitation:	
Bridge Pavement Repair	$30,000
Toll Collection:	
Permanent Toll Collection Gantry & Pavement Rehabilitation	$30,000

V. Next Steps

In response to previous financial projections, District staff developed a series of proposed initiatives to address the District's projected financial needs. In October 2014, the Board approved its second Strategic Financial Plan to address the projected financial needs. The *2014 Strategic Financial Plan* (Plan) outlines the District's long-term finances and proposed initiatives to balance the District's revenue and expenses 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 under a separate agenda item.

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 and Revenue Detail
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 19/20 - FY 28/29

All Figures Rounded to ($000)

Updated: 9/6/2018

80% Grant Funded

	Year 1 FY 2020 Estimate	Year 2 FY2021 Estimate	Year 3 FY 2022 Estimate	Year 4 FY 2023 Estimate	Year 5 FY 2024 Estimate	Year 6 FY 2025 Estimate	Year 7 FY 2026 Estimate	Year 8 FY 2027 Estimate	Year 9 FY 2028 Estimate	Year 10 FY 2029 Estimate	Total 5 Year Estimate	Total 10 Year Estimate
Agency Expense:												
Salaries (Gross of Capitalization & ICAP)	$ 85,800	$ 87,600	$ 89,600	$ 91,700	$ 93,800	$ 96,000	$ 98,200	$ 100,400	$ 102,600	$ 104,900	$ 448,500	$ 950,600
Fringe Benefits (Incl PR Taxes)	68,000	71,900	75,600	78,400	81,900	85,400	87,400	90,600	93,900	96,400	375,800	829,500
Professional Services	25,200	24,700	26,300	25,900	27,500	27,100	28,700	28,400	30,000	29,600	129,600	273,400
Fuel & Related Taxes	11,500	11,700	12,000	12,300	12,600	12,800	13,100	13,400	13,700	14,000	60,100	127,100
Repair & Operating Supplies	10,200	10,500	10,700	11,000	11,200	11,500	11,700	12,000	12,300	12,500	53,600	113,600
Insurance, Taxes & Permits	6,600	6,700	6,900	7,100	7,200	7,400	7,600	7,700	7,900	8,100	34,500	73,200
Purchased Transportation	2,200	2,200	2,300	2,300	2,400	2,400	2,500	2,500	2,600	2,600	11,400	24,000
Staff Development	1,300	1,400	1,400	1,400	1,500	1,500	1,500	1,600	1,600	1,600	7,000	14,800
Leases & Rentals	700	700	800	800	800	800	800	900	900	900	3,800	8,100
Debt Service-Interest Expense	1,800	2,100	2,400	2,700	3,100	3,100	3,100	3,000	2,900	2,800	12,100	27,000
Depreciation	11,100	15,700	18,200	24,200	25,100	23,800	22,400	24,100	25,700	26,800	94,300	217,100
Total Expenses	**$ 224,400**	**$ 235,200**	**$ 246,200**	**$ 257,800**	**$ 267,100**	**$ 271,800**	**$ 277,000**	**$ 284,600**	**$ 294,100**	**$ 300,200**	**$ 1,230,700**	**$ 2,658,400**
Known Changes:												
Federal Health Excise Tax (ACA)	$ -	$ -	$ 1,000	$ 2,200	$ 2,600	$ 3,000	$ 3,400	$ 3,900	$ 4,400	$ 5,000	$ 5,800	$ 25,500
Capitalized Labor	(4,500)	(4,600)	(4,700)	(4,800)	(4,900)	(5,000)	(5,200)	(5,300)	(5,400)	(5,500)	(23,500)	(49,900)
ICAP	(3,200)	(3,200)	(3,300)	(3,400)	(3,500)	(3,600)	(3,600)	(3,700)	(3,800)	(3,900)	(16,600)	(35,200)
Commercial Paper Principal Pymts	-	-	-	-	-	-	-	1,400	1,500	1,600	-	4,500
Debt Service Expense Savings	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,100)	(6,000)	(11,900)
Depreciation - delay in the completion of Capital Projects	(400)	(700)	(1,200)	(3,200)	(2,200)	(2,600)	(2,600)	(5,100)	(3,600)	(3,900)	(7,700)	(25,500)
Salaries/Fringes-known spending experience adjustment	(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	**$ (11,700)**	**$ (12,200)**	**$ (12,000)**	**$ (13,000)**	**$ (11,900)**	**$ (12,100)**	**$ (12,000)**	**$ (12,900)**	**$ (11,000)**	**$ (10,800)**	**$ (60,800)**	**$ (119,600)**
Sub-Total Expense	**$ 212,700**	**$ 223,000**	**$ 234,200**	**$ 244,800**	**$ 255,200**	**$ 259,700**	**$ 265,000**	**$ 271,700**	**$ 283,100**	**$ 289,400**	**$ 1,169,900**	**$ 2,538,800**
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	**$ 233,700**	**$ 244,000**	**$ 255,200**	**$ 265,800**	**$ 276,200**	**$ 280,700**	**$ 286,000**	**$ 292,700**	**$ 304,100**	**$ 310,400**	**$ 1,274,900**	**$ 2,748,800**
Total Operating Revenue	**$ 238,500**	**$ 239,300**	**$ 240,500**	**$ 241,000**	**$ 241,600**	**$ 241,900**	**$ 241,500**	**$ 241,000**	**$ 241,300**	**$ 242,400**	**$ 1,200,900**	**$ 2,409,000**
Total Net Surplus/(Deficit)	**$ 4,800**	**$ (4,700)**	**$ (14,700)**	**$ (24,800)**	**$ (34,600)**	**$ (38,800)**	**$ (44,500)**	**$ (51,700)**	**$ (62,800)**	**$ (68,000)**	**$ (74,000)**	**$ (339,800)**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total 5 Year	Total 10 Year
Bridge Expense	**$ 84,400**	**$ 86,600**	**$ 91,100**	**$ 94,700**	**$ 99,500**	**$ 100,400**	**$ 103,400**	**$ 106,100**	**$ 112,000**	**$ 113,300**	**$ 456,300**	**$ 991,500**
Transit Expense	**$ 149,300**	**$ 157,400**	**$ 164,100**	**$ 171,100**	**$ 176,700**	**$ 180,300**	**$ 182,600**	**$ 186,600**	**$ 192,100**	**$ 197,100**	**$ 818,600**	**$ 1,757,300**

Golden Gate Bridge, Highway & Transportation District Operating Budget Projection
Five-Year and Ten-Year Financial Projections FY 19/20 - FY 28/29

Revenue Detail

All Figures Rounded to ($000)

Revenue Categories	Year 1 FY 2020 Estimate	Year 2 FY2021 Estimate	Year 3 FY 2022 Estimate	Year 4 FY 2023 Estimate	Year 5 FY 2024 Estimate	Year 6 FY 2025 Estimate	Year 7 FY 2026 Estimate	Year 8 FY 2027 Estimate	Year 9 FY 2028 Estimate	Year 10 FY 2029 Estimate	Total 5 Year Estimate	Total 10 Year Estimate
Bridge Tolls	$ 150,200	$ 150,200	$ 150,200	$ 150,200	$ 150,200	$ 150,200	$ 150,200	$ 150,200	$ 150,200	$ 150,200	$ 751,000	$ 1,502,000
Transit Fares	38,000	38,800	39,700	39,700	39,700	39,700	39,700	39,700	39,700	39,700	195,900	394,400
Investment Income	5,600	5,600	5,800	6,300	6,900	7,100	6,700	6,100	6,300	7,400	30,200	63,800
Ferry Concessions	1,300	1,300	1,400	1,400	1,400	1,500	1,500	1,500	1,600	1,600	6,800	14,500
Other (Incl Adv. & Leases)	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,100	2,100	2,100	10,000	20,300
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)	10,400	10,400	10,400	10,400	10,400	10,400	10,400	10,400	10,400	10,400	52,000	104,000
Federal/State/Local Funds	18,300	18,300	18,300	18,300	18,300	18,300	18,300	18,300	18,300	18,300	91,500	183,000
Sub-Total Revenue	**$ 228,600**	**$ 229,400**	**$ 230,600**	**$ 231,100**	**$ 231,700**	**$ 232,000**	**$ 231,600**	**$ 231,100**	**$ 231,400**	**$ 232,500**	**$ 1,151,400**	**$ 2,310,000**
Known Changes:												
Temporary License Plate	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 10,000	$ 20,000
STA Funding-Senate Bill 1	$ 7,900	$ 7,900	$ 7,900	$ 7,900	$ 7,900	$ 7,900	$ 7,900	$ 7,900	$ 7,900	$ 7,900	$ 39,500	$ 79,000
Total Known Changes	**$ 9,900**	**$ 9,900**	**$ 9,900**	**$ 9,900**	**$ 9,900**	**$ 9,900**	**$ 9,900**	**$ 9,900**	**$ 9,900**	**$ 9,900**	**$ 49,500**	**$ 99,000**
Total Revenue	**$ 238,500**	**$ 239,300**	**$ 240,500**	**$ 241,000**	**$ 241,600**	**$ 241,900**	**$ 241,500**	**$ 241,000**	**$ 241,300**	**$ 242,400**	**$ 1,200,900**	**$ 2,409,000**

