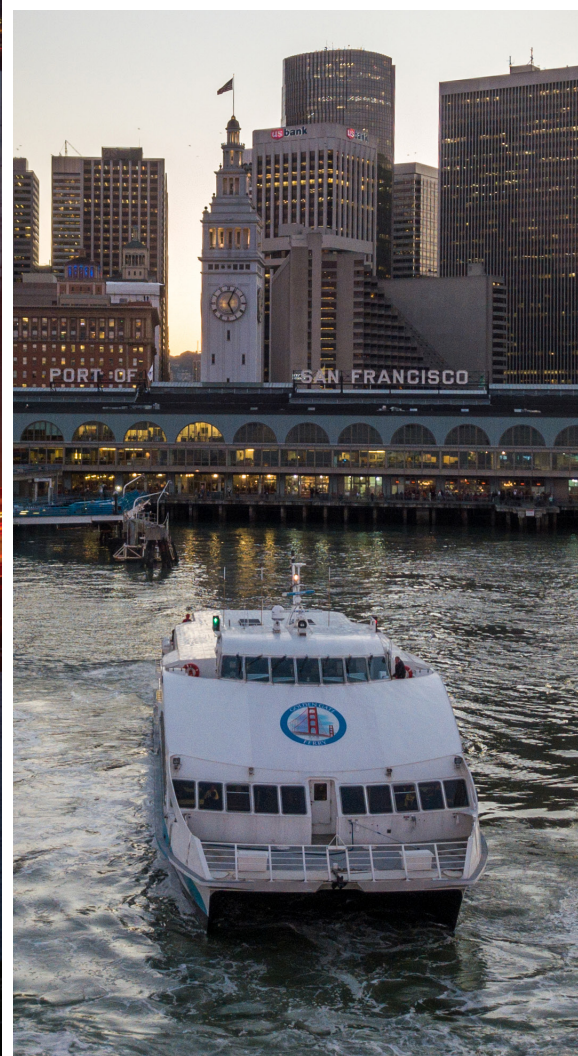


**GOLDEN GATE BRIDGE,  
HIGHWAY AND  
TRANSPORTATION  
DISTRICT**



**PROPOSED  
BUDGET  
FY 2020-2021**



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**GOLDEN GATE BRIDGE  
HIGHWAY AND TRANSPORTATION DISTRICT**

**FISCAL YEAR 20/21 PROPOSED BUDGET**

**Denis J. Mulligan, General Manager**

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

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**Golden Gate Bridge, Highway & Transportation Dist.  
California**

For the Fiscal Year Beginning

**July 1, 2019**

*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, 2019. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.

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## GENERAL MANAGER'S MESSAGE

When the District started its budget preparation process, we had not yet heard of the Novel Coronavirus, COVID-19. Subsequently, the Bay Area's heated economy has come to a screeching halt. With the advent of Shelter-in-Place Orders people stopped traveling in the Golden Gate Corridor. Traffic levels on the Bridge and ridership on our buses and ferries are at historic lows. The success of the Orders in achieving their goal of people staying at home is clearly evident in our traffic and, unfortunately by extension, in our revenues.



The District continues to experience a drop in our combined revenues, from Bridge tolls and transit fares, of about \$3 million per week during the Shelter-in-Place Orders. This represents about a 76 percent drop in the tolls and fares that we would normally collect.

The District immediately made operational changes when the first Orders were issued to safely keep people moving by Bridge, bus and ferry, recognizing the precipitous drop in ridership; and we have continued to make changes as circumstances evolve. Weekday ferry service has been reduced about 75 percent, while all weekend ferry service has been suspended. Commute and regional bus service has also been cut to right-size service in response to the drop in demand, while providing physical distancing for people engaged in essential travel, such as going to grocery stores, pharmacies and to essential jobs.

Going forward there is tremendous uncertainty regarding how quickly revenue levels will return to our Pre-COVID levels once the various restrictions within the Shelter-in-Place Orders begin to lift as the economy reopens. Such uncertainty lends itself to the adoption of a baseline budget that shows a very large deficit with the understanding that the District will likely have to make adjustments to expenses throughout the fiscal year, absent additional infusions of state and/or federal funding.

Fortunately, the District has been the beneficiary of federal relief during these challenging times. On March 27th House Resolution 748, known as the Coronavirus Aid, Relief and Economic Security (CARES) Act was signed into law. This Act will provide \$2 trillion across a host of domestic funding and relief programs to support COVID-19 response efforts, including \$25 billion for transit. The Metropolitan Transportation Commission (MTC) allocated the first tranche of the Bay Area's share on April 22, 2020, which included \$30 million for the District.

This \$30 million will offset a portion of the revenues lost (e.g. fares and the portion of tolls used to fund transit) and additional costs (enhanced cleaning and disinfecting of vehicles) incurred in the District's bus and ferry operations due to COVID-19, so this was welcome news. However, it does not replace any of the lost toll revenues used to pay for the maintenance, operations and security of the Bridge or the lost toll revenues that we set aside to fund the District's capital projects, and so much work remains.

The first tranche of \$30 million dollars in funding will be spent before the end of the 2019/20 fiscal year. It is expected that there will be a second, smaller tranche of CARES funding that will be available to the District's transit system in the 2020/21 fiscal year.

## General Manager's Message

---

The District is continuing to operate and maintain the Bridge, which is essential for the community. Most importantly, Bridge Security staff is protecting the Bridge, and remaining ever so vigilant in their suicide intervention efforts on the Bridge sidewalks.

The various Shelter-in-Place Orders have placed restrictions on construction projects. Construction of the Suicide Deterrent System Project (the Net) is continuing, however. The Net will save about thirty (30) lives a year, so it is deemed as vital work. The contractor has implemented a COVID-19 Exposure Control Plan in order to protect their workers while constructing the Net. This Plan also complies with the new public health directives.

As a result of the Shelter-in-Place Orders, traffic volumes on the Bridge are 30% of normal, so the contractor building the Net is implementing their nighttime lane closures one hour earlier and keeping it in place one hour later, as compared to their Pre-COVID nighttime work window. This provides an additional two hours for work each night. However, going forward, the contractor may experience supply chain interruptions as some of their manufacturers and suppliers experience closures due to COVID-19.

Meanwhile, efforts are underway on numerous other projects such as replacing our toll equipment, upgrading bus scheduling software and the complete refurbishment of the M.S. Sonoma ferry boat – to name just a few. These efforts better position the District for what lies ahead.

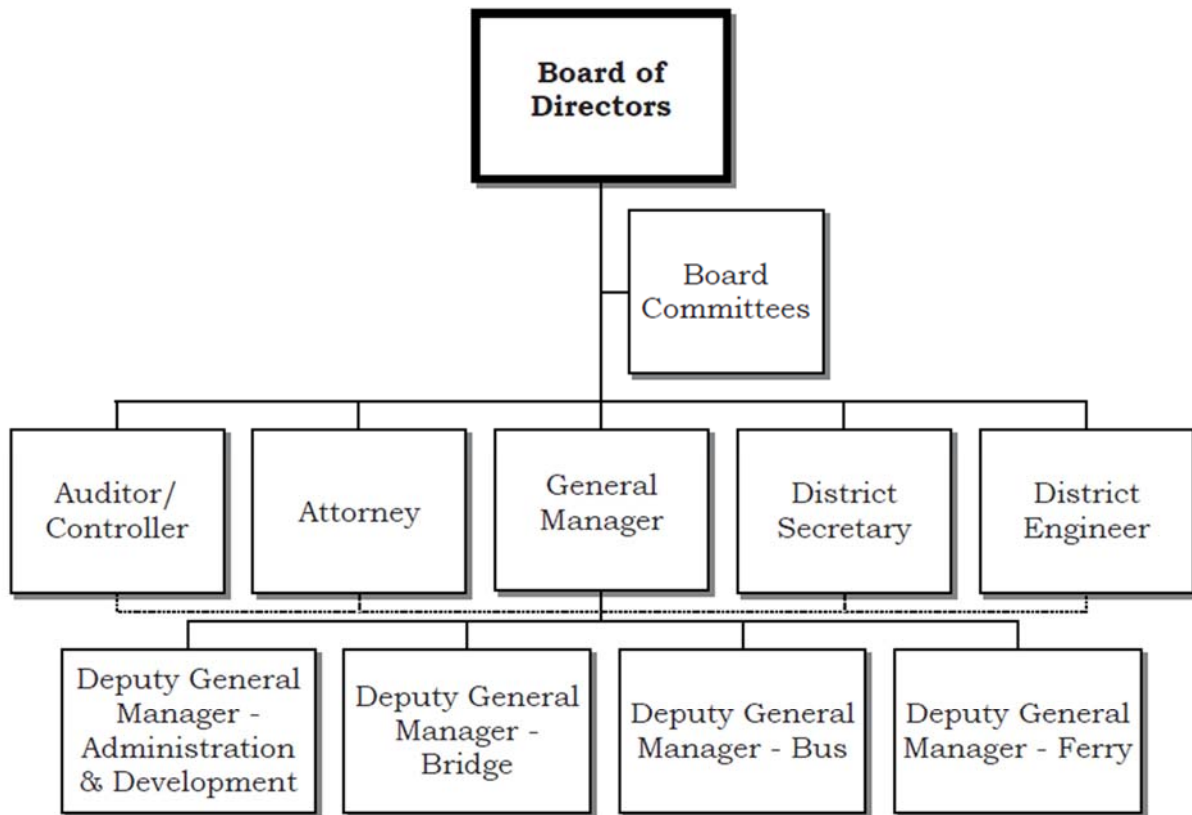
These are trying times, but we will get through this as we always do. We continue to look to our County Public Health Officers, the State of California Department of Public Health and the U.S. Center for Disease Control (CDC) for guidance and direction as we progress along the arc of the pandemic toward the reopening of the economy. As businesses reopen, travel will come back, but patterns may change. As we gain a greater understanding of the shape of the associated economic recovery, we will make the requisite adjustments.

Working together with our partner agencies, Bridge users and Bus and Ferry riders ensures our collective success. I would like to sincerely thank and recognize our employees who help keep people moving safely by Bridge, bus and ferry, especially during these challenging times. Lastly, I want to thank our customers for their continued support.



Denis J. Mulligan  
General Manager

# DISTRICT ORGANIZATIONAL CHART



## **GOLDEN GATE BRIDGE, HIGHWAY & 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.

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# COVID-19: DISTRICT OVERVIEW AND STATUS

## National Pandemic Overview

The transportation industry was greatly impacted by the coronavirus pandemic (COVID-19) this year. Across the country, we have seen transportation agencies look to carry out their role as essential providers by readjusting their services to meet their customer's needs and deal with the financial impact as a result of COVID-19. In a letter to Congress, dated April 7, 2020, the International Bridge, Tunnel, and Turnpike Association (IBTTA) described the impact of COVID-19 on the tolling industry:

*"In normal times, the 342 toll facilities run by 128 operators in 34 states are self-sustaining. They support more than 8.5 billion freight and passenger trips per year and generate more than \$20 billion in toll revenues annually to pay for maintenance and upgrades on 6,300 miles of highways, bridges and tunnels.*

*Because of America's unified response to limit the spread of COVID-19 by restricting public gatherings, shuttering non-essential businesses, and limiting travel, toll facilities have suffered traffic and revenue declines of 50% to 90%. Traffic declines have sharply reduced revenues and there is no certainty as to how deep the traffic declines will go or how long it will take to return to "normal" traffic levels. These lost revenues are comparable to lost farebox revenues at a transit agency and are happening at scores of toll agencies across the country."*

In the Bay Area here in California, the transportation agencies have all been significantly affected. According to MTC staff, reported ridership losses have ranged from 70% to more than 90% in recent weeks, with agencies reporting tens of thousands to millions of dollars in losses each week. At the April 22, 2020 meeting of the MTC Board of Commissioners, MTC Executive Director Therese McMillan said (in relation to transit recovery and federal grants):

*"We simply do not have all the information now on what that looks like. This (first allocation) will not correct all financial impacts being felt by COVID-19 — period. It can't. It is not at a level where that's going to happen. So the transit community and this commission's stakeholders are going to have to try to assess what a recovery plan looks like with those big unknowns out there."*

## Pandemic Effect on District Operations

The District has experienced an unprecedented drop in customer demand in all three modes of transportation that we provide. As shelter-in-place orders were issued, we saw traffic on the GGB decline by 70%. Additionally, the District's transit services also experienced unthinkable ridership loss on Golden Gate Transit of up to 88% and Golden Gate Ferry of up to 99%.

These dramatic changes were on top of signs of a modest decline in both traffic and ridership over the last two years. This is a time of an unprecedented level of uncertainty with a potential long-term change in human behavior. The District will monitor that change and adjust its level of service accordingly.

### **Pandemic Effect on the FY 20/21 Budget**

This section is designed to describe the impact that COVID-19 has on the FY 20/21 Budget. The budget represents the past, present and future of the District at a point in time. That is always true but with the dramatic and fast changing circumstances surrounding COVID-19 an explanation is necessary. For this budget that point in time is April 25, 2020. The District was essentially complete with forming its budget using Pre-COVID assumptions of the present and future in the middle of March when the impact of COVID-19 began to be felt. The District has used the best understanding of the impact of COVID-19 as of April 25, 2020 and shown how that could potentially change the projected FY 20/21 revenues. As of this point, the budget shows that the District will be required to make substantial changes to reduce its expenditures and/or increase its revenues to achieve its goal of a balanced budget. Given the uncertainty of this unprecedented time, this section provides the assumptions used in forecasting this year's budget.

It should be understood that many assumptions were made to produce this budget, many that no one has any experience making, and thus the future will not be what has been written here. The future shape of the District's budget will be dependent on how our society reacts to COVID-19 and how we are able to respond to those reactions.

### **COVID-19-Related Budget Assumptions**

This budget will show current assumptions based on what is known on as of April 25, 2020 as it relates to COVID-19 conditions and mandates. As a timeline, we have the following significant events that have affected the District's operations in bridge traffic and bus and ferry ridership.