Bridge Revenue	**$ 158,400**	**$ 158,400**	**$ 158,600**	**$ 159,100**	**$ 159,800**	**$ 160,000**	**$ 159,600**	**$ 159,000**	**$ 159,300**	**$ 160,300**	**$ 794,300**	**$ 1,592,500**
Transit Revenue	**$ 80,100**	**$ 80,900**	**$ 81,900**	**$ 81,900**	**$ 81,800**	**$ 81,900**	**$ 81,900**	**$ 82,000**	**$ 82,000**	**$ 82,100**	**$ 406,600**	**$ 816,500**

Golden Gate Bridge, Highway and Transportation District
Five- and Ten-Year Financial Projection for FY 19/20 – FY 28/29

CATEGORY ASSUMPTIONS

Operating Revenue

General Assumption: The FY 18/19 Adopted Budget has been used as the basis for all revenue and expense projections.

<u>Bridge Tolls</u>

Bridge southbound traffic is projected to remain flat over 10 years. No increase in toll revenue is recognized in the 10-year projection.

<u>Bus Transit</u>

Regional Bus ridership is projected to remain flat over 10 years. The Board of Directors approved a new five-year fare plan effective July 2017. Though bus ridership remains flat, the revenue slightly increases in the first three years and remains flat for all the other years. Marin Transit contract is assumed at the same level of service.

<u>Ferry Transit</u>

Ferry ridership is projected to remain flat over 10 years. The Board of Directors approved a new five-year fare plan effective July 2017. Though Ferry ridership remains flat, the revenue slightly increase in the first three years and remains flat for all the other years.

<u>Local Funds</u>

This projection assumes Marin Transit contract revenue at the same level of service. No increases to local funding for Regional Measure 2 (RM2) are anticipated per Metropolitan Transportation Commission (MTC).

<u>State Funding</u>

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

<u>Federal Funding</u>

No Federal operating funding is assumed for this projection.

<u>Investment Income</u>

Interest on investment is projected to be 2.27% 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.

Golden Gate Bridge, Highway and Transportation District
Five- and Ten-Year Financial Projection for FY 18/19 – FY 27/28

CATEGORY ASSUMPTIONS

Other Revenue

Other Revenue is based on a projected average CPI rate ranging from 2.2 to 2.4%. 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 January 1, 2019, and continue throughout the projection.

Transportation Funding – SB1

Projection assumes new revenue of $7.9 million per year associated with the passage of Senate Bill 1, for each year of the ten year period. If voters approve Proposition 6 on the November ballot, this revenue would go away, exasperating the ten-year shortfall by an additional $79 million.

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 19/20 - FY 21/22 are based on an average of all rates. Projected rates for FY 22/23 - FY 26/27 are based on MTC and CBO projections which average 2.3%. The projected CPI rate from MTC for FY 27/28-FY28/29 is 2.2%.

Salaries

Salary increases for non-Bus Operators are based on negotiated wage rates for the first year and CPI rate projections for the remaining nine years as noted above. No salary increase is included for ATU-represented employees, so CPI rates are used for the Bus Operators projections. 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 34.1%, 36.7%, 38.8%, 40.4%, 41.3% and 41.8% for the years FY19/20 through FY24/25 respectively. This projection assumes that pension cost continues to remain flat for the years of FY 25/26 - FY 28/29. 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 28/29.

Medical Insurance

Medical insurance is based on Centers for Medicare & Medicaid Services, Office of the Actuary rates of 5.8%, 5.6%, 5.5%. 5.6%, 5.7%, 5.5% for FY19-20-FY24/25 respectively. The rate 6.1% is used from FY25/26 to FY28-29.

Workers' Compensation

Workers' Compensation is based on five-year average and are projected to increase based on CPI rates.

Golden Gate Bridge, Highway and Transportation District
Five- and Ten-Year Financial Projection for FY 19/20 – FY 28/29

CATEGORY ASSUMPTIONS

Debt Service Payment

Assumes an interest rate increase of 0.5% per year reaching a cap of 5.0% in year 5.

All other expenses not mentioned above

Projection assumes an average increase of 2.2% - 2.4% depending on the year based on LAO, MTC and CBO CPI projections as described above.

Depreciation

Based on the 10-Year Capital Expenditure Plan, major projects that are projected to be complete for the first five years are as follows: Suicide Deterrent, Main Cable Access, Bridge Pavement Repairs, 67 Hybrid Buses, MS Sonoma Refurbishment and Repower, Purchase New Ferry Vessel, Channel Dredging and IS related projects. For the last five years, major capital projects that are assumed completed are Seismic IIIB, Bridge Access Systems, North Tower Paint Rehabilitation, Toll Collection Gantry, Bus Lot Campus Redevelopment, SRTC Relocation, MV Del Norte, End of Useful Life Replacement, Gangway & Piers-Larkspur/San Francisco and LFT Garage.

Known Changes

ACA

Costs for the Federal Health Excise Tax (ACA) will begin in FY21/22 and continue throughout the projection.

Capitalized Labor and Benefits

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

ICAP (Indirect Cost Allocation Plan)

ICAP is estimated at approximately 70.46% of Engineering capitalized labor expense.

Commercial Paper Principal

Payments to the Commercial Paper Debt Principal will begin in FY 26/27, following completion of the Seismic Retrofit project. Per the original indenture agreement, projected payments are based on $1.4 million.

Commercial Paper Savings

Cost savings on Commercial Paper debt service expense calculated at the 2.0% difference between the projected interest rate of approximately 2.9% and the 5.0% 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.

Salary/Fringe Benefits

This projection assumes an adjustment in Salaries/Fringe Benefit due to known actual spending experience.

GGBHTD
10-Year Capital Plan

GGBHTD
TEN YEAR CAPITAL REQUIREMENT
CAPITAL PROJECT DETAIL

	10-YR TOTAL ($000)	10-YR GRANTS ($000)	10-YR DISTRICT ($000)	Total Project	FY18 & Prior Yrs	FY19 Budget	<<<=10-YEAR PROJECTED CAPITAL NEED =>>> Year 1 FY2020 ($000)	Year 2 FY2021 ($000)	Year 3 FY2022 ($000)	Year 4 FY2023 ($000)	Year 5 FY2024 ($000)	Year 6 FY2025 ($000)	Year 7 FY2026 ($000)	Year 8 FY2027 ($000)	Year 9 FY2028 ($000)	Year 10 FY2029 ($000)	Future Years	Line Item Total
BRIDGE																		
GRANTS	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		779,190
DISTRICT	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		361,868
TOTAL	1,060,449	725,496	334,954	1,141,061	62,829	17,782	104,106	100,461	129,624	151,642	151,696	152,644	168,858	50,238	32,654	18,526	-	1,141,058
BUS																		
GRANTS	235,361	235,361	-	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	239,160
DISTRICT	67,652	-	67,652	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	235,361	67,652	307,949	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																		
GRANTS	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	87,625	-	87,625	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	366,304	278,679	87,625	558,868	17,675	5,745	47,312	53,460	28,189	7,405	10,740	36,271	76,206	56,685	30,580	19,455	169,145	558,868
DISTRICT																		
GRANTS	5,929	5,929	-	6,987	889	169	1,157	490	600	900	1,838	44	800	100	-	-	-	6,987
DISTRICT	38,941	-	38,941	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	44,870	5,929	38,941	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																		
GRANTS	1,245,465	1,245,465	-	1,450,175	54,558	13,235	156,067	118,841	135,955	142,765	142,470	178,346	191,371	113,720	41,545	24,384	136,916	1,450,172
DISTRICT	529,172	-	529,172	613,838	30,993	13,235	76,685	62,483	51,718	45,673	49,280	66,375	73,025	52,415	32,639	18,876	40,439	613,837
TOTAL	1,774,636	1,245,465	529,172	2,064,013	85,551	26,470	232,751	181,324	187,673	188,438	191,750	244,721	264,396	166,135	74,184	43,260	177,355	2,064,009