#### **Key COVID-19 Dates**

- March 1 – Technology Firms Begin Closures
- March 7- San Francisco State College Closure
- March 12 – Catholic Schools and Marin County Schools Closures
- March 16 – San Francisco Schools Closure
- March 17 – Bay Area Shelter in Place (SIP)
- March 20 – Statewide SIP
- March 31- Extension of Bay Area SIP, Including Closure of Non-Essential Construction

# COVID-19: BRIDGE DIVISION OVERVIEW AND STATUS

## Impacts on Bridge Division Revenue

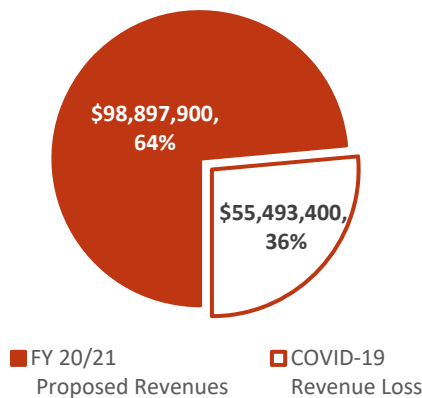
The Bridge Division as well as the majority of the District’s revenues are generated by tolls charged for bridge crossings. The District implemented a five-year toll increase plan beginning July 1, 2019. This table shows that toll revenues were \$146 million last fiscal year (FY 18/19), however, this year due to COVID-19 shelter in place orders, it is estimated to be \$120 million (FY 19/20). In looking at what the estimates for FY 20/21 looked like Pre-COVID, the District was on target to generate approximately \$150 million for FY 20/21. However, as the District experiences the effects of the COVID-19 shelter in place restrictions, toll revenues for FY 20/21 are estimated at this time to be approximately \$95 million or \$55 million less than anticipated. The traffic trends and recovery rate projections are explained later in this section.

The following table shows the Bridge Revenues. It compares the FY 19/20 Estimated Actual, FY 20/21 Pre-COVID Baseline Budget, and the current FY 20/21 Proposed Budget.

### BRIDGE DIVISION REVENUE

Bridge Revenue	FY 18/19 Actual	FY 19/20 Estimated Actual	FY 20/21 Pre-COVID Baseline Budget	FY 20/21 Proposed Budget	Net Difference Proposed to Pre-COVID
Toll Revenues	\$146,471,101	\$120,307,983	\$150,523,20	\$95,154,800	\$(55,368,400)
Other Operating Income	438,869	349,782	368,100	243,100	(125,000)
Investment Income	9,436,889	8,773,325	3,500,000	3,500,000	-
<b>Total Revenues</b>	<b>\$156,346,859</b>	<b>\$129,431,090</b>	<b>\$154,391,300</b>	<b>\$98,897,900</b>	<b>\$(55,493,400)</b>

### PRE-COVID BRIDGE REVENUE: \$155 MILLION



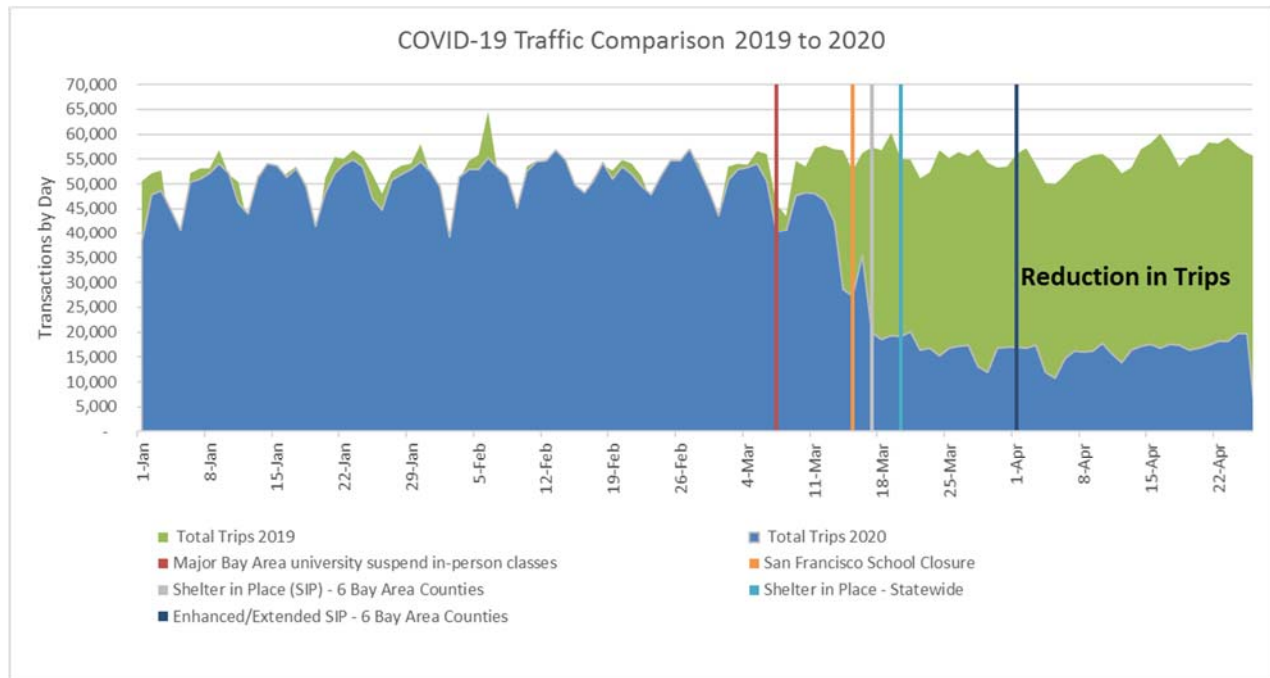
## Impacts on Bridge Traffic Patterns

The following table shows the weekly change in traffic for southbound traffic. Using the week of February 23<sup>rd</sup> as a base week, the following table shows the traffic shift until April 25<sup>th</sup> while the shelter in place orders are in place. Overall, the current traffic has plateaued at approximately 30% of Pre-COVID traffic based on 2019 trends. Below the table, the traffic graph is expanded starting January 20, 2020 and adds some significant dates that show when mandates were put in place. The green represents 2019 traffic levels and the blue represents 2020 traffic and its declines.

**COVID-19 BRIDGE SOUTHBOUND TRAFFIC TRENDS (8 WEEKS)**

	Week 0 2/23 - 2/29	Week 1 3/1 - 3/7	Week 2 3/8 - 3/14	Week 3 3/15 - 3/21	Week 4 3/22 - 3/28
2020	367,135	345,419	302,381	159,814	112,916
2019 (equivalent dates)	354,660	363,897	380,405	393,350	383,454
YOY Traffic Change	12,475	(18,478)	(78,024)	(233,536)	(270,538)
YOY % Traffic Change	3.52%	-5.08%	-20.51%	-59.37%	-70.55%
	Week 5 3/29 - 4/4	Week 6 4/5 - 4/11	Week 7 4/12 - 4/18	Week 8 4/19 - 4/25	
2020	108,822	107,515	117,182	126,414	
2019 (equivalent dates)	378,435	377,535	391,180	401,390	
YOY Traffic Change	(269,613)	(270,020)	(273,998)	(274,976)	
YOY % Traffic Change	-71.24%	-71.52%	-70.04%	-68.51%	

Note: The dates provided reflect 2020 dates and compares to the same day of the week in 2019 (i.e., compares the closest Monday in 2020 to the closest 2019 Monday).



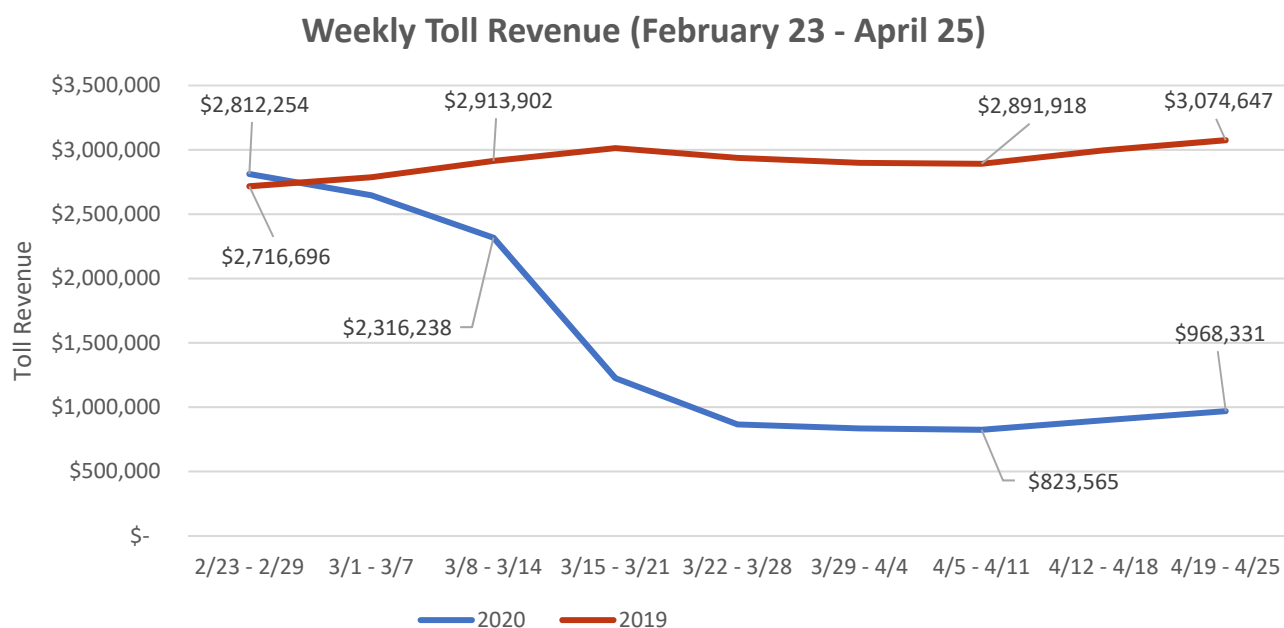
## Impacts on Toll Revenue

The following graph shows the change in revenue in tolls for bridge crossing. The 2020 Pre-COVID forecasted toll revenue is calculated using 2019 adjusted for 2020 toll rates. Overall, the expected revenue has plateaued at approximately 30% of Pre-COVID revenue.

### COVID-19 TOLL REVENUE TRENDS (8 WEEKS)

	Week 0 2/23 - 2/29	Week 1 3/1 - 3/7	Week 2 3/8 - 3/14	Week 3 3/15 - 3/21	Week 4 3/22 - 3/28
<b>2020</b>	\$2,812,254	\$2,645,910	\$2,316,238	\$1,224,175	\$864,937
<b>2019 (equivalent dates)</b>	\$2,716,696	\$2,787,451	\$2,913,902	\$3,013,061	\$2,937,258
<b>YOY Revenue Change</b>	\$95,559	\$(141,541)	\$(597,664)	\$(1,788,886)	\$(2,072,321)
<b>YOY % Change</b>	3.52%	-5.08%	-20.51%	-59.37%	-70.55%
	Week 5 3/29 - 4/4	Week 6 4/5 - 4/11	Week 7 4/12 - 4/18	Week 8 4/19 - 4/25	
<b>2020</b>	\$833,577	\$823,565	\$897,614	\$968,331	
<b>2019 (equivalent dates)</b>	\$2,898,812	\$2,891,918	\$2,996,439	\$3,074,647	
<b>YOY Revenue Change</b>	\$(2,065,236)	\$(2,068,353)	\$(2,098,825)	\$(2,106,316)	
<b>YOY % Change</b>	-71.24%	-71.52%	-70.04%	-68.51%	

Note: The dates provided reflect 2020 dates and compares to the same day of the week in 2019 (i.e., compares the closest Monday in 2020 to the closest 2019 Monday).



## Bridge Division Recovery Rate Assumptions

The following graph is the current assumption in growth of traffic that is the basis for the proposed toll revenues for FY 20/21. Given the uncertainty, this projection is based on the economic growth projected for the 101 corridor counties and currently projected change in customer behavior. At this time, the growth projections assume traffic starts at 37% of normal in July 2020 to 82% by end of FY 20/21.

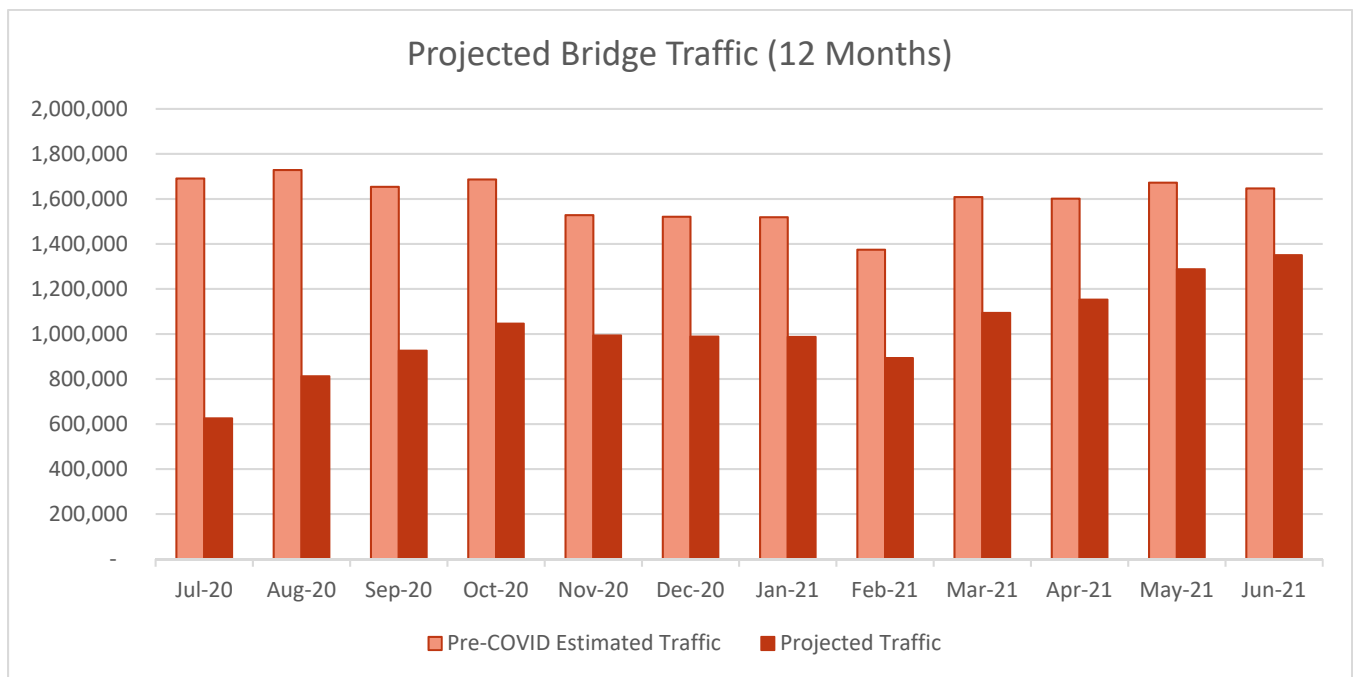
In comparison, the region at this point is estimating a slower growth path for toll traffic with a possible 47% loss in toll traffic through end of calendar year 2020.

### BRIDGE TRAFFIC (12 MONTHS)

	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
<b>Pre-COVID Estimated Traffic</b>	1,690,934	1,728,232	1,653,663	1,686,747	1,527,948	1,520,879
<b>Projected Traffic</b>	625,645	812,269	926,051	1,045,783	993,166	988,572
<b>Projected Traffic Rate</b>	37%	47%	56%	62%	65%	65%

	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21
<b>Pre-COVID Estimated Traffic</b>	1,519,063	1,374,228	1,608,466	1,601,192	1,672,266	1,646,430
<b>Projected Traffic</b>	987,391	893,248	1,093,757	1,152,858	1,287,645	1,350,073
<b>Projected Traffic Rate</b>	65%	65%	68%	72%	77%	82%



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## COVID-19: TRANSIT OVERVIEW AND STATUS

The Bus and Ferry Division's main sources of revenue are bridge toll subsidy, fare revenue, state and local grants, for the Bus Division contracted out bus services with Marin Transit, and for FY 19/20 the federal stimulus CARES Act funding. The District implemented a five-year fare plan for transit on July 1, 2017. The estimates for transit for fares Pre-COVID for FY 20/21 overall were \$37 million, respectively \$16.4 million for Bus and \$20.6 million for Ferry fares. The State Funding comprised of STA and TDA (see below for definitions), Pre-COVID was \$24 million, respectively \$19.5 million for Bus and \$4.5 million for Ferry. In the Other Operating Income, RM2 Pre-COVID was \$2.8 million. The Bus Division has had a long-standing contract with the local bus agency, Marin Transit, to provide bus services totaling approximately \$11 million annually. It is uncertain yet their plan for the future so the estimate is based on the last communication to reduce by 17.5%.

On March 27, 2020, the federal government granted the CARES Act funding appropriated by the regional agency, MTC, estimated to the District of \$49.5 million. The CARES Act provides emergency assistance and health care response for individuals, families and businesses affected by the COVID-19 pandemic. The FTA allocated \$25 billion in funds to recipients of urbanized area and rural area formula funds to support capital, operating, and other expenses generally eligible under those programs to prevent, prepare for, and respond to COVID-19. Transit agencies will receive a one-time grant that can be applied to operating expenses incurred beginning on January 20, 2020, including operating expenses to maintain transit services during an emergency.

## Impacts on Bus Division

The Bus Division’s main sources of revenue have significantly declined as a result of the current COVID-19 shelter in place restrictions. Typically, 50% of the Bus Division is funded by bridge tolls. However, with advent of COVID-19, the District has experienced a precipitous drop in this revenue source. Pre-COVID, the Bus ridership was declining and fare revenue remained fairly steady due to fare increases. The District was on target to generate approximately \$16.4 million in fare revenue and \$19.5 million in state and \$2.8 million in local funds for FY 20/21. As the District experiences the effects of the COVID-19 shelter in place restrictions, Bus fare revenues for FY 20/21 are estimated at this time to be approximately \$6.9 million or \$9.5 million less than anticipated. STA/TDA funds are forecasted to drop 25% for an estimated of \$14.6 million or \$4.9 million less than anticipated and RM-2 funding 40% for an estimated of \$1.7 million or \$1.1 million less than anticipated. Marin Transit has communicated at this time that it plans to reduce the amount of contracted service by 17.5%. This is factored into the forecast for contracted service with the District for FY 20/21 resulting in a projected \$2 million drop in revenue to the District. The current projected CARES Act funding allocation for Bus at \$35.1 million is projected to be expensed completely in FY 19/20.

### BUS DIVISION REVENUE

Bus Revenue	FY 18/19 Actual	FY 19/20 Estimated Actual	FY 20/21 Pre-COVID Baseline Budget	FY 20/21 Proposed Budget	Net Difference Proposed to Pre-COVID
Regional Transit Fares	\$15,514,774	\$11,982,297	\$16,401,600	\$6,907,400	\$(9,494,200)
Other Operating Income	\$3,855,977	\$3,335,652	\$3,671,600	\$2,443,200	\$(1,228,400)
State Operating Income	\$19,168,935	\$17,278,383	\$19,523,300	\$14,642,500	\$(4,880,800)
Federal Operating Income	\$143,369	\$69,876	-	-	-
MCTD	\$10,818,301	\$10,124,463	\$11,578,500	\$9,550,500	\$(2,028,000)
CARES Act Funding	-	\$35,150,700	-	-	-
<b>Total Revenues</b>	<b>\$49,501,356</b>	<b>\$77,941,371</b>	<b>\$51,175,000</b>	<b>\$33,543,600</b>	<b>\$ (17,631,400)</b>

**Impacts on Bus Ridership**

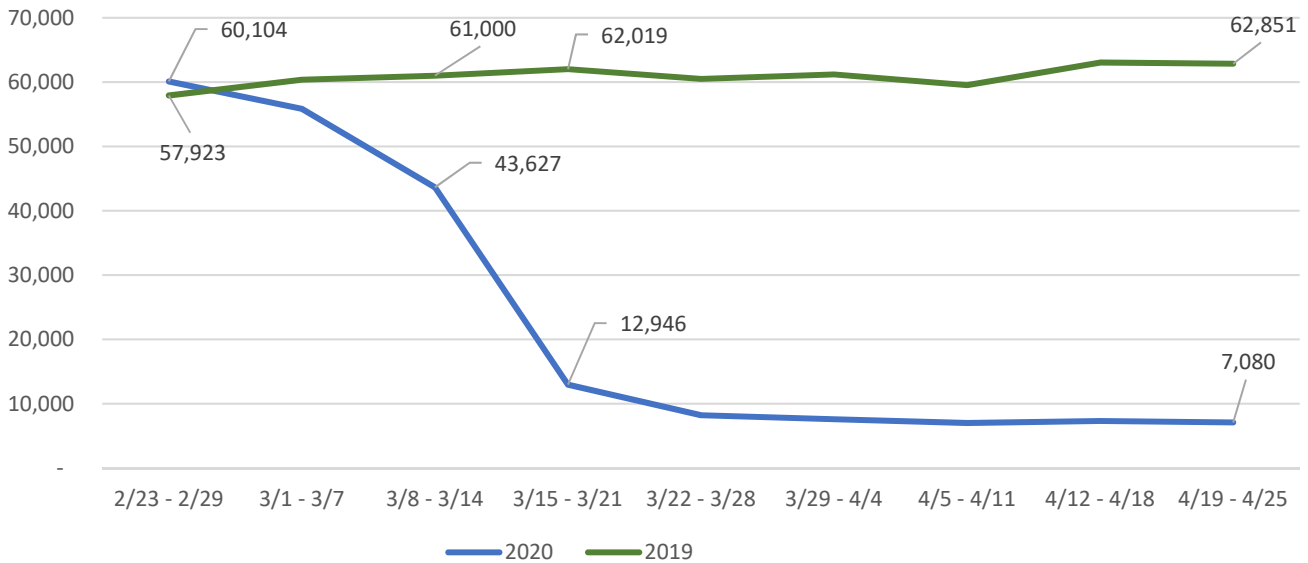
Using the week of February 23<sup>rd</sup> as a base week, the following table shows the shift in ridership until April 25<sup>th</sup> while the shelter in place orders are in place. Bus ridership has plateaued at 11.5% of pre-COVID ridership.

**COVID-19 BUS RIDERSHIP TRENDS (8 WEEKS)**

	Week 0 2/23 - 2/29	Week 1 3/1 - 3/7	Week 2 3/8 - 3/14	Week 3 3/15 - 3/21	Week 4 3/22 - 3/28
2020	60,104	55,841	43,627	12,946	8,215
2019 (equivalent dates)	57,923	60,373	61,000	62,019	60,492
YOY Ridership Change	2,181	(4,532)	(17,373)	(49,073)	(52,277)
YOY % Ridership Change	3.77%	-7.51%	-28.48%	-79.13%	-86.42%
	Week 5 3/29 - 4/4	Week 6 4/5 - 4/11	Week 7 4/12 - 4/18	Week 8 4/19 - 4/25	
2020	7,587	7,000	7,312	7,080	
2019 (equivalent dates)	61,198	59,530	63,041	62,851	
YOY Ridership Change	(53,611)	(52,530)	(55,729)	(55,771)	
YOY % Ridership Change	-87.60%	-88.24%	-88.40%	-88.74%	

Note: The dates provided reflect 2020 dates and compares to the same day of the week in 2019 (i.e., compares the closest Monday in 2020 to the closest 2019 Monday).

**Weekly Bus Ridership (February 23 - April 25)**



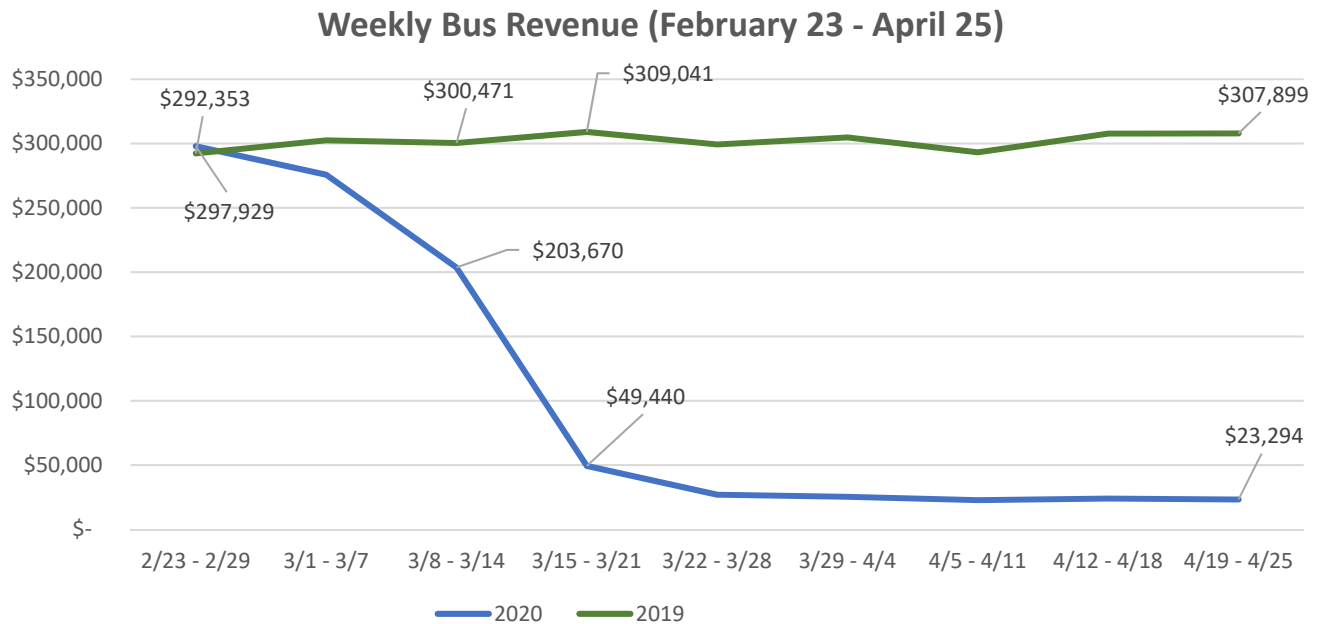
**Impacts on Bus Fare Revenue**

Using the week of February 23<sup>rd</sup> as a base week, the following table shows the revenue shift until April 25<sup>th</sup> while the shelter in place orders are in place. The Bus revenue has plateaued at 8% of equivalent in 2019.

**COVID-19 BUS FARE REVENUE TRENDS (8 WEEKS)**

	<b>Week 0</b> 2/23 - 2/29	<b>Week 1</b> 3/1 - 3/7	<b>Week 2</b> 3/8 - 3/14	<b>Week 3</b> 3/15 - 3/21	<b>Week 4</b> 3/22 - 3/28
<b>2020</b>	\$297,929	\$ 275,809	\$ 203,670	\$ 49,440	\$ 26,971
<b>2019 (equivalent dates)</b>	\$ 292,353	\$ 302,573	\$ 300,471	\$ 309,041	\$ 299,352
<b>YOY Revenue Change</b>	\$ 5,576	\$ (26,765)	\$ (96,801)	\$ (259,601)	\$ (272,382)
<b>YOY Revenue Change</b>	1.91%	-8.85%	-32.22%	-84.00%	-90.99%
	<b>Week 5</b> 3/29 - 4/4	<b>Week 6</b> 4/5 - 4/11	<b>Week 7</b> 4/12 - 4/18	<b>Week 8</b> 4/19 - 4/25	
<b>2020</b>	\$ 25,369	\$ 22,828	\$ 24,069	\$ 23,294	
<b>2019 (equivalent dates)</b>	\$ 304,783	\$ 293,190	\$ 307,779	\$ 307,899	
<b>YOY Revenue Change</b>	\$ (279,414)	\$ (270,362)	\$(283,710)	\$(284,604)	
<b>YOY Revenue Change</b>	-91.68%	-92.21%	-92.18%	-92.43%	

Note: The dates provided reflect 2020 dates and compares to the same day of the week in 2019 (i.e., compares the closest Monday in 2020 to the closest 2019 Monday).