GGBHTD
10-Year Capital Plan

BRIDGE DIVISION

CAPITAL PROJECT DETAIL	10-YR TOTAL ($000)	10-YR GRANTS ($000)	10-YR DISTRICT ($000)	Total Project	FY18 & Prior Yrs	FY19 Budget	Year 1 FY2020 ($000)	Year 2 FY2021 ($000)	Year 3 FY2022 ($000)	Year 4 FY2023 ($000)	Year 5 FY2024 ($000)	Year 6 FY2025 ($000)	Year 7 FY2026 ($000)	Year 8 FY2027 ($000)	Year 9 FY2028 ($000)	Year 10 FY2029 ($000)	Future Years	Line Item Total
							<<<=10-YEAR PROJECTED CAPITAL NEED =>>>											
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

GGBHTD
10-Year Capital Plan

BRIDGE DIVISION (continued)

CAPITAL PROJECT DETAIL	10-YR TOTAL ($000)	10-YR GRANTS ($000)	10-YR DISTRICT ($000)	Total Project	FY18 & Prior Yrs	FY19 Budget	<<<=10-YEAR PROJECTED CAPITAL NEED =>>> Year 1 FY2020 ($000)	Year 2 FY2021 ($000)	Year 3 FY2022 ($000)	Year 4 FY2023 ($000)	Year 5 FY2024 ($000)	Year 6 FY2025 ($000)	Year 7 FY2026 ($000)	Year 8 FY2027 ($000)	Year 9 FY2028 ($000)	Year 10 FY2029 ($000)	Future Years	Line Item Total
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
Maintenance Facilities																		
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 Euipment																		
XX29 - Tools and Euipment	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**	**62,831**	**17,781**	**104,105**	**100,461**	**129,623**	**151,642**	**151,696**	**152,644**	**168,858**	**50,239**	**32,654**	**18,526**	**-**	**1,141,061**
		68%	32%															

GGBHTD
10-Year Capital Plan

BUS DIVISION

CAPITAL PROJECT DETAIL	10-YR TOTAL ($000)	10-YR GRANTS ($000)	10-YR DISTRICT ($000)	Total Project	FY18 & Prior Yrs	FY19 Budget	Year 1 FY2020 ($000)	Year 2 FY2021 ($000)	Year 3 FY2022 ($000)	Year 4 FY2023 ($000)	Year 5 FY2024 ($000)	Year 6 FY2025 ($000)	Year 7 FY2026 ($000)	Year 8 FY2027 ($000)	Year 9 FY2028 ($000)	Year 10 FY2029 ($000)	Future Years	Line Item Total
							<<<=10-YEAR PROJECTED CAPITAL NEED =>>>											
REVENUE VEHICLES																		
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 Replacement																		
0000 - ADA Paratransit Vans (BUS-0039)	3,198	2,654	544	92,471	-	-	-	1,270	-	-	570	-	1,358	-	-	-	-	3,198
0000 - Replace Buses (Local) (BUS-0038)	26,286	26,286	-	67,600	-	-	-	8,960	-	-	6,378	-	-	10,948	-	-		26,286
0000 - Replace Buses (Regional) (BUS-0037)	92,471	76,751	15,720	26,286	-	-	-	-	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	3,198	-	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																		
Safety/Security																		
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

GGBHTD
10-Year Capital Plan

BUS DIVISION (continued)

CAPITAL PROJECT DETAIL	10-YR TOTAL ($000)	10-YR GRANTS ($000)	10-YR DISTRICT ($000)	Total Project	FY18 & Prior Yrs	FY19 Budget	<<<=10-YEAR PROJECTED CAPITAL NEED =>>> Year 1 FY2020 ($000)	Year 2 FY2021 ($000)	Year 3 FY2022 ($000)	Year 4 FY2023 ($000)	Year 5 FY2024 ($000)	Year 6 FY2025 ($000)	Year 7 FY2026 ($000)	Year 8 FY2027 ($000)	Year 9 FY2028 ($000)	Year 10 FY2029 ($000)	Future Years	Line Item Total
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
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																		
CAPITAL EQUIPMENT	3,500	-	3,500	3,617	-	117	350	350	350	350	350	350	350	350	350	350		3,617
TOTAL	**303,014**	**235,362**	**67,652**	**307,949**	**1,579**	**1,357**	**74,194**	**17,776**	**25,770**	**25,890**	**24,218**	**51,976**	**15,028**	**55,433**	**8,850**	**3,879**	**2,000**	**307,949**
		78%	22%															

GGBHTD
10-Year Capital Plan

FERRY DIVISION

CAPITAL PROJECT DETAIL	10-YR TOTAL ($000)	10-YR GRANTS ($000)	10-YR DISTRICT ($000)	Total Project	FY18 & Prior Yrs	FY19 Budget	<<<=10-YEAR PROJECTED CAPITAL NEED =>>> Year 1 FY2020 ($000)	Year 2 FY2021 ($000)	Year 3 FY2022 ($000)	Year 4 FY2023 ($000)	Year 5 FY2024 ($000)	Year 6 FY2025 ($000)	Year 7 FY2026 ($000)	Year 8 FY2027 ($000)	Year 9 FY2028 ($000)	Year 10 FY2029 ($000)	Future Years	Line Item Total
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	-	-	-	-	-	-	-	-	-		13,335
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

GGBHTD
10-Year Capital Plan

FERRY DIVISION (continued)

CAPITAL PROJECT DETAIL	10-YR TOTAL ($000)	10-YR GRANTS ($000)	10-YR DISTRICT ($000)	Total Project	FY18 & Prior Yrs	FY19 Budget	Year 1 FY2020 ($000)	Year 2 FY2021 ($000)	Year 3 FY2022 ($000)	Year 4 FY2023 ($000)	Year 5 FY2024 ($000)	Year 6 FY2025 ($000)	Year 7 FY2026 ($000)	Year 8 FY2027 ($000)	Year 9 FY2028 ($000)	Year 10 FY2029 ($000)	Future Years	Line Item Total
							<<<=10-YEAR PROJECTED CAPITAL NEED =>>>											
FACILITES REHABILITATION																		
Systemwide																		
0503 - Gangway & Piers - Design (FER-0007)	3,019	2,502	517	11,863	7,843	1,000	500	500	2,019	-	-	-	-	-	-	-		11,862
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
					-	-												
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
ENVIRONMENTAL MITIGATION																		
Corte Madera Marsh																		
9710 - Corte Madera Marsh Restoration Design	618	-	618	2,489	1,821	50	618	-	-	-	-	-	-	-	-	-		2,489
0000 - CM Marsh Restoration Construction	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	**366,304**	**278,679**	**87,625**	**558,869**	**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**	**558,869**
		76%	24%															

GGBHTD
10-Year Capital Plan

DISTRICT DIVISION

CAPITAL PROJECT DETAIL	10-YR TOTAL ($000)	10-YR GRANTS ($000)	10-YR DISTRICT ($000)	Total Project	FY18 & Prior Yrs	FY19 Budget	<<<=10-YEAR PROJECTED CAPITAL NEED =>>> Year 1 FY2020 ($000)	Year 2 FY2021 ($000)	Year 3 FY2022 ($000)	Year 4 FY2023 ($000)	Year 5 FY2024 ($000)	Year 6 FY2025 ($000)	Year 7 FY2026 ($000)	Year 8 FY2027 ($000)	Year 9 FY2028 ($000)	Year 10 FY2029 ($000)	Future Years	Line Item Total
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	-	-	-	-	-	-	-	-	-		1,843
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

GGBHTD
10-Year Capital Plan

DISTRICT DIVISION (continued)

	10-YR	10-YR	10-YR				<<<=10-YEAR PROJECTED CAPITAL NEED =>>>											
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		Line
CAPITAL PROJECT DETAIL	TOTAL ($000)	GRANTS ($000)	DISTRICT ($000)	Total Project	FY18 & Prior Yrs	FY19 Budget	FY2020 ($000)	FY2021 ($000)	FY2022 ($000)	FY2023 ($000)	FY2024 ($000)	FY2025 ($000)	FY2026 ($000)	FY2027 ($000)	FY2028 ($000)	FY2029 ($000)	Future Years	Item Total
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	1,500	-	1,500	1,760	-	260	150	150	150	150	150	150	150	150	150	150		1,760
					-													
TOTAL DISTRICT CAPITAL	44,871	5,929	38,942	56,136	3,468	1,586	7,141	9,629	4,091	3,500	5,096	3,830	4,304	3,780	2,100	1,400	6,210	56,135
		13%	87%															

Golden Gate Bridge, Highway and Transportation District

Five-Year and Ten-Year Financial Projections FY 19/20 - FY 28/29

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

All Figures Rounded to ($000)

	Year 1 FY 2020 Estimate	Year 2 FY2021 Estimate	Year 3 FY 2022 Estimate	Year 4 FY 2023 Estimate	Year 5 FY 2024 Estimate	SubTotal Year 1 - 5 Estimate	Year 6 FY 2025 Estimate	Year 7 FY 2026 Estimate	Year 8 FY 2027 Estimate	Year 9 FY 2028 Estimate	Year 10 FY 2029 Estimate	Total Year 1 - 10 Estimate
DISTRICT	$76,685	$62,483	$51,718	$45,673	$49,280	$285,839	$66,375	$73,025	$52,415	$32,639	$18,876	$529,169
GRANTS	$156,067	$118,841	$135,955	$142,765	$142,470	$696,098	$178,346	$191,371	$113,720	$41,545	$24,384	1,245,464
TOTAL	**$232,752**	**$181,324**	**$187,673**	**$188,438**	**$191,750**	**$981,937**	**$244,721**	**$264,396**	**$166,135**	**$74,184**	**$43,260**	**$1,774,633**
District Portion Of the Capital Requirement	**$76,690**	**$62,480**	**$51,720**	**$45,670**	**$49,280**	**$285,840**	**$66,380**	**$73,030**	**$52,420**	**$32,640**	**$18,880**	**$529,190**
Net Depreciation	10,690	15,000	17,000	20,970	22,910	$ 86,570	21,250	19,840	19,000	22,130	22,850	$ 191,640
Additional Capital Contribution Required to Fund Projected Capital Plan	66,000	47,480	34,720	24,700	26,370	$ 199,270	45,130	53,190	33,420	10,510	(3,970)	$ 337,550
Average of the 10 Year Capital Contribution	$33,800	$33,800	$33,800	$33,800	$33,800	$ 169,000	$33,800	$33,800	$33,800	$33,800	$33,800	$ 338,000

Re-Stated: Fund District Capital through Reserves	**FY 2020**	**FY2021**	**FY 2022**	**FY 2023**	**FY 2024**	**Year 1 - 5**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**Year 1 - 10**
District Funded Capital Projects net of Depreciation	$66,000	$47,500	$34,700	$24,700	$26,400	$ 199,300	$45,100	$53,200	$33,400	$10,500	($4,000)	$ 338,000
Use Reserves to Fund District Projects*	13,000	13,000	13,000	13,000	13,000	65,000	13,000	13,000	13,000	13,000	13,000	130,000
Additional Capital Contribution Required to Fund Projected Capital Plan with Reserves	53,000	34,500	21,700	11,700	13,400	$ 134,300	32,100	40,200	20,400	(2,500)	(17,000)	208,000
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 **$130 million** in capital contribution reserves will be released to fund capital projects during this 10-year projection period. **$13** million per year will be released from unrestricted reserves. The entire reserve balance is not allocated to fund capital projects, because the District is conservatively using the reserve due to the uncertainty of grant funding for the final phase of the seismic retrofitting of the Bridge. 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 net depreciation, for ten years divided by ten years and rounded to the nearest million.

Note:

* - The entire reserve balance is not allocated to fund capital projects, because the District is conservatively using the reserve due to the uncertainty of grant funding for the final phase of the seismic retrofitting of the Bridge.

GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT
NET POSITION AVAILABLE FOR NEW CAPITAL PROJECTS OR OPERATIONS - FY 18/19 BUDGET

Category / Reserve Name		Estimated Balance 7/1/2018	Estimated Balance 6/30/2019	Estimated Balance 7/1/2019
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]				
Cal PERS Net Pension Liability		$ 97,900,000	$ 97,900,000	$ 97,900,000
Golden Gate Transit A		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		$ (39,300,000)	$ (42,600,000)	$ (42,600,000)
Net Position Available Before Committed Capital Projects	[A] + [B] + [C]	$ 201,800,000	$ 216,900,000	$ 216,900,000
Committed Capital Projects (District-funded portion only):				
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.

APPENDIX H – 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.

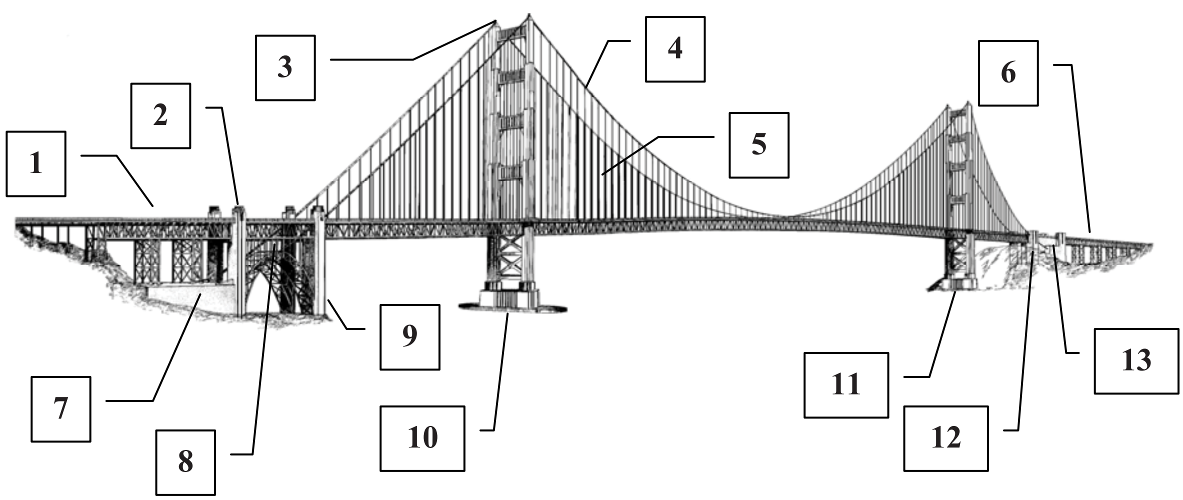
Statistical Data

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.