## Bus Division Recovery Rate Assumptions

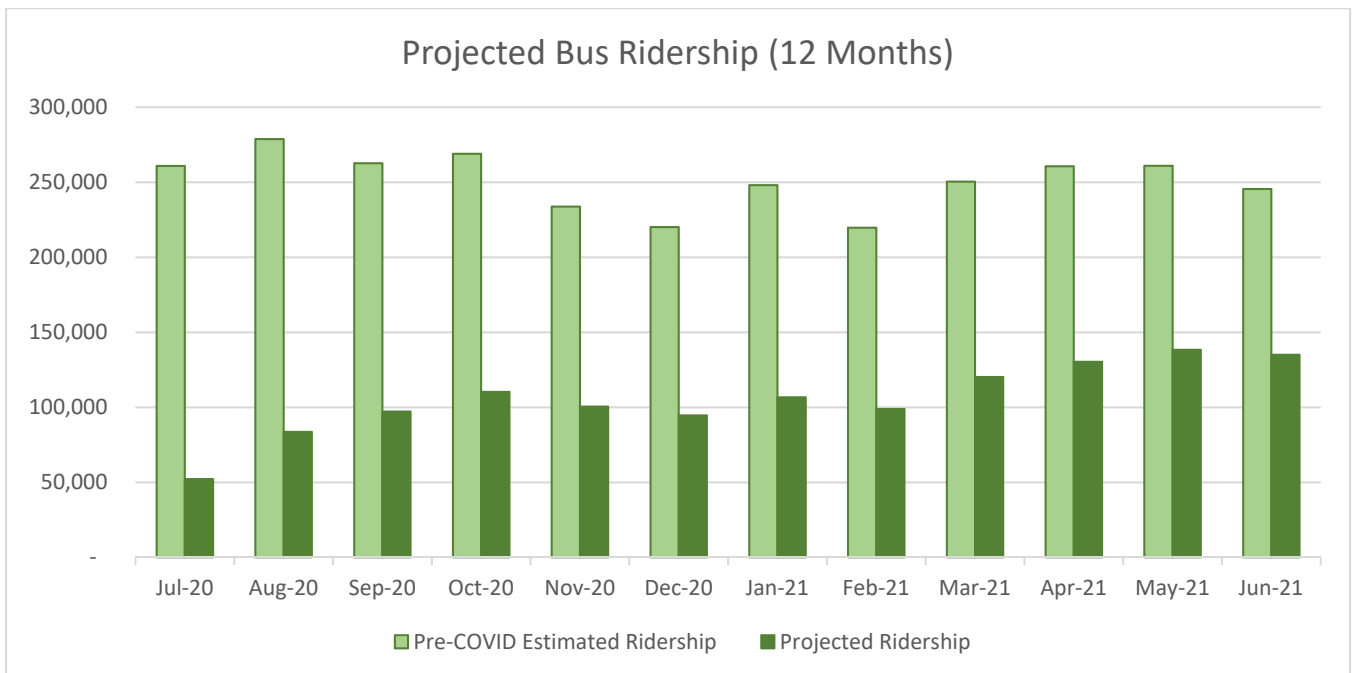
The following graph is the current assumption in growth of ridership that is the basis for the proposed fare revenues for FY 20/21. Given the uncertainty of the COVID-19 restrictions, this is based on expected economic growth and the continued implementation of social distancing polices. At this time, the growth projections assume starting from 20% of pre COVID-19 ridership in July 2020 and growing to 55% of Pre-COVID ridership by end of FY 20/21.

### BUS RIDERSHIP (12 MONTHS)

	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
<b>Pre-COVID Estimated Ridership</b>	260,814	278,766	262,684	268,966	233,790	220,061
<b>Projected Ridership</b>	52,163	83,630	97,193	110,276	100,530	94,626
<b>Projected Ridership Rate</b>	20%	30%	37%	41%	43%	43%

	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21
<b>Pre-COVID Estimated Ridership</b>	248,023	219,671	250,392	260,568	260,931	245,512
<b>Projected Ridership</b>	106,650	98,852	120,188	130,284	138,294	135,032
<b>Projected Ridership Rate</b>	43%	45%	48%	50%	53%	55%



## Impacts on Ferry Division

The Ferry Division’s main sources of revenue have significantly declined as a result of the current COVID-19 shelter in place restrictions. Typically, 40% of the Ferry Division is funded by bridge tolls. However, with advent of COVID-19, the District has experienced a precipitous drop in this revenue source. Pre-COVID, Ferry ridership was declining and fare revenue remained fairly steady due to fare increases. The District was on target to generate approximately \$20.6 million in fare revenue and receive \$4.4 million in state and local funds in FY 20/21. The COVID-19 shelter-in-place restrictions have reduced Ferry fare revenues for FY 20/21 to an estimated \$7.5 million or \$13.1 million less than anticipated. STA/TDA funds are forecasted to drop 25% to \$3.3 million or \$1.1 million less than anticipated. The current CARES Act funding allocation for Ferry is projected to be \$14.3 million and will be expensed completely in FY 19/20.

### FERRY DIVISION REVENUE

Ferry Revenue	FY 18/19 Actual	FY 19/20 Estimated Actual	FY 20/21 Pre-COVID Baseline Budget	FY 20/21 Proposed Budget	Net Difference Proposed to Pre-COVID
Transit Fares	\$20,212,537	\$14,582,736	\$20,663,300	\$7,507,500	\$(13,155,800)
Other Operating Income	\$1,886,822	\$1,556,145	\$1,234,800	\$535,300	\$(699,500)
State Operating Income	\$4,275,988	\$3,920,239	\$4,442,500	\$3,331,300	\$(1,111,200)
Federal Operating Income	-	-	\$172,000	\$172,000	-
CARES Act Funding	-	\$14,357,300	-	-	-
<b>Total Revenues</b>	<b>\$26,375,347</b>	<b>\$34,416,420</b>	<b>\$26,512,600</b>	<b>\$11,546,100</b>	<b>\$(14,966,500)</b>

### Impacts on Ferry Ridership

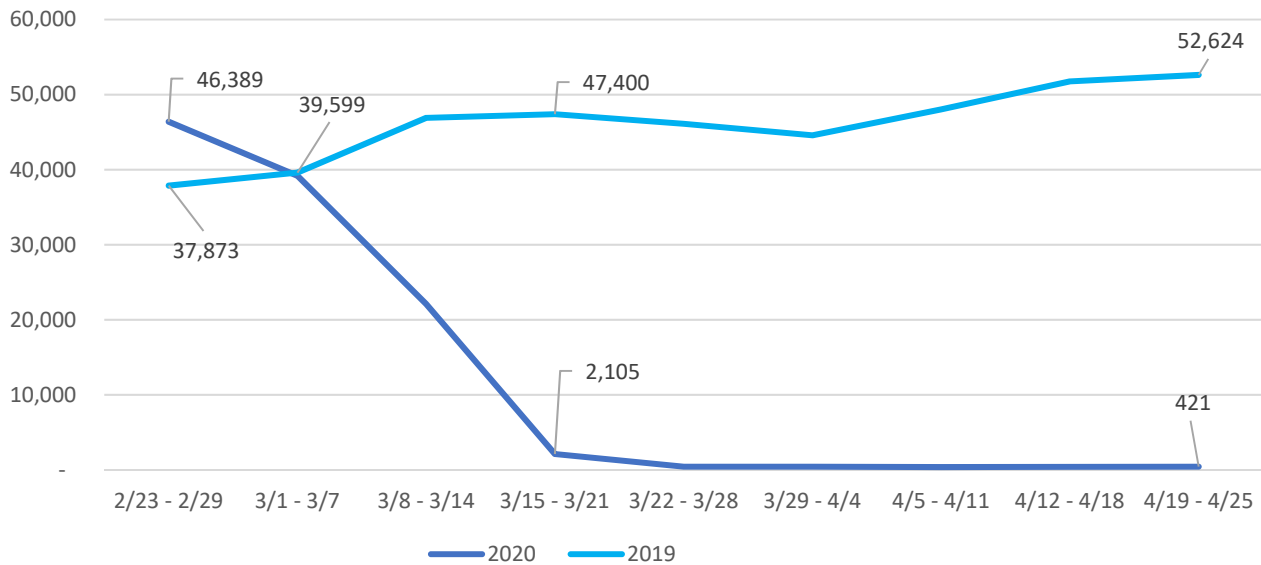
Using the week of February 23<sup>rd</sup> as a base week, the following table shows the shift in ridership until April 25<sup>th</sup> while the shelter in place orders are in place. The Ferry ridership has plateaued at 1% of Pre-COVID ridership.

#### FERRY RIDERSHIP TRENDS (8 WEEKS)

	Week 0 2/23 - 2/29	Week 1 3/1 - 3/7	Week 2 3/8 - 3/14	Week 3 3/15 - 3/21	Week 4 3/22 - 3/28
2020	46,389	39,178	22,113	2,105	416
2019 (equivalent dates)	37,873	39,599	46,911	47,400	46,123
YOY Ridership Change	8,516	(421)	(24,798)	(45,295)	(45,707)
YOY Ridership Change	22.49%	-1.06%	-52.86%	-95.56%	-99.10%
	Week 5 3/29 - 4/4	Week 6 4/5 - 4/11	Week 7 4/12 - 4/18	Week 8 4/19 - 4/25	
2020	418	362	392	421	
2019 (equivalent dates)	44,582	48,023	51,757	52,624	
YOY Ridership Change	(44,164)	(47,661)	(51,365)	(52,203)	
YOY Ridership Change	-99.06%	-99.25%	-99.24%	-99.20%	

Note: The dates provided reflect 2020 dates and compares to the same day of the week in 2019 (i.e., compares the closest Monday in 2020 to the closest 2019 Monday).

#### Weekly Ferry Ridership (February 23 - April 25)



**Impacts on Ferry Fare Revenue**

Using the week of February 23<sup>rd</sup> as a base week, the following table shows the revenue shift until April 25<sup>th</sup> while the shelter in place orders are in place. The Ferry revenue has plateaued at 1% of equivalent in 2019.

**FERRY REVENUE TRENDS (8 WEEKS)**

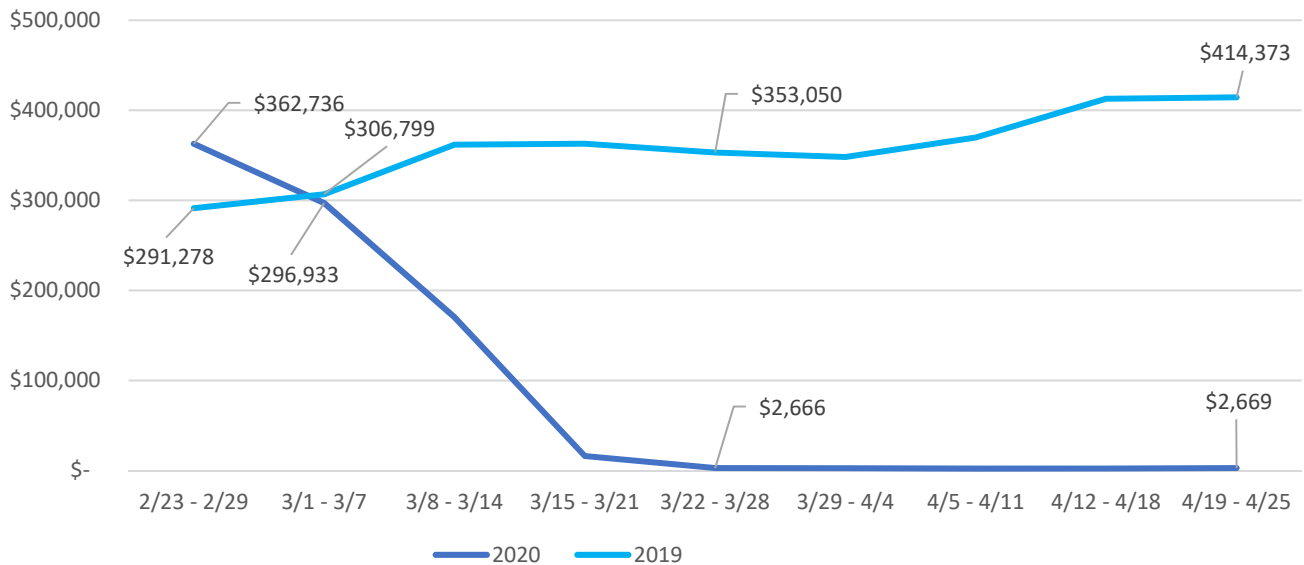
	<b>Week 0</b> 2/23 - 2/29	<b>Week 1</b> 3/1 - 3/7	<b>Week 2</b> 3/8 - 3/14	<b>Week 3</b> 3/15 - 3/21	<b>Week 4</b> 3/22 - 3/28
<b>2020</b>	\$362,736	\$296,933	\$170,318	\$ 15,993	\$ 2,666
<b>2019 (equivalent dates)</b>	\$291,278	\$306,799	\$361,914	\$ 362,804	\$ 353,050
<b>YOY Revenue Change</b>	\$71,458	\$ (9,866)	\$(191,596)	\$ 346,812)	\$ (350,384)
<b>YOY Revenue Change</b>	24.53%	-3.22%	-52.94%	-95.59%	-99.24%

	<b>Week 5</b> 3/29 - 4/4	<b>Week 6</b> 4/5 - 4/11	<b>Week 7</b> 4/12 - 4/18	<b>Week 8</b> 4/19 - 4/25
<b>2020</b>	\$ 2,577	\$ 2,077	\$ 2,268	\$ 2,669
<b>2019 (equivalent dates)</b>	\$ 348,147	\$ 369,871	\$ 412,847	\$ 414,373
<b>YOY Revenue Change</b>	\$ (345,569)	\$ (367,794)	\$(410,579)	\$ (411,704)
<b>YOY Revenue Change</b>	-99.26%	-99.44%	-99.45%	-99.36%

Note: The dates provided reflect 2020 dates and compares to the same day of the week in 2019 (i.e., compares the closest Monday in 2020 to the closest 2019 Monday).

**Weekly Ferry Revenue (February 23 - April 25)**

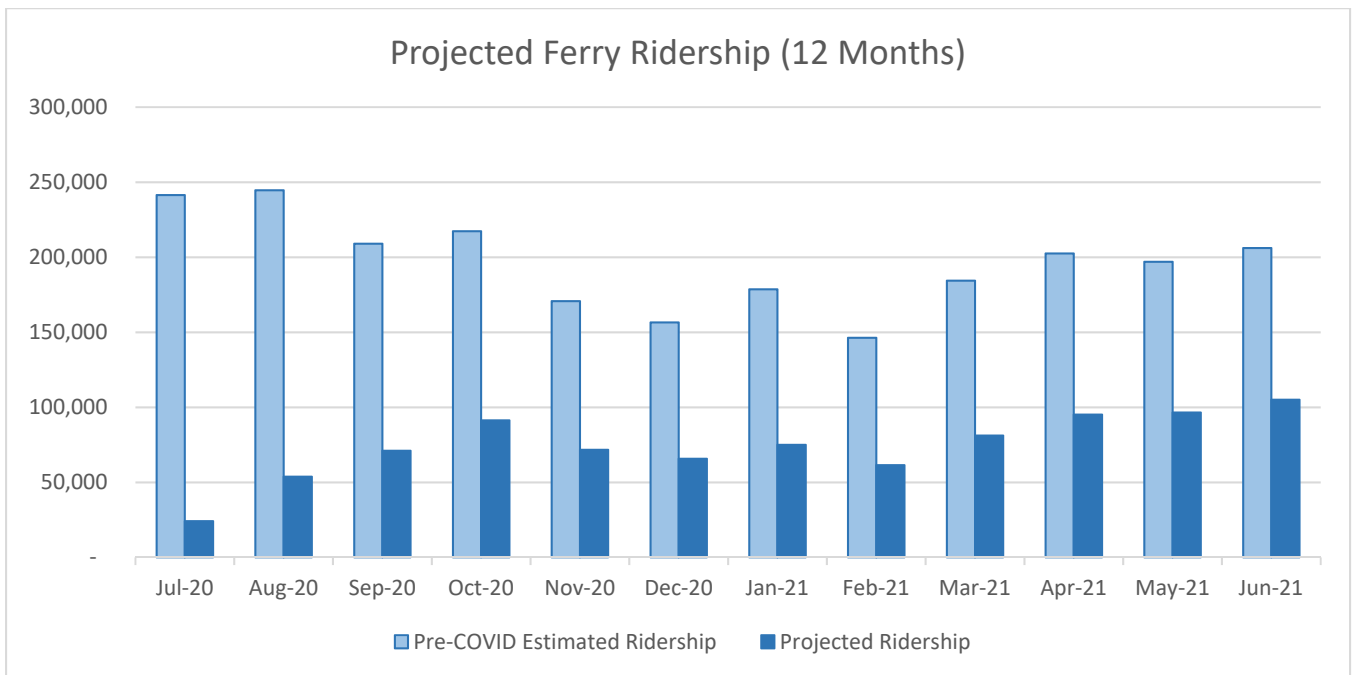


## Ferry Division Recovery Rate Assumptions

The following graph is the current assumption in growth of ridership that is the basis for the proposed fare revenues for FY 20/21. Given the uncertainty of the COVID-19 restrictions, this is based on expected economic growth and the continued implementation of social distancing polices. At this time, the growth projections assume starting from 10% of pre COVID-19 ridership in July 2020 and growing to 51% of Pre-COVID ridership by end of FY 20/21.

### FERRY RIDERSHIP TRENDS (12 MONTHS)

	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
<b>Pre-COVID Estimated Ridership</b>	249,759	254,453	218,887	218,768	172,478	158,504
<b>Projected Ridership</b>	24,146	53,822	71,081	91,284	71,731	65,769
<b>Projected Ridership Rate</b>	10%	22%	34%	42%	42%	42%
	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21
<b>Pre-COVID Estimated Ridership</b>	179,786	147,525	185,790	207,766	203,052	215,091
<b>Projected Ridership</b>	75,025	61,441	81,136	95,177	96,532	105,109
<b>Projected Ridership Rate</b>	42%	42%	44%	47%	49%	51%



## **COVID-19 Transit Funding**

### **CARES Act**

The CARES Act provides emergency assistance and health care response for individuals, families and businesses affected by the COVID-19 pandemic. The FTA allocated \$25 billion in funds to recipients of urbanized area and rural area formula funds to support capital, operating, and other expenses generally eligible under those programs to prevent, prepare for, and respond to COVID-19. Transit agencies will receive a one-time grant that can be applied to operating expenses incurred beginning on January 20, 2020, including operating expenses to maintain transit services during an emergency.

The budget assumes that the District will receive \$49.5 million in CARES Act funding based on the split that it received from MTC for the first tranche of funding.

### **STA/TDA Assumptions**

The Transportation Development Act (TDA) Local Transportation Fund (LTF) funds are derived from a ¼ cent of the general sales tax collected statewide.

State Transit Assistance (STA) funds are derived from state sales tax on diesel fuel. Funds are appropriated by the legislature to the State Controller’s Office (SCO). The SCO then allocates the tax revenue, by formula, to planning agencies and other selected agencies. Statue requires that 50% of STA funds be allocated according to population and 50% be allocated according to transit operator revenues from the prior fiscal year.

Currently, MTC, who appropriates the funds, has estimated that estimated actual for FY 19/20 will be 85% of the fund estimate, or a 15% loss. For the following year, FY 20/21, the fund estimate was already decreased from Pre-COVID projections and the current projection is that the regions should expect at least a 25% reduction in this estimate.

<b>Program</b>	<b>FY21 Fund Estimate (Pre-COVID)</b>	<b>25% Reduction (Post-COVID)</b>
<b>STA/TDA</b>	\$23,965,800	\$17,973,800

### **RM2 Funding Assumption**

Regional Measure 2 (RM2) established a Regional Traffic Relief Plan to help finance highway, transit, bicycle and pedestrian projects in the bridge corridors and their approaches, and to provide operating funds for key transit services. RM2 funds Golden Gate Transit service over Richmond-San Rafael Bridge.

Originally, our Bus Division RM2 funds estimate for FY21 was \$2,770,328. However, due to COVID-19, MTC is projecting a 40% loss of funds for a total of \$1,662,197 in RM2 funds for FY21.

<b>Program</b>	<b>FY21 Fund Estimate (Pre-COVID)</b>	<b>40% Reduction (Post-COVID)</b>
<b>RM2 (Routes 40, 40X, 72X, 101)</b>	\$2,770,328	\$1,662,197

## FINANCIAL IMPACT OF COVID-19 ON THE FY 20/21 PROPOSED BUDGET

The impact of COVID-19 on the District's revenues is extreme. The District is formulating plans to balance the budget. Those plans will likely require extensive reductions but also seek additional state and federal funding. The implementation schedule for initiatives will be driven by the length of time that the current shelter-in-place and social distancing orders are in effect and the speed with which customer behavior returns to pre-COVID levels once the orders are lifted.

Customer behavior will be the largest driver in how much change the District will have to implement to balance its budget. For example, if the District's customers were to return to their pre-COVID travel patterns by July 1 2020, the District would achieve a balanced budget. However, at the time of writing in late April, Bridge patronage is at 31%, Bus ridership is at 11%, Ferry ridership is almost 1%, and the economy is in a recession. Therefore, it is very likely that some reductions in expense will need to be made and/or some new revenue streams will need to be found to balance the budget.

The table below demonstrates that proposed budget projects that reductions in expenses and new sources of revenue will need to total approximately \$98.2 million to balance the budget.

**REVENUES OVER EXPENSES TABLE**

	FY 18/19 Actual	FY 19/20 Estimated Actual	FY 20/21 Proposed Budget
Revenues	\$232,223,562	\$241,788,881	\$143,987,600
Expenses	\$217,809,305	\$221,887,586	\$242,248,800
Revenues over Expenses	\$14,414,257	\$19,901,295	\$(98,261,200)
Future Changes in Expenses and Revenue	-	-	\$98,261,200
<b>Total Balanced Budget</b>	-	-	<b>\$-</b>

The size of the changes necessary to balance the budget in this Proposed FY 20/21 Budget reflects the current financial climate as we know it as the time of writing. In the next two sections of the Proposed Budget, the \$98.2 million in expense reductions or new revenues will be used in place of a specific list of actions to reduce expense or increase revenues. The staff and board will need to determine those specific actions in the next few months. The Proposed Budget reflects the financials assuming the \$98.2 million need is resolved.



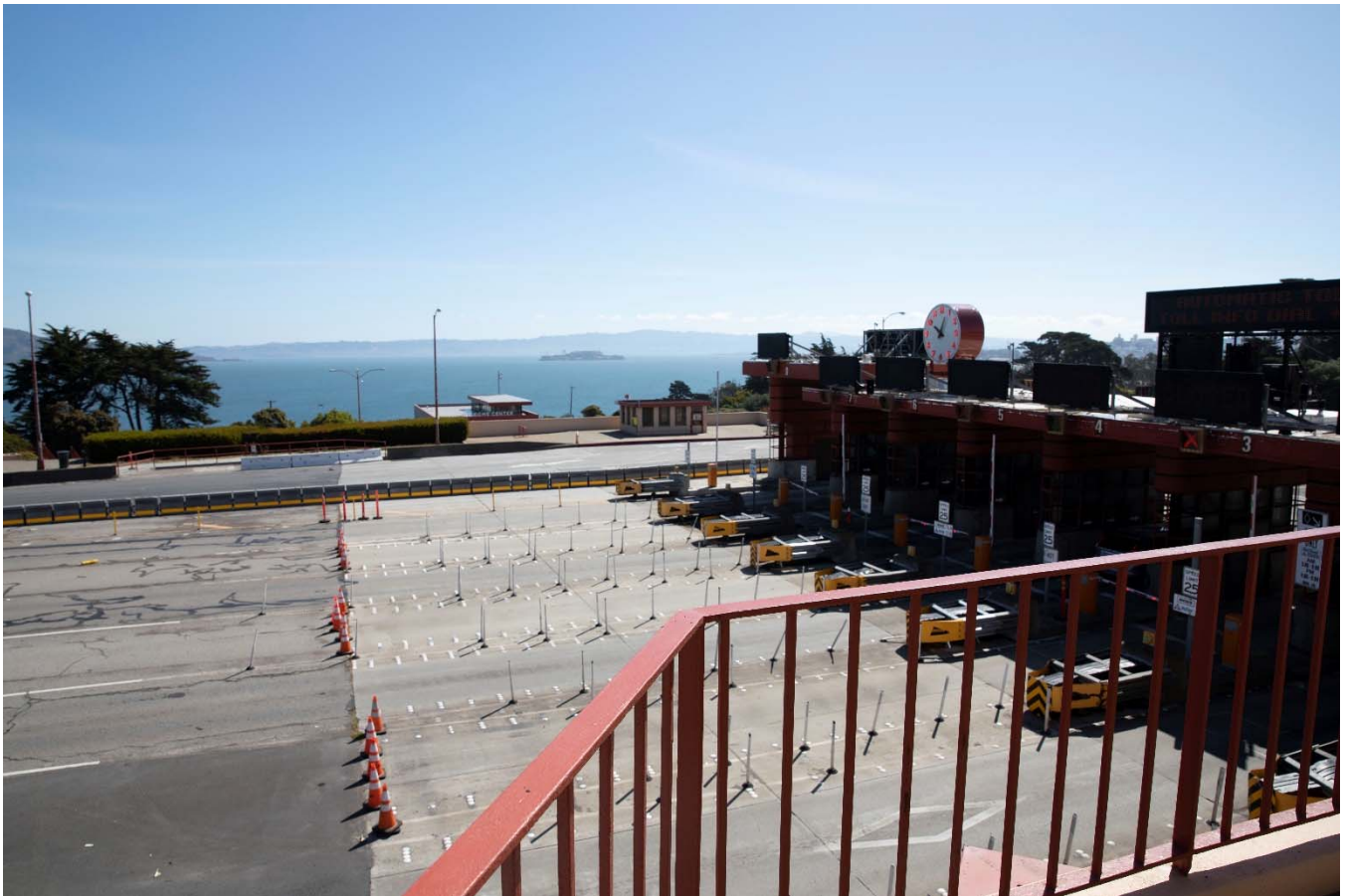
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## FY 20/21 PROPOSED BUDGET OVERVIEW

The FY 20/21 Proposed Budget is a policy document that identifies the strategic direction and priorities of the Board of Directors for the fiscal year. The proposed 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.

As detailed in the COVID-19 Impacts section (see pages 11-30), this is a very unusual year for the preparation of the District's budget. The budget was developed between December and mid-March based on the policy objectives of the Board and then current assumptions for District business. At the exact time that the budget was completed, the District's business assumptions drastically changed due to COVID-19. In reaction to that change, the Board will need to change its policy direction and priorities. At the time of the budget's production, there is still enormous uncertainty as to if and how quickly the District's customers thus revenues would return to their previous levels. In the next few months, staff will work with the Board to determine what changes in expenses and revenues are necessary to balance the budget. In the meantime, this budget has a placeholder that represents future changes in expenses and/or revenues that will lead to a balanced budget in FY 20/21.

The Proposed FY 20/21 Budget includes:

- Operating Budget revenues of \$144.0 million and expenditures of \$242.2 million.
- Operating Budget with a provision for \$98.2 million in future changes to expenses and revenues. With future changes, the projected operating expenses would equal projected revenues.
- Capital Budget revenues of \$29.1 million and expenditures of \$48.7 million.
- District reserves of \$19.6 million will be used to fund the FY 20/21 Capital Budget (assuming the Operating Budget is balanced with future reductions to expenses and new revenues).