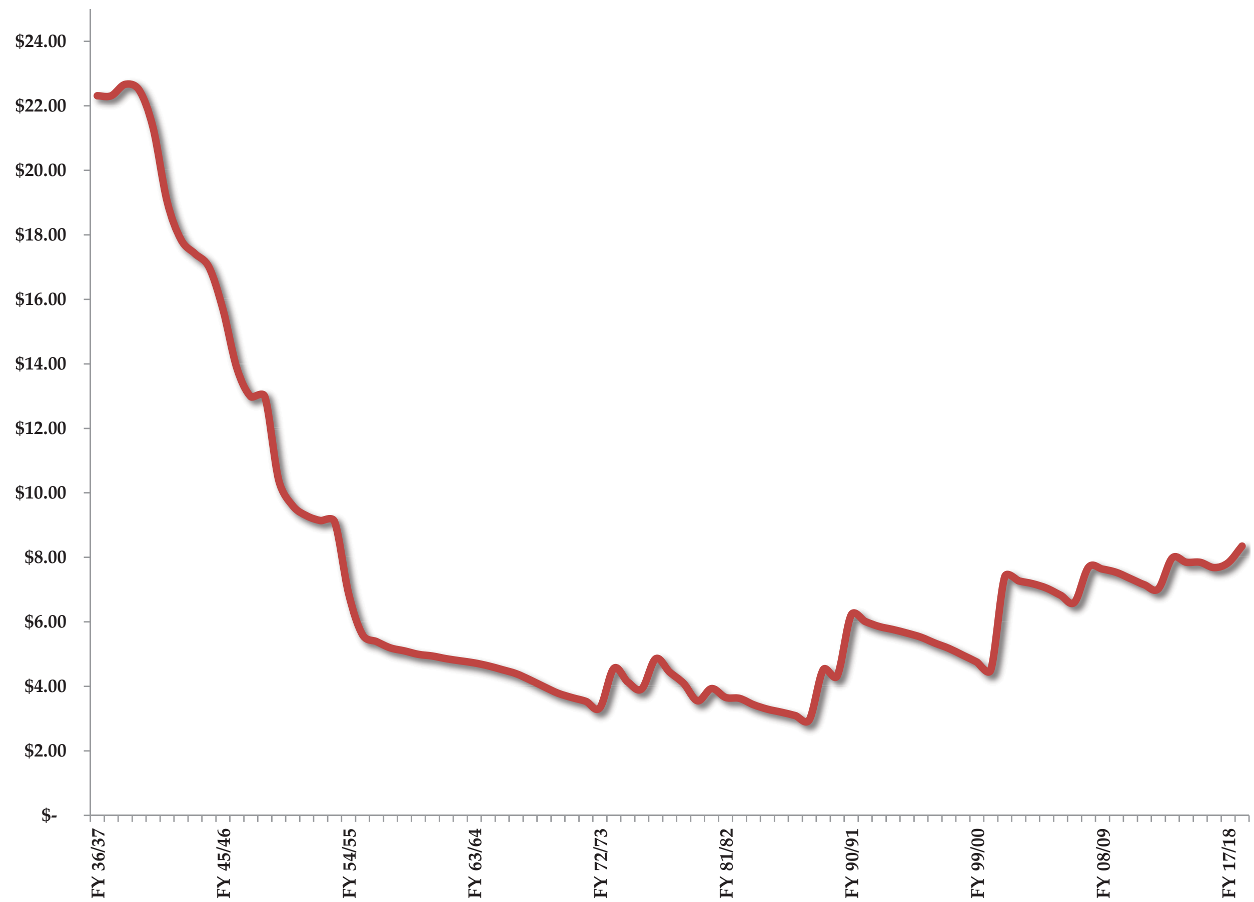
Traffic by Fiscal Year Since Bridge Opening on May 28, 1937

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

Fiscal Year July 1 - June 30	Avg. Vehicles Per Day	Total Vehicles	% of Increase	Total Revenue
1980-81	99,708	36,393,422	2.43%	$18,824,231
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	0.17%	$143,028,555
2017-18	112,156	40,937,104	-0.60%	$146,567,882
2018-19	109,406	39,933,362	-2.45%	$146,820,833
Total Since Inception:		**2,357,229,772**		**$3,007,518,827**

Historical Trends in Bridge Traffic and Tolls

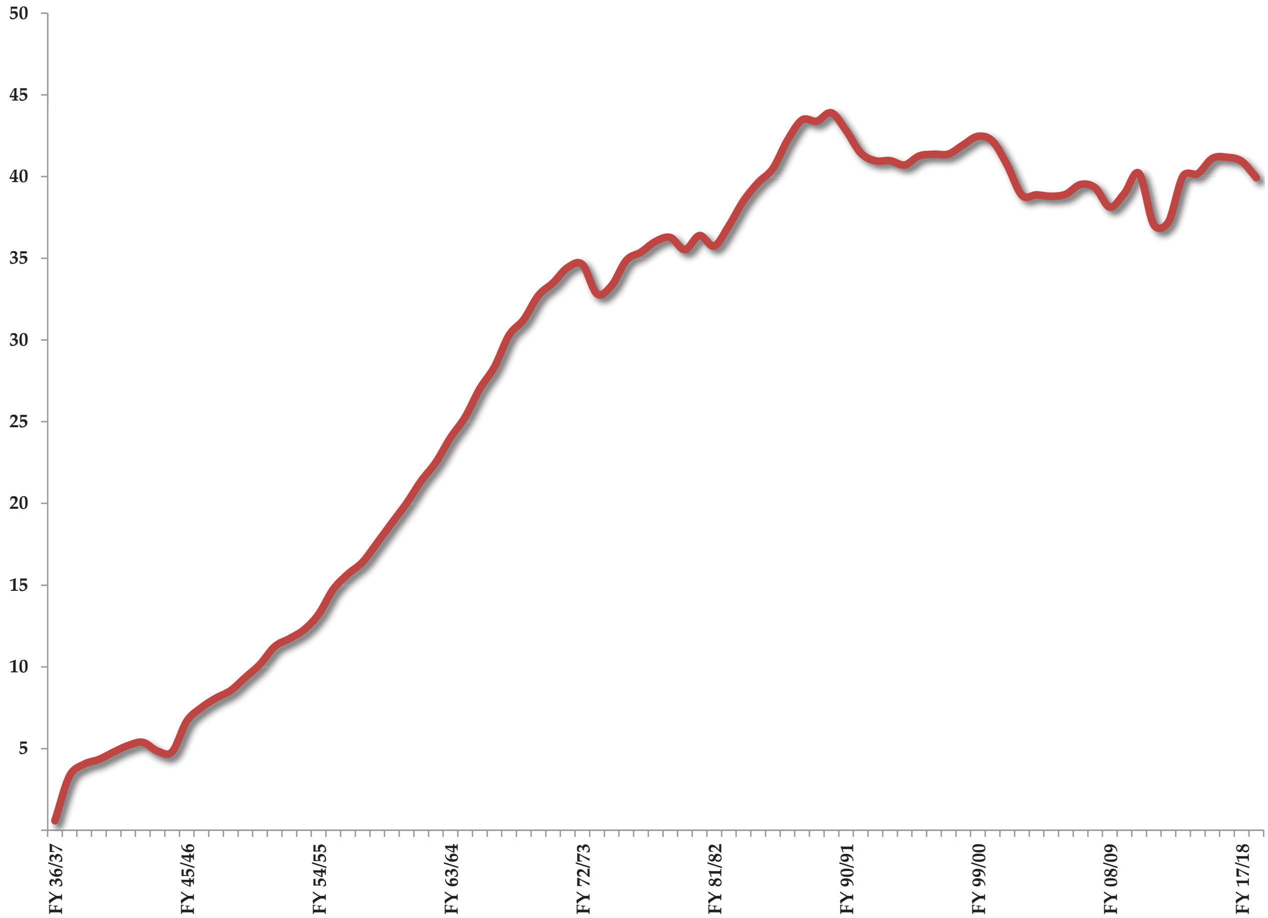
Bridge Tolls Adjusted for Inflation



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 2018 dollars.