Before changes are made to reduce expense and increase revenues, the FY 20/21 Proposed Budget estimates an operating need for an increase in revenues and/or decrease in expenses of \$98.2 million. This is attributed to COVID-19 shelter-in-place orders that significantly reduced toll revenues, transit fares, state operating assistance, Marin Transit contract revenues, investment income, and other operating income. Again, prior to any reductions, FY20/21 expenses are projected to be higher due to increased salary costs, pension, and District-wide professional services costs.

This report is an overview of the FY 20/21 Proposed Budget and summary of the development process.

### Overview of Operating Budget

The FY 20/21 Proposed Operating Budget of \$242.2 million is \$20.3 million, or 9.2%, more than the FY 19/20 Estimated Actual expenses of \$221.9 million. This 9.2% increase can be broken down into the following categories: fully funding vacant positions, re-funding commercial paper debt service due to the indenture service requirement, the increased cost of salaries and pension benefits, and District-wide professional services. The budget includes a recently ratified contract with ATU which covers the period of September 1, 2018 – August 30, 2021. It reflects a 7.6% increase in the hourly wage rate upon ratification and a 3.5% wage increase effective September 1, 2020. The Proposed Budget does not include budgeted wage increases for Coalition represented employees due to their MOU being in negotiation, nor does it include budgeted wage increases for non-represented employees.

## Budget Overview

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Revenue is estimated to be \$144.0 million, which is a decrease of approximately \$97.8 million, or 40.4%, from FY 19/20 Estimated Actual revenue of \$241.8 million. This decrease is primarily the net result of reduction in Toll Revenues (\$25.2 million), Transit Fares (\$12.1 million), State and Federal Operating Assistance (\$3.1 million), Marin County Transit Contract (MCTD) (\$0.6 million), Investment Income (\$5.3 million), and Other Operating Income (\$2.0 million). The remaining difference of \$49.5 million is due to no re-funding included in the FY 20/21 budget for the CARES Act after the first tranche of \$49.5 million in FY 19/20. This budget includes changes to the District reserves structure and the Table of Organization. Prior to any reductions in expenses and/or the addition of new revenues, the Proposed Budget has a \$65.9 million projected negative impact on the District's reserves. Once the Proposed Budget is balanced, it will have a projected net increase on the District's reserves of \$12.7 million.

The FY 20/21 Proposed Budget takes into account the 2014 Strategic Financial Plan approved in October 2015. Every year, the Strategic Financial Plan is reviewed and updated. The FY 20/21 Proposed Budget is a baseline budget that accounts for various Financial Plan initiatives and reflects current service levels in the Bridge, Bus and Ferry operations. It was originally structured to keep operations running at current levels while the Board and staff determine the timing and magnitude of implementing initiatives in the Strategic Financial Plan. With the dramatic decreases to revenue brought on by the COVID-19 pandemic, staff will work with the Board to implement new measures to decrease expenses and/or increase revenues with the goal of balancing the District's long-term finances, guiding the District to a healthy, sustainable financial condition, and ensuring replenishment of necessary reserve accounts.

## Capital Budget Overview

The FY 20/21 Proposed Capital Budget includes total anticipated expenditures of \$48.7 million, funded with \$19.6 million District funds and \$29.1 million in federal, state, and local grant funds. It supports the implementation of 68 projects (14 new and 54 continuing) necessary to maintain existing services and facilities and to implement high priority safety and security projects. The \$48.7 million Proposed Capital Budget is allocated to the following projects: Golden Gate Bridge Seismic Retrofit (3%); Suicide Deterrent System (62%); Other Bridge Division Projects (7%); Bus Division (6%); Ferry Division (15%); and 7% for Information Systems and other District Division projects. The Proposed Capital Budget contains Actual FY 19/20 project expenditures (see Appendix C). Eight projects were completed in FY 19/20.

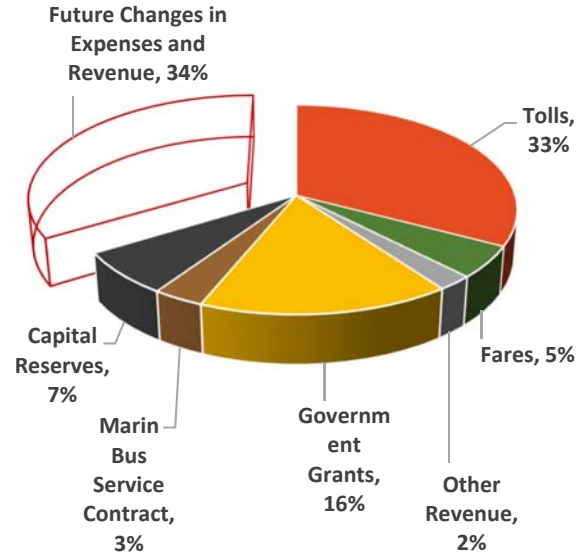
In an effort to reduce the number of new projects in the FY 20/21 budget, each division prioritized its capital projects. Higher priority projects were included in the FY 20/21 budget to allow project managers to continue working and focusing their efforts on those projects. The remaining projects were included in the FY 21/22 capital project list, which consists of projects that are ready to be included in the FY 20/21 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 21/22 list to the FY 20/21 budget.

## Use of Reserves

After the Board and staff make future policy changes to decrease expense and/or increase revenues, the FY 20/21 Proposed Operating Budget is projected to be balanced, and the Capital Budget is estimated to use \$19.6 million in District funds for a net increase in the reserves of \$12.7 million.

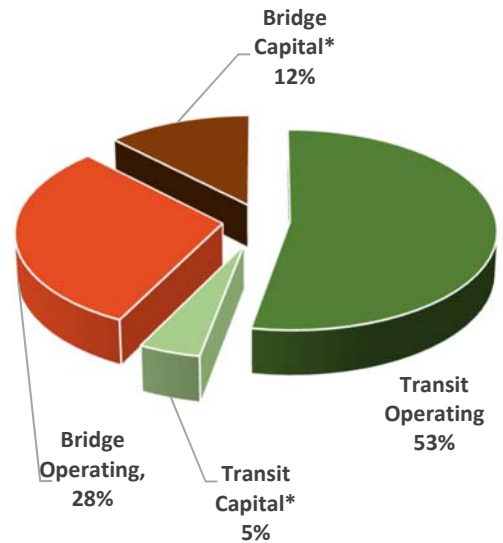
**REVENUE SOURCES  
FY 20/21 PROPOSED OPERATING AND CAPITAL BUDGET  
(IN MILLIONS)**

Source of Revenues	
Tolls	\$95.2
Fares	14.4
Other Revenue	6.7
Government Grants	47.2
Marin Bus Service Contract	9.6
Capital Reserves	19.6
Future Changes in Expenses and Revenue	98.2
<b>Total</b>	<b>\$290.9</b>



**EXPENSE ALLOCATION  
FY 20/21 PROPOSED OPERATING AND CAPITAL BUDGET  
(IN MILLIONS)**

Type of Expense	
Transit Operating	\$154.1
Transit Capital*	12.8
Bridge Operating	88.1
Bridge Capital*	35.9
<b>Total</b>	<b>\$290.9</b>



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

## Budget Overview

### FY 20/21 PROPOSED OPERATING AND CAPITAL BUDGET THREE-YEAR COMPARISON (IN MILLIONS)

	Actual FY 18/19	Actual FY 19/20	Proposed FY 20/21
<b>Revenue</b>			
Bridge Tolls	\$146.5	\$120.3	\$ 95.2
Transit Fares	35.7	26.6	14.4
Other*	26.5	24.1	16.3
Operating Assistance	23.6	21.3	18.1
CARES Act Funding	-	49.5	-
<b>Operating Revenue Subtotal</b>	<b>\$232.3</b>	<b>\$241.8</b>	<b>\$144.0</b>
Capital Grants	80.8	\$49.6	\$29.1
<b>Total Revenue</b>	<b>\$313.1</b>	<b>\$291.4</b>	<b>\$173.1</b>
<b>Expenses</b>			
Labor and Fringes	\$135.7	\$140.5	\$151.9
Services/Supplies/Other	53.1	51.9	59.3
Contribution to Capital & Other Reserves	29.0	29.5	31.0
<b>Operating Expenses Subtotal</b>	<b>\$217.8</b>	<b>\$221.9</b>	<b>\$242.2</b>
<b>Total Expenses</b>	<b>\$333.9</b>	<b>\$286.5</b>	<b>\$290.9</b>
Future Changes in Expenses and Revenues	-	-	\$98.2
<b>Total Revenue Over/(Under) Total Expense</b>	<b>\$(20.80)</b>	<b>\$4.90</b>	<b>\$(19.6)</b>

### NET IMPACT ON DISTRICT RESERVES THREE-YEAR COMPARISON (IN MILLIONS)

	Actual FY 18/19	Actual FY 19/20	Proposed FY 20/21
<b>Total Revenue Over/(Under) Total Expense</b>	<b>\$ (20.8)</b>	<b>\$4.9</b>	<b>\$ (19.6)</b>
<b>Transfers to District Reserves</b>			
District Capital Contribution**	\$ 21.0	\$ 21.0	\$ 21.0
Bridge Self-Insurance Against Losses	1.3	1.3	1.3
Depreciation	8.0	8.5	10.0
<b>Subtotal Transfers to Reserves</b>	<b>\$30.3</b>	<b>\$30.8</b>	<b>\$32.3</b>
<b>Impact on Reserves</b>	<b>\$9.5</b>	<b>\$35.7</b>	<b>\$ 12.7</b>
Transfer to OPEB (Other Postemployment Benefits) Trust	\$2.1	\$ 2.1	\$0.7

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

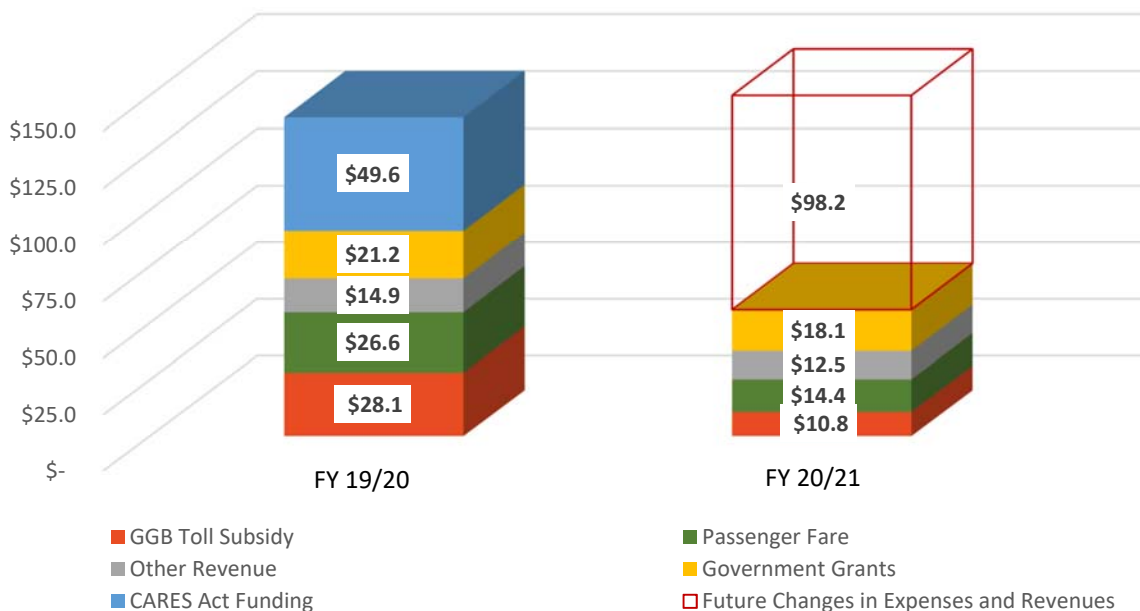
\*\*See Capital Contribution section on page 64 for more detail.

# TRANSIT SYSTEM FUNDING

Given the future policy changes that will be required to balance the FY20/21 budget it is unclear what subsidy amount will be needed from tolls. The COVID-19 recession is projected to decrease other transit revenue sources. That coupled with the uncertainty of continued federal relief in FY20/21, it is likely the need for toll subsidy will increase from FY19/20 to FY20/21.

The following table displays how the toll subsidy and other revenues are allocated for the FY 19/20 Estimated Actual expenses and Proposed FY 20/21 Budget.