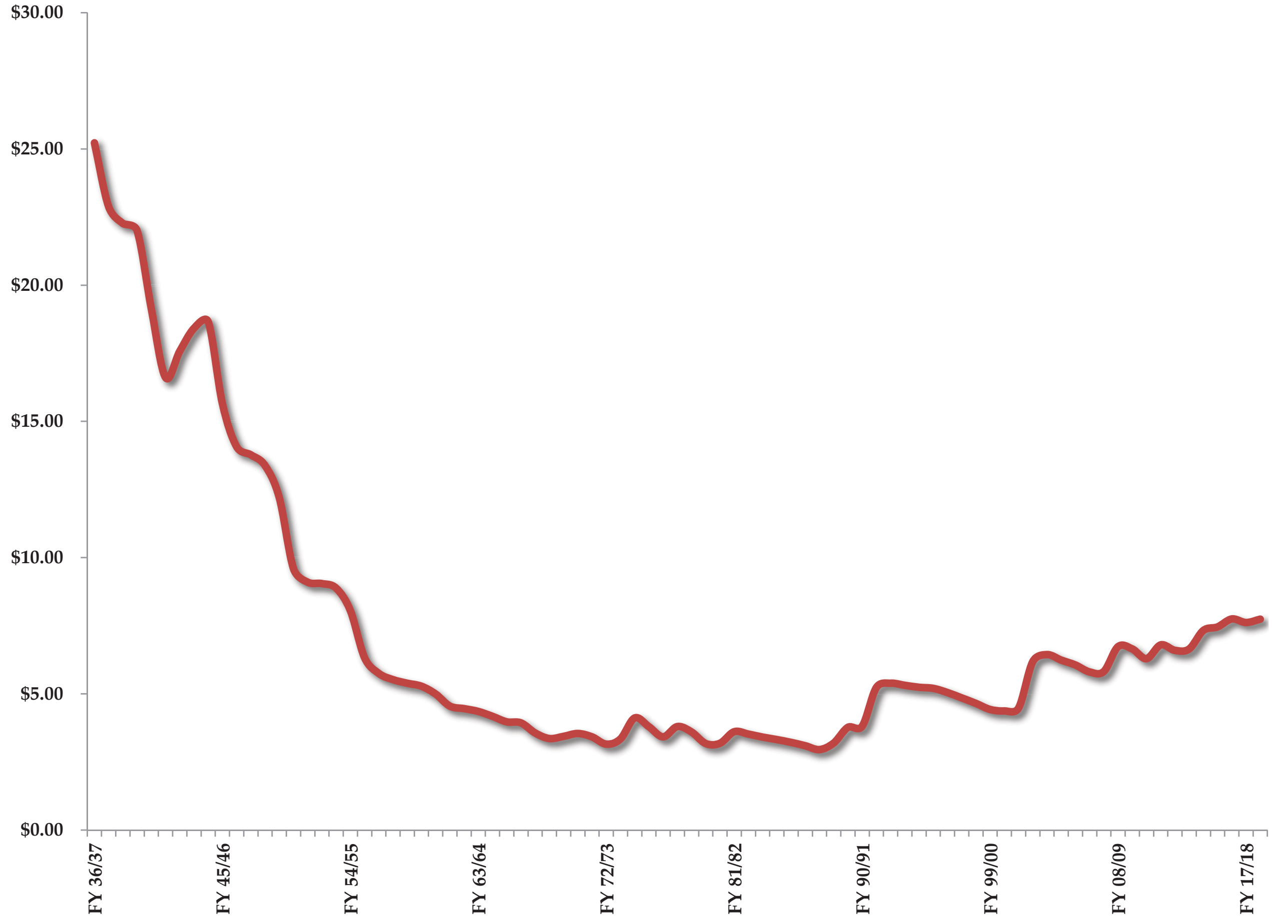
CPI data courtesy of the Bureau of Labor Statistics.

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.

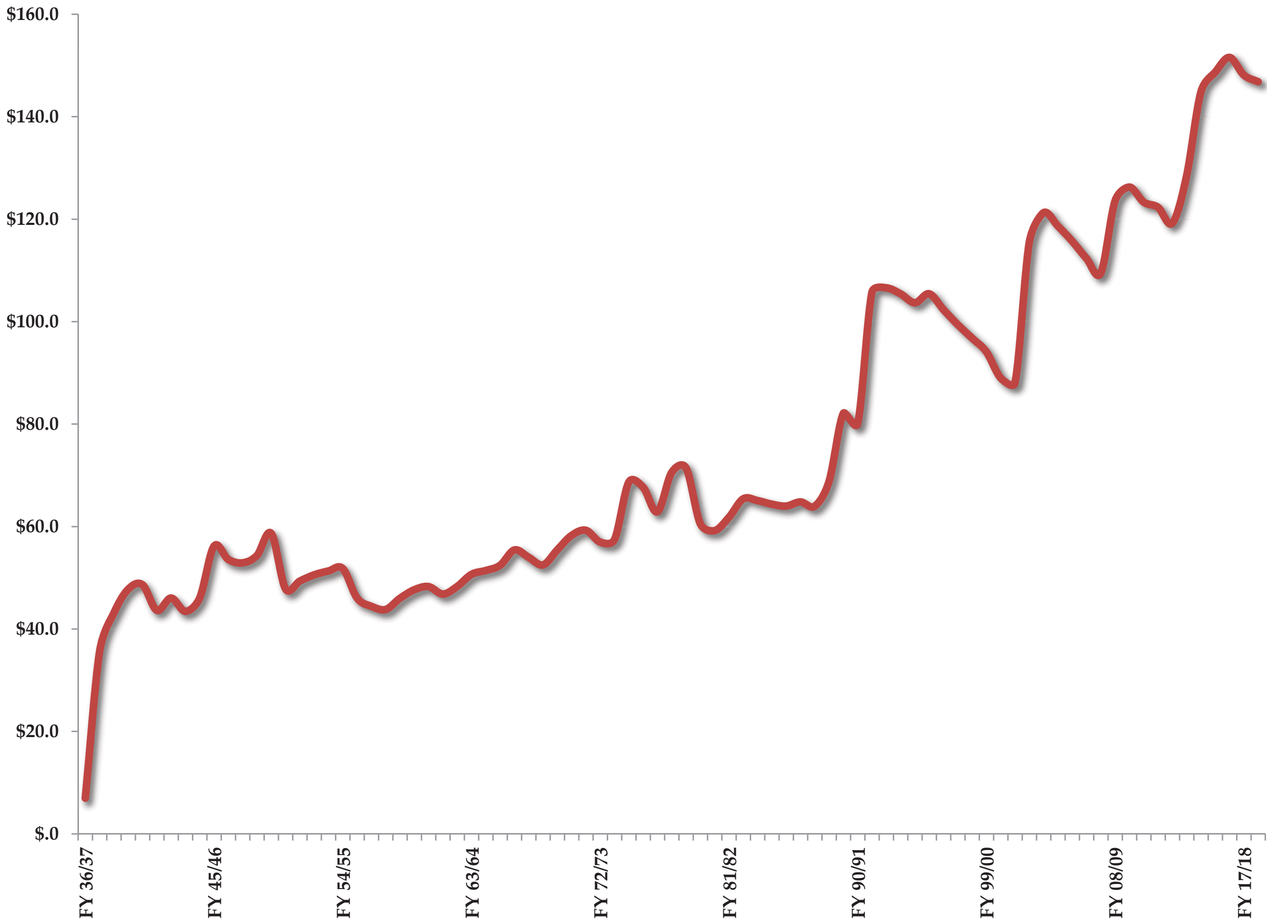
Revenue Per Southbound Vehicle Adjusted for Inflation



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.

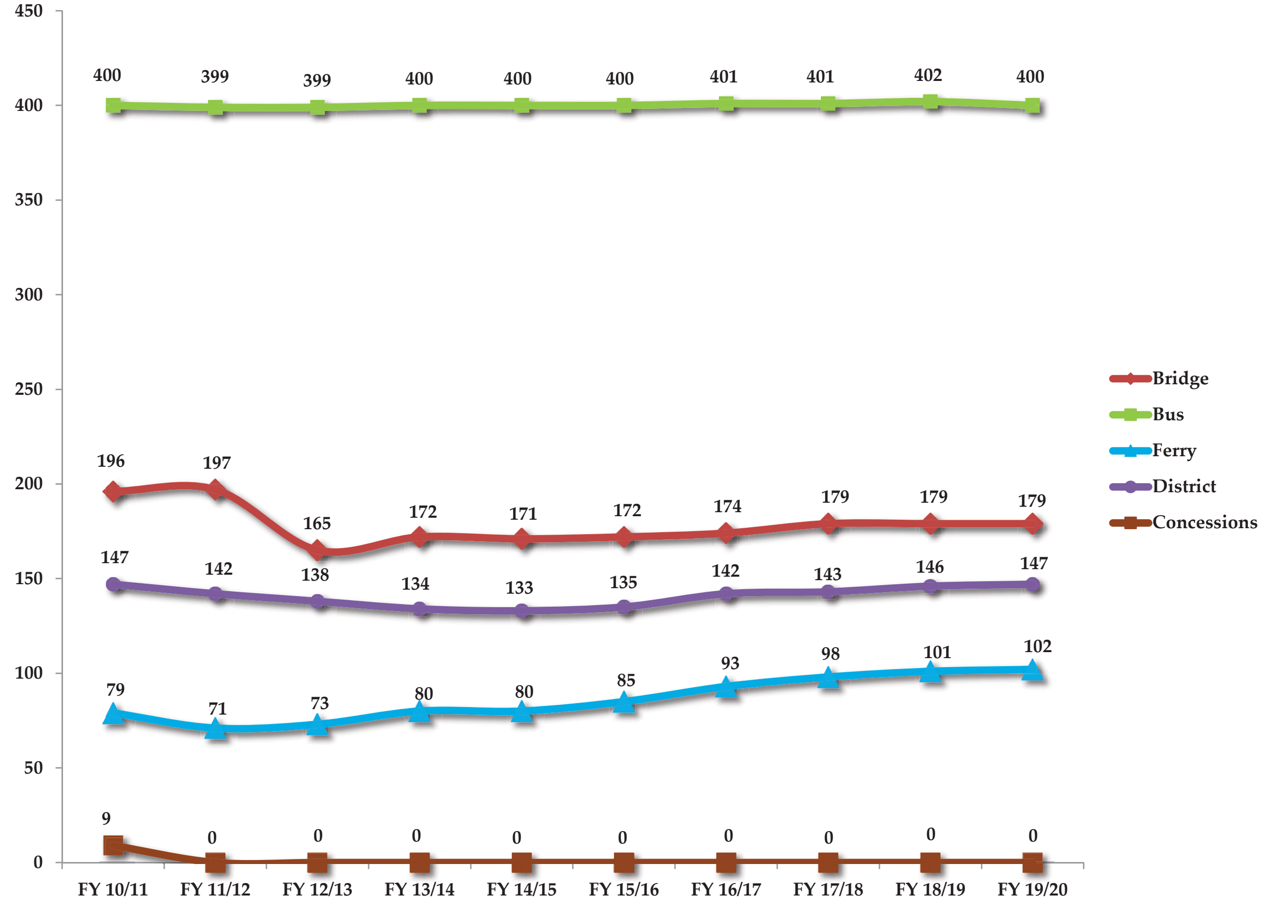
Annual Revenue Adjusted for Inflation (All Numbers in Millions)



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 2018 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.
July 1, 2019	Toll Increased to $8.35 for two axle vehicles, $8.20 for License Plate Account & One-Time Payment, $7.35 with FasTrak® discount. Tolls for vehicles with 3+ axles increased to $8.35 per axle, $8.20 per axle for License Plate Account & One-Time Payment, $7.35 per axle with FasTrak® discount.

Demographic and Economic Information - 10 Years

Marin County[1]				
	Population	Personal Income (In Thousands)	Per Capita Personal Income	Average Unemployment Rate
2009	250,750	$22,351,575	$89,139	8.1%
2010	252,789	20,854,466	82,498	8.2%
2011	255,031	21,871,623	85,761	8.1%
2012	256,069	23,918,732	93,407	7.0%
2013	258,365	25,093,401	97,124	5.4%
2014	260,750	25,716,754	98,626	4.2%
2015	261,221	28,492,821	109,076	3.5%
2016	260,651	30,222,883	115,952	3.5%
2017	N/A	N/A	N/A	2.2%
2018	260,955	30,258,254	115,952	2.7%

City/County of San Francisco[2]				
	Population	Personal Income (In Thousands)	Per Capita Personal Income	Average Unemployment Rate
2009	815,358	$55,559,545	$68,141	7.4%
2010	805,235	57,619,120	71,556	9.7%
2011	812,826	63,102,121	77,633	9.2%
2012	825,863	70,573,974	85,455	8.1%
2013	841,138	72,858,445	86,619	6.5%
2014	852,469	77,233,279	90,600	5.2%
2015	864,004	89,533,450	103,867	4.0%
2016	870,887	93,526,594	107,392	3.4%
2017	879,862	95,946,973	109,048	3.1%
2018	884,363	97,649,594	110,418	2.6%

Sonoma County[3]				
	Population	Personal Income (In Thousands)	Per Capita Personal Income	Average Unemployment Rate
2009	486,630	$22,787,716	$46,828	10.1%
2010	493,285	21,701,296	43,993	10.6%
2011	487,125	21,142,471	43,403	10.1%
2012	487,011	21,417,425	43,977	9.0%
2013	490,423	22,126,957	45,118	7.1%
2014	490,486	23,548,182	48,010	5.7%
2015	496,253	24,606,709	49,585	4.3%
2016	501,959	26,874,652	53,540	4.1%
2017	505,120	27,034,022	53,520	3.6%
2018	504,217	28,522,043	56,567	3.0%

1. County of Marin June 30, 2017, CAFR, with additional information as follows:
   a) Average unemployment rate for 2017 provided by California Employment Development Department.
   b) Population for 2018 provided by U.S. Census Bureau.
2. City and County of San Francisco June 30, 2017, CAFR, with additional information as follows:
   a) Average unemployment rate for 2018 provided by California Employment Development Department.
3. County of Sonoma June 30, 2017, CAFR, with additional information as follows:
   a) Average unemployment rate for 2018 provided by California Employment Development Department.

Principal Employers, Current and Previous Period Comparison

Marin County							
Principal Employers[1]	Type of Entity	Employees in 2016	Rank	% of Total County Employment	Employees in 2008	Rank	% of Total County Employment
County of Marin	Government	2,282	1	1.67%	3,031	1	2.43%
Kaiser Permanente Med. Ctr.	Hospital	2,061	2	1.51%	1,398	4	1.12%
Marin General Hospital	Hospital	1,757	3	1.29%	1,450	3	1.16%
San Quentin State Prison	Government	1,662	4	1.22%	-	-	-
Novato Unified School Dist	School	800	5	0.59%	875	9	0.70%
Autodesk, Inc.	Technology	719	6	0.53%	1,141	5	0.91%
San Rafael City Schools	School	700	7	0.51%	-	-	-
Glassdoor	Technology	500	8	0.37%	-	-	-
Dominican University	School	456	9	0.33%	884	8	0.71%
Marin Cty Office Education	School	351	10	0.26%	-	-	-
State of California	Government	-		-	1,999	2	1.60%
Safeway, Inc.	Grocery	-		-	930	7	0.75%
Golden Gate Transit	Government	-		-	838	10	0.67%
Fireman's Fund	Insurance	-		-	1,018	6	0.82%
Total		**11,288**		**8.28%**	**13,564**		**10.87%**

City/County of San Francisco (SF)							
Principal Employers[2]	Type of Entity	Employees in 2016	Rank	% of Total County Employment	Employees in 2008	Rank	% of Total County Employment
City and County of SF	Government	29,962	1	5.53%	26,665	1	6.44%
University of Calif, SF	School	25,398	2	4.69%	17,500	2	4.23%
SF Unified School District	School	9,227	3	1.70%	5,579	6	1.35%
Wells Fargo & Co	Banking	8,195	4	1.51%	8,139	3	1.96%
Salesforce	Software	6,600	5	1.22%	-	-	-
California Pacific Med. Ctr	Hospital	6,000	6	1.11%	5,569	5	1.34%
PG&E Corporation	Utility	4,325	7	0.80%	4,800	8	1.16%
Gap, Inc.	Retail	4,268	8	0.79%	4,075	9	0.98%
Kaiser Permanente	Hospital	4,100	9	0.76%	3,918	10	0.95%
Uber Technologies, Inc.	Transportation	3,650	10	0.67%	-	-	-
State of California	Government	-	-	-	6,226	4	1.50%
United States Postal Service	Government	-	-	-	4,935	7	1.19%
Total		**101,725**		**18.78%**	**87,406**		**21.10%**

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.