	How Golden Gate Transit was Funded in FY 19/20 (In Millions)				How Golden Gate Transit is Estimated to be Funded in FY 20/21 (In Millions)			
	Bus Division	Ferry Division	Total Transit	% of Cost	Bus Division	Ferry Division	Total Transit	% of Cost
GGB Toll Subsidy	\$20.6	7.5	\$28.1	20%	\$7.7	\$3.1	\$10.8	7%
Passenger Fare	12.0	14.6	26.6	19%	6.9	7.5	14.4	9%
Other Revenue	13.4	1.5	14.9	11%	12.0	0.5	12.5	8%
Government Grants	17.3	3.9	21.2	15%	14.6	3.5	18.1	12%
CARES Act Funding	35.2	14.4	49.6	35%	-	-	-	0%
Future Changes in Expenses or Revenues	-	-	-	0%	66.0	32.2	98.2	64%
<b>Total</b>	<b>\$98.5</b>	<b>\$41.9</b>	<b>\$140.4</b>	<b>100%</b>	<b>\$107.2</b>	<b>\$46.8</b>	<b>\$154.0</b>	<b>100%</b>



## **DISTRICT FINANCIAL SITUATION**

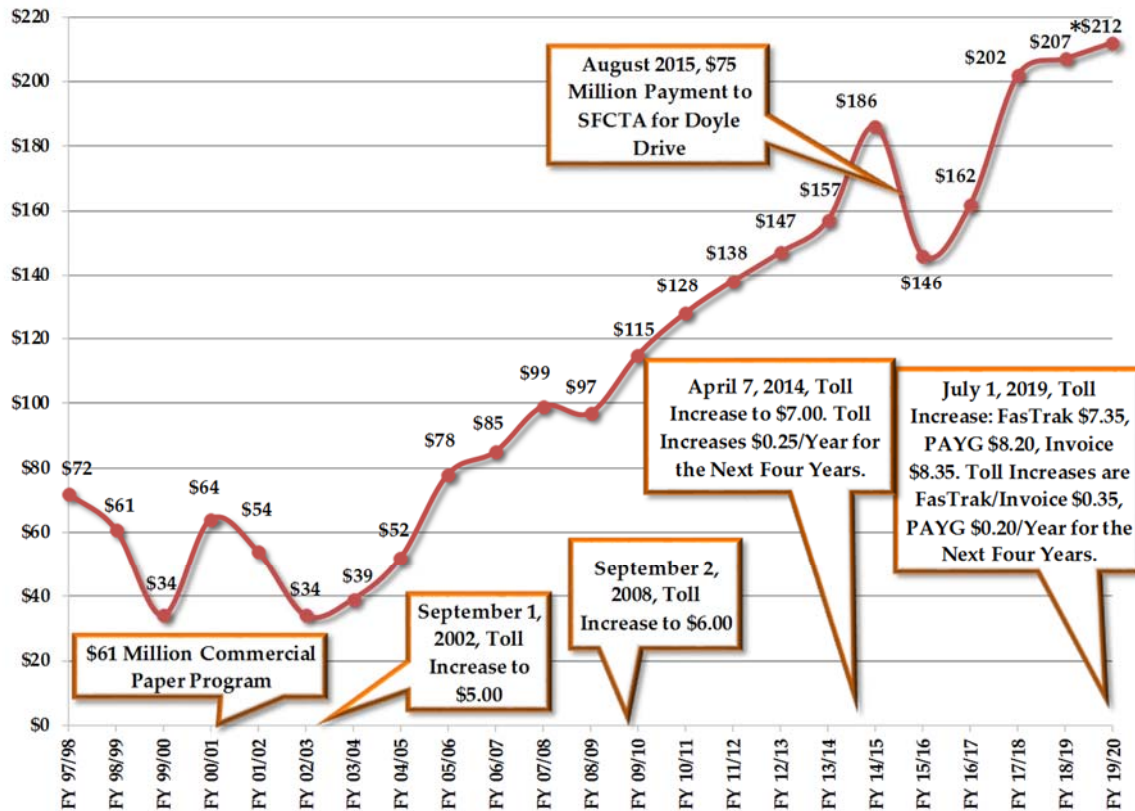
### **Financial Reserves: Impact of Fiscal Year 19/20 (Unaudited)**

On June 30, 2020, the District expects to finish the FY 19/20 operating budget year (which includes a \$21 million transfer to the capital reserves) with expenses approximately \$19.9 million under estimated actual revenues. Expenses are projected to be less than revenues because the entirety of the CARES Act funding available to the District is expected to be reimbursed to the District in FY 19/20. This is the District's best estimate because at the time of writing, the FTA's guidelines for reimbursement of CARES Act funds are yet to be issued.

In years past, the District's short-term and long-term financial situations improved because the Board took steps over 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, most recently the Board has 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.

The strong reserve position maintained by the District has been essential in these last months of FY 19/20 and will be in FY 20/21. The District has been using its Emergency and Operating reserves to fund its services as it waits for the CARES Act funding to arrive. As shown, the CARES Act funding is only for transit expenses and is projected to completely cover District Transit expenses in FY 19/20. If bridge patronage and transit ridership assumptions in this budget hold, policy changes to reduce expenses and increase revenues will need to be developed and approved in the May to August/September time frame, after which time the District's Emergency and Operating reserves will be exhausted.

**RESERVE FUNDS AVAILABLE FOR CAPITAL PROJECTS  
FISCAL YEARS BEGIN JULY 1<sup>ST</sup>  
(ALL NUMBERS IN MILLIONS)**



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

**Impact of FY 20/21 Proposed Budget**

The FY 20/21 Proposed Budget was developed to continue the Board’s efforts toward achieving long-term financial sustainability. It has taken years of determined fiscal stewardship by the Board to build up the District’s reserves, which are necessary to maintain the billions of dollars-worth of District capital assets. With change in customer demand brought on by the COVID-19 shelter-in-place orders, the staff and Board will need to make significant efforts to reduce expenses or find new revenues to eliminate or limit the damage to the District’s reserves.

If a balanced budget is achieved in FY 20/21, the Capital Budget is estimated to use \$19.6 million in District funds. Unlike all past years, the reserves set aside for future capital projects will need to be reduced to re-fund the Emergency and Operating reserve funds projected to be spent to fund Bridge and Transit operations in FY 19/20 and the first months of FY 20/21. The amount of the reduction in funds set aside to fund future capital projects can be limited by decreases in operating expenses or increased revenues. If the staff and Board implement these changes in the August to September time frame, the reduction in funds set aside to fund future capital projects can be limited to the funds needed to re-fund the existing Emergency and Operating Reserves, which is estimated to be \$25.4 million.

## Budget Overview

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The FY 20/21 budget contains provisions that add to capital reserves as usual. Because of these inflows, once the budget is balanced, 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 \$19.6 million and the re-funding of the Emergency and Operating Reserves, the FY 20/21 Proposed Budget also includes \$32.3 million in transfers to reserves, resulting in a net reserve increase of approximately \$12.7 million.

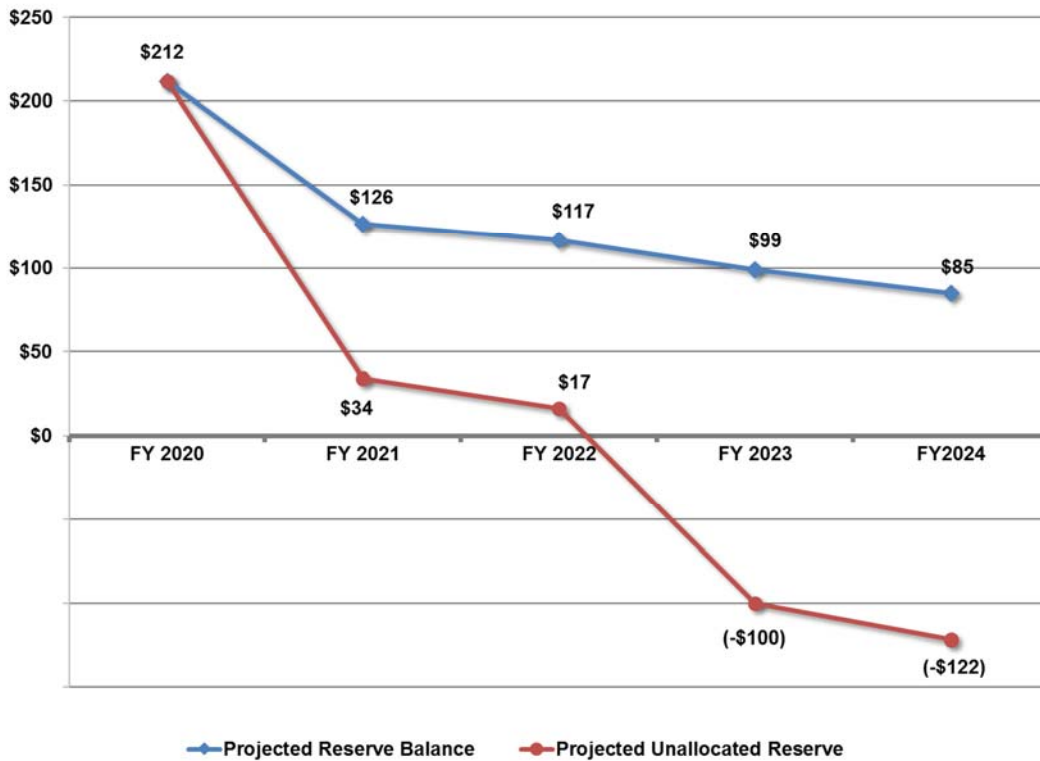
The District's share of the capital budget is funded by reserves. Capital budgets are designed to be balanced over the long-term, which is the objective of the long-term financial plan. The \$21 million Capital Contribution included as an expense in the operating budget is designed to cover these costs. Since the operating budget is projected to be balanced by the end of the year, it is expected that the entire \$21 million will be available to transfer to capital. Thus, the reserves are reduced only by capital costs as planned and any use of the Emergency and Operating reserves.

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 "Projected Reserves for Capital Projects" graph on page 41 represents a projection of how the current total of capital reserves (as presented on page 39) would be allocated (Projected Unallocated Reserve line) and spent (Projected Reserve Balance line) if capital projects are undertaken as laid out in the 10-Year Capital Plan (see Appendix D). 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 and capital grant funds and/or delaying or eliminating projects from the 10-Year Capital Plan.

In accordance with GASB 68, \$114 million of CalPERS Net Pension Liability (NPL) was recognized effective June 30, 2019. 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, \$124 million of ATU NPL was recognized June 30, 2019. 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, 2019. 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.

**PROJECTED RESERVES FOR CAPITAL PROJECTS  
(ALL NUMBERS IN MILLIONS)**



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

**Board Restricted Reserves**

The Board has created four designated reserves: Bridge Self-Insurance Reserve (BSIR), Capital Plan Reserve, Operating Reserve, and 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 \$19.8 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.

## Budget Overview

The authorization to issue commercial paper is initiated by the Board either by resolution, 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 an Operating Reserve Fund and a Debt Service Reserve Fund, both 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 20/21 Proposed Budget provides that the \$61 million remains outstanding throughout FY 20/21 and does not provide for further borrowing. In addition, the FY 20/21 Proposed 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 the agreement with 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 Est. Actual	FY 20/21 Proposed
Average Annual Interest Rate **	0.13%	0.70%	1.18%	1.67%	1.23%	3.61%*
CP Program-related Costs	0.73%	0.74%	0.78%	0.70%	0.68%	0.80%
<b>Total CP Program Costs as a % of Total CP Notes Outstanding</b>	<b>0.86%</b>	<b>1.44%</b>	<b>1.96%</b>	<b>2.37%</b>	<b>1.91%</b>	<b>4.41%</b>

Note: CP Program-related Costs include line of credit fees, rating agency fees, dealer costs, and various bank fees. As required by the indenture, the FY 20/21 Proposed Budget reflects the average interest rate for the preceding 12 months. The interest earnings are based on the operating budget being balanced so that the reserves are not drawn down for operating needs. If the operating budget is not balanced, the earnings would be lower, with all other assumptions being equal.

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

\*\* See page 59 for Interest Expense.

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## Long-Term Strategic Financial Planning History

For the past two decades, the District has undertaken a series of multi-year financial strategic planning initiatives. The first Financial Plan for Achieving Long-Term Financial Stability (Plan) was established in 2002. In May 2009, as a result of projected increases in financial obligations, the Board established the second Financial Planning Advisory Committee to create a plan to address the projected financial deficit. The second 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 other initiatives were either moved to the new plan or deferred by Board action. In November 2013, the Advisory Committee reconvened and drafted the third strategic plan, the 2014 Strategic Financial Plan (2014 Plan) that included 45 initiatives. The 2014 Plan was approved on October 24, 2014. The FY 20/21 budget represents the close of the 2014 Plan. The District board has plans to develop a fourth strategic plan. Those efforts are temporarily delayed while the District responds to the COVID-19 pandemic.

### ***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, recognizing that staff resources are limited and not all initiatives can be completed simultaneously.
- Include expense reductions and additional revenue generation. The focus of the expense reduction initiatives will be on improving the efficiency of current activities to result in savings 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 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.

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.

In the last review of the Financial Plan in October 2019, it was reported that 2019 is the last year of the current plan. The Plan currently has 46 initiatives, and all but two are considered implemented or closed as part of this plan and are shown as such under FY 19/20. There are only two initiatives that remain underway, and they are shown for FY 20/21. Given the reduction of customer demand for the District's services due to the shelter-in-place public health orders related to the COVID-19 pandemic, it is anticipated that development of the fourth Strategic Financial Plan will be delayed until after the demand for the District's services has settled.

### ***Financial Plan Initiatives Implemented or Closed in FY 19/20***

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

**Financial Initiative No. 10: ATU Labor Negotiations.** Promoted efficiencies and cost savings in the areas of health, pension, workers' compensation, absenteeism, and work rule efficiencies (Negotiations in 2014 and 2018).

**Financial Plan Initiative No. 17: Implement Administrative Efficiencies.** Implemented opportunities to reduce costs, including increased use of technology and streamlining administration processes.

**Financial Plan Initiative No. 18: Management Efficiencies.** Evaluated opportunities to reduce managing positions by approximately 10% as a goal through attrition.

**Financial Plan Initiative No. 26: Green Initiatives.** This initiative explores cost savings on the 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. 33: Implementation of Clipper 2.0.** This initiative, which is underway, will bring Clipper systems up to the current standard and reduce the costs associated with collecting revenue.

### ***Financial Plan Initiatives to be Implemented in FY 20/21***

**Financial Plan Initiative No. 32: Replace Existing Ferry Terminal Gangways and Piers.** This initiative will 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.