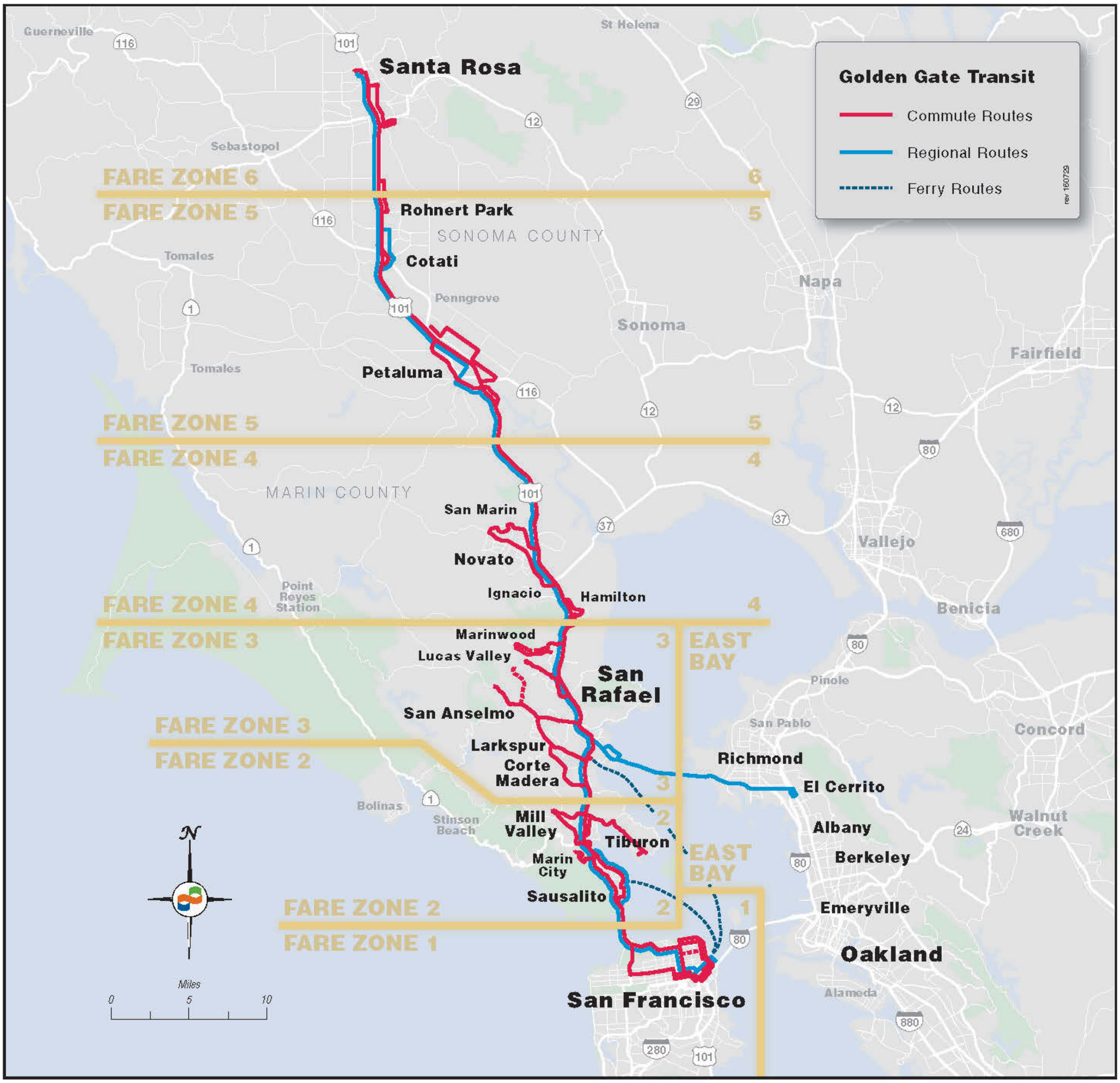
1. Data Source: County of Marin, June 30, 2017, CAFR.
2. Data Source: City and County of San Francisco, June 30, 2017, CAFR.

Sonoma County Principal Employers[3]	Type of Entity	Employees in 2016	Rank	% of Total County Employment	Employees in 2008	Rank	% of Total County Employment
County of Sonoma	Government	3,894	1	2.92%	-	-	-
Santa Rosa Junior College	School	3,676	2	2.75%	-	-	-
Kaiser Permanente Med. Ctr	Hospital	2,640	3	1.98%	2,400	1	1.02%
Graton Resort and Casino	Casino	2,000	4	1.50%	-	-	-
Santa Rosa City Schools	School	1,691	5	1.27%	-	-	-
St. Joseph Health System	Health Care	1,578	6	1.18%	1,781	2	0.75%
Keysight Technologies	Technology	1,505	7	1.13%	-	-	-
Sonoma State University	School	1,275	8	0.95%	-	-	-
City of Santa Rosa	Government	1,267	9	0.95%	-	-	-
Medtronic CardioVascular	Hospital	1,000	10	0.75%	1,000	6	0.42%
Agilent Technologies	Telecom	-	-	-	1,050	5	0.44%
Safeway	Grocery	-	-	-	1,082	4	0.46%
Sutter Santa Rosa Hospital	Hospital	-	-	-	1,097	3	0.46%
Amy's Kitchen	Retail	-	-	-	900	7	0.38%
River Rock Casino	Casino	-	-	-	660	8	0.28%
Wal-Mart Stores, Inc.	Retail	-	-	-	650	9	0.28%
Kendall Jackson Wine Estates	Winery	-	-	-	640	10	0.27%
Total		**19,671**		**7.31%**	**11,260**		**4.76%**

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, 2017, CAFR.

APPENDIX I – SERVICE AREA MAP



APPENDIX J – GLOSSARY

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.

ADS: ADS Communications provides services for voice and data.

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.

Altoona: Refers to the Penn State College of Engineering Bus Research and Testing center located in Altoona, Pennsylvania.

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.

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.

BSIR: Bridge Self-Insurance Reserve.

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

BUS: Bus Division.

CAD: Computed 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 Inter-state 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.

CFO: Chief Financial Officer.

Clipper^{SM}: A Bay-area-wide electronic fare collection system operated in cooperation with several local public transportation agencies. ClipperSM receivers are being placed by fare boxes on board a variety of local public transport vehicles. Customers are able to "swipe" a ClipperSM card that bills directly to a customer account, thus removing the need for the customer to carry exact change. The ubiquity of the ClipperSM 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.

CMS: Changeable Message Sign.

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 transit ways, 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.

Curb Cut: A small ramp built into the curb of a sidewalk to make it easier for people using strollers or wheelchairs to pass from the sidewalk to the road.

D-1: Division One. District Bus Maintenance Facilities, located in San Rafael, CA.

D-2: Division Two. District Bus Facilities, located in Novato, CA.

D-3: Division Three. District Bus Facilities, located in Santa Rosa, CA.

D-4: Division Four. District Bus Facilities, located in San Francisco, CA.

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.

DOT: U.S. Department of Transportation.

EEO/AAP: Equal Employment Opportunity/Affirmative Action Program. Federal laws prohibiting job discrimination.

ENG: Engineering Department.

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.

ERP: Enterprise Resource Planning is the integrated management of core business processes.

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.

FIN: Finance Department.

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.

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.

FTE: Full Time Equivalent.

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.

Fund Balance: The fund balance, in any given fund, is what is left over after the fund's assets have been used to meet its 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 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.

HVAC: Heating, ventilation, and air conditioning.

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.

INIT: INIT is a worldwide supplier of information technology solutions for public transport.

IS: Information Systems.

IVR: Interactive Voice Response is an automated telephony system technology that interacts with callers, gathers the required information and routes calls to the appropriate recipient.

Kronos: Employee time and attendance software.

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.

OPEB: Other Postemployment 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.

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.

PLNG: Planning Department.

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.

SaaS: SaaS is a method of software delivery and licensing in which software is accessed online via a subscription, rather than bought and installed on individual computers.

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.

SF: San Francisco.

SFFT: San Francisco Ferry Terminal.

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.

Spaulding: Philip F. Spaulding was a naval architect based in Seattle, WA.

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.

TAM: Transportation Authority of Marin.

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.

TRMI: The Revenue Markets, Inc. (TRMI) installs, and maintains toll collection equipment.

Versant: Versant Object Database (VOD) is an object database software product developed by the Versant Corporation.

The District would like to thank Jeff Dion for creating what you as the reader see in this and the last sixteen years of proposed and adopted budgets. Jeff designed the physical and digital budget documents, their organization, layout and color schemes. Thank you, Jeff. The Finance staff will miss you. Given that he has created this book, for once Jeff would like to have the last words...

Did I mention that my parents are from Oakland? Rumor has it that my mother's doctor told her to go for a long walk to bring on the arrival of her first child. So she went for a long walk on the Golden Gate Bridge and I was born shortly afterwards. Geography is destiny.

Finance and politics pushed us around the west coast, but I returned here to seek my fortune in 1985. I did what any new arrival would do: I went for a walk on the Bridge with my father. He was the kind of "amateur" photographer that spent thousands on a camera and had a full-service darkroom in his basement. Were he here today, I'm sure he would be tickled to see his photos in print.

After about 26 years of working for the Golden Gate Bridge, Highway and Transportation District, the time has come for me to retire. The book you are now reading is my very last budget book.

The deep dives into our photo archives have been a real pleasure and I hope you have enjoyed the results.

I would especially like to thank Joe Wire and Jennifer Mennucci for the opportunity to flex my analog muscles in the digital era. All those hours in high school Journalism and my father's darkroom really paid off here.

In these days, some people are excited to be "making history!" Simply by working here each day, I was privileged to BE history, to see it directly where others might not. Thank you for that experience.