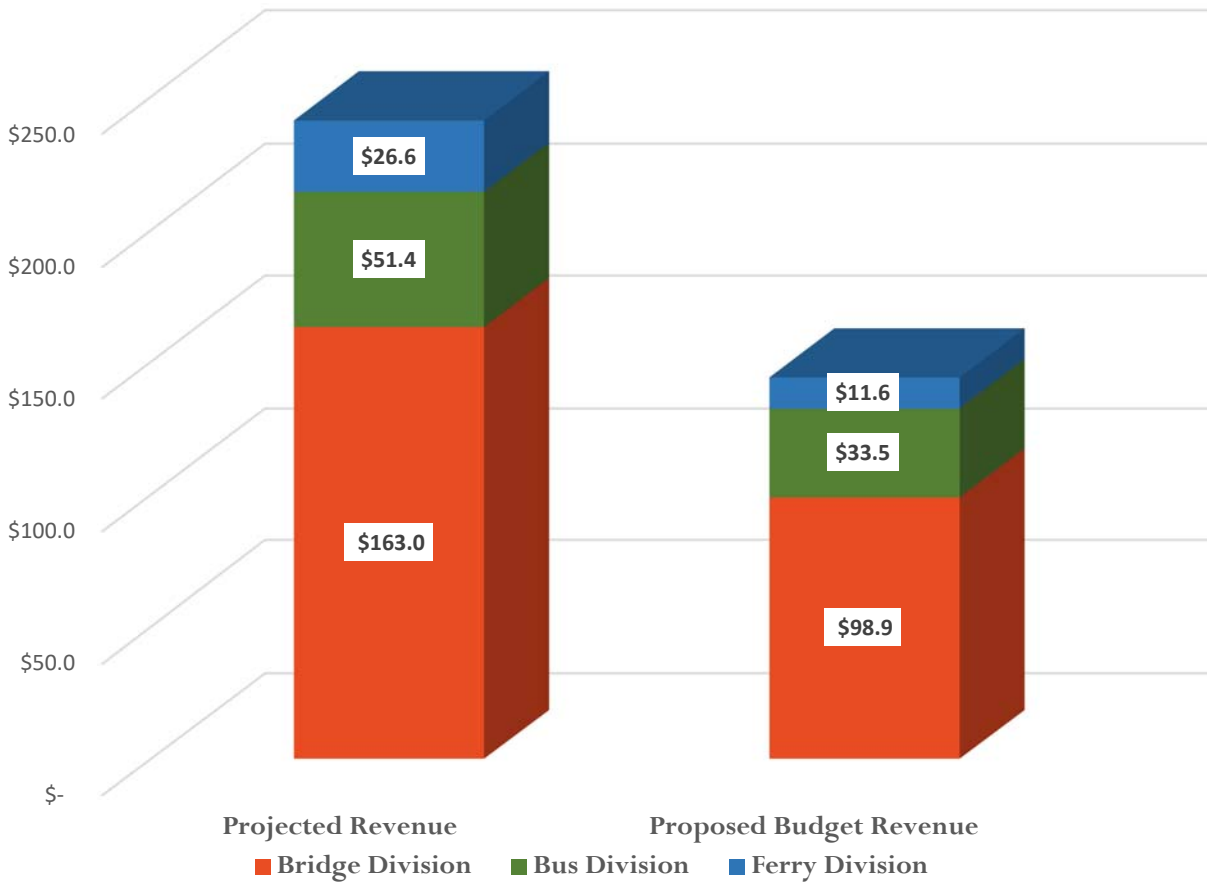
**Financial Plan Initiative No. 37B: Address the Increased Demand for Larkspur Ferry Service.** This initiative will explore the environmental review process to expand the Larkspur Ferry Service beyond the allowable 42 trips a day.

## FY 20/21 Projection vs. FY 20/21 Proposed Budget – Revenue

The following exhibit compares the latest projected revenues for FY 20/21 contained in the long-term projections with the FY 20/21 Proposed Budget revenues prior to changes that will be made to respond to the COVID-19 pandemic and balance the FY 20/21 budget.

**FY 20/21 PROJECTION COMPARED TO FY 20/21 PROPOSED BUDGET REVENUES  
10-YEAR PROJECTION  
(IN MILLIONS)**

	Projected Revenue	Proposed Budget Revenue	Variance
Bridge Division	\$163.0	\$98.9	\$(64.1) -64.8%
Bus Division	\$51.4	\$33.5	\$(17.9) -53.4%
Ferry Division	\$26.6	\$11.6	\$(15.0) -129.3%
<b>Total</b>	<b>\$241.0</b>	<b>\$144.0</b>	<b>\$(97.0) -67.4%</b>

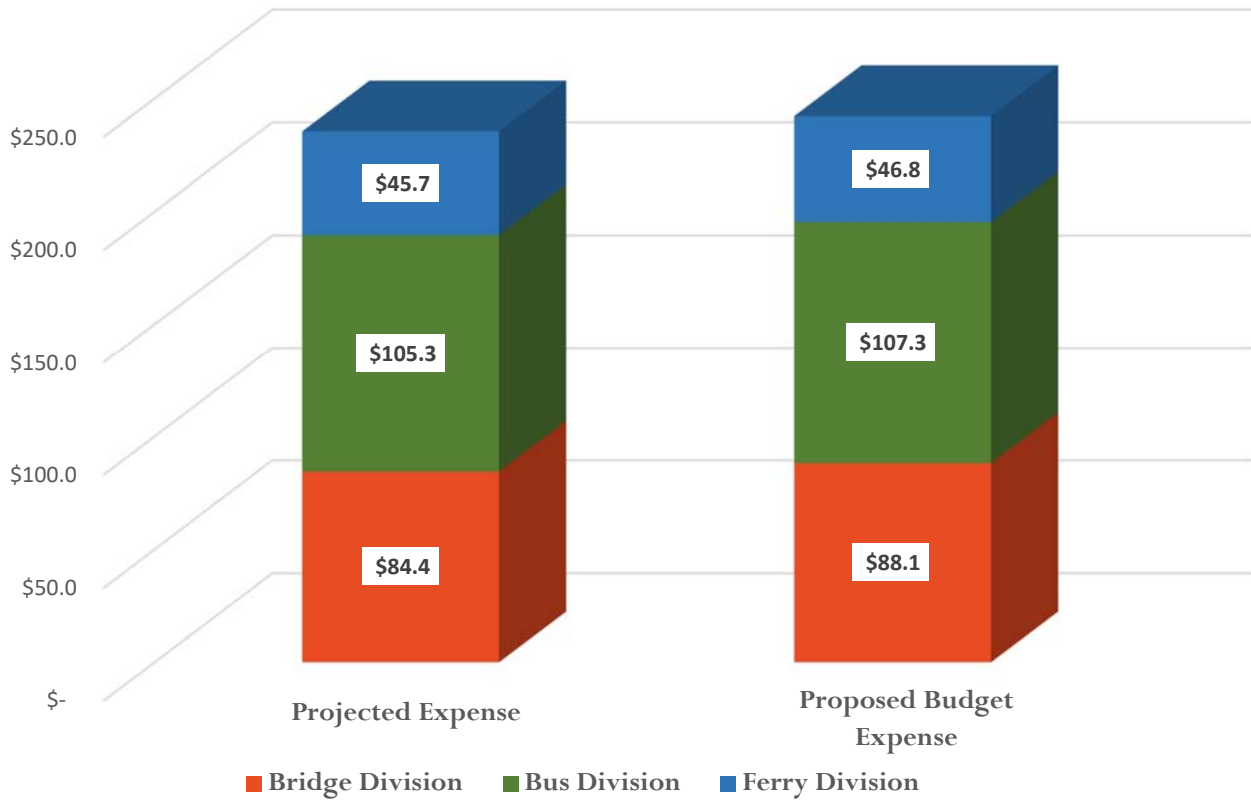


## FY 20/21 Projection vs. FY 20/21 Proposed Budget – Expense

The following exhibit compares the latest projected expenses for FY 20/21 contained in the long-term projections with the FY 20/21 Proposed Budget expenses prior to changes that will be made to respond to the COVID-19 pandemic and balance the FY 20/21 budget.

**FY 20/21 PROJECTION COMPARED TO FY 20/21 PROPOSED BUDGET EXPENSES  
10-YEAR PROJECTION  
(IN MILLIONS)**

	Projected Expense	Proposed Budget Expense	Variance	
Bridge Division	\$84.4	\$88.1	\$3.7	4.2%
Bus Division	\$105.3	\$107.3	\$2.0	1.9%
Ferry Division	\$45.7	\$46.8	\$1.1	2.4%
<b>Total</b>	<b>\$235.4</b>	<b>\$242.2</b>	<b>\$6.8</b>	<b>2.8%</b>



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## 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 January 2020, 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 20/21 Proposed 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 20/21 Proposed 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

## Budget Overview

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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 Proposed FY 20/21 Capital Budget includes \$29.1million in Federal, State and Other Local funding and \$19.6 million in District funding. This represents a federal/state/other local funding percentage of 62% and a District funding percentage of 38%.

**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 20/21 Proposed Budget is presented to the Finance-Auditing Committee in May 2020, and adopted by the Board of Directors in June 2020.

**Mid-Year Changes to Budget:** Due to the timing of the shelter-in-place public health orders, the staff and Board will have to make extensive changes to the FY 20/21 Proposed Budget to achieve a balanced budget. These changes are expected to be made in the May to August/September 2020 time frame.

## BUDGET PREPARATION AND PROCESS CALENDAR FOR FY 20/21

Dates	Activity
January 15, 2020	General Manager, Auditor-Controller and Budget Office review District's goals and objectives, establish budget expense targets and timelines.
Jan 29 – Feb 5, 2020	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 29 – Feb 28, 2020	Departments work on goals, estimated accomplishments, and review Division Profile and performance standards. Budget Office, Capital and Grant Programs Office, and DGMs work together to develop operating and capital budgets.
Feb 21 – Mar 2, 2020	Operating and capital budgets are submitted to the Budget Office and Capital and Grant Programs Office for review and consolidation.
Mar 12 – Mar 23, 2020	CFO meets with DGMs to review proposed budgets.
Mar 24 – Mar 30, 2020	DGMs, CFO, Director of Budgets and Director of Capital and Grant Programs Office meet with General Manager to discuss Division budgets and Division goals.
Mar 31 – May 15, 2020	Budget Office prepares the Proposed Budget document.
May 28, 2020	Budget presented and reviewed by the Finance-Auditing Committee.
May 28 – June 26, 2020	Budget discussion and possible Board approval.
June 26, 2020	FY 20/21 Proposed Budget adopted by the Board of Directors.
August 28, 2020	Final Adopted Budget is published.

## **FY 20/21 PROPOSED 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 36 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 37 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 D of the budget document. At least 62% of the District's Proposed FY 20/21 Budget is funded by capital grants; the remaining 38% of projects are funded through District capital reserves.

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

## **Special Reserve Accounts**

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

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

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

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



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Operating Revenues ..... 56  
Operating Expenses ..... 59  
Capital Program Summary ..... 68

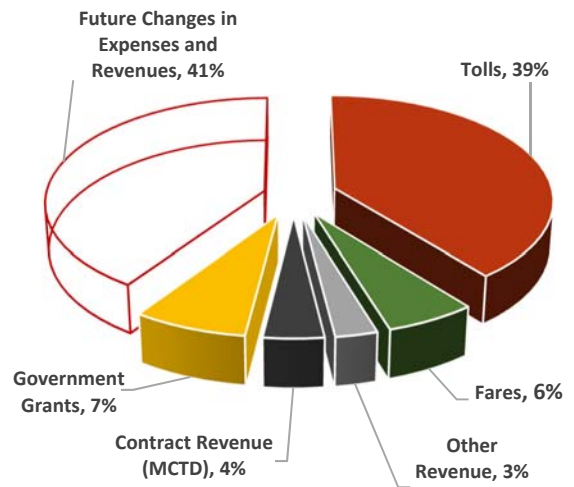


## OPERATING BUDGET SUMMARY

Due to recent and dramatic reduction in revenues, the Staff and Board will need to make significant changes in expenses and revenues in order to balance the FY 20/21 Proposed Operating Budget of \$242.2 million. It is projected that those changes will need to total approximately \$98.2 million. The following tables and graphs provide information on the sources of funding and areas of expenditures in the FY 20/21 Proposed Operating Budget.

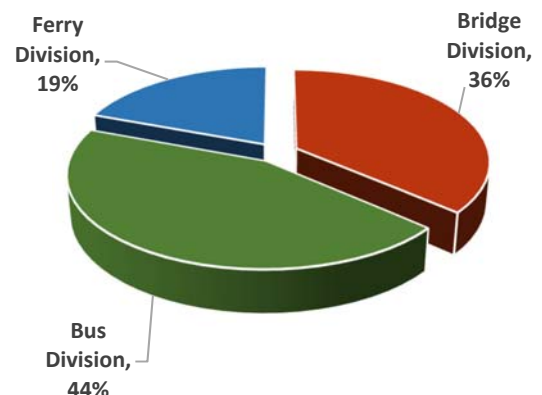
### WHERE WILL THE MONEY COME FROM TO OPERATE GGBH&TD IN FY 20/21?

	FY 20/21	% of total
Tolls	\$95.2	39%
Fares	14.4	6%
Other Revenue	6.7	3%
Contract Revenue (MCTD)	9.6	4%
Government Grants	18.1	7%
Future Changes in Expenses and Revenues	98.2	41%
<b>Total</b>	<b>\$242.2</b>	<b>100%</b>



### WHERE WILL THE MONEY GO TO OPERATE GGBH&TD IN FY 20/21?

	FY 20/21	% of total
Bridge Division	\$88.1	36%
Bus Division	107.3	44%
Ferry Division	46.8	19%
<b>Total</b>	<b>\$242.2</b>	<b>100%</b>
<b>Revenues Over Expenses</b>	<b>\$0</b>	



## OPERATING REVENUES

Due to COVID-19 restrictions, operating revenues are expected to decrease approximately \$97.8 million to \$144.0 million from FY 19/20 Estimated Actual of \$241.8 million. This decrease is primarily the net result of lower toll revenues, transit fares and State and Federal Operating Assistance, Other Operating Income, Marin Local Service Contract revenue and Investment Income and the funding of \$49.5 million in CARES Act Funding in FY19/20 to cover expenses.

### Principal Categories of Revenue

**Bridge Tolls:** Bridge toll revenues are projected to be \$95.2 million, which is \$25.2 million less than FY 19/20 Estimated Actual. The Bridge toll decrease is primarily due to a projected decrease of 21.8% in traffic offset by the second year of the five-year toll increase.

**Transit Fares:** Transit ridership is expected to remain much lower due to COVID-19 related public health orders. For FY 20/21, Bus Transit fare revenue is estimated to decrease \$5.1 million. Bus ridership is forecasted to decrease 43.3% from FY 19/20. Ferry Transit fare revenue is projected to decrease \$7.1M due to reduced ridership from COVID-19 restrictions. Ferry ridership is forecasted to decrease by 48.3% for FY 20/21. In March 2017, the Board approved a five-year fare program for Bus transit and Ferry fare increase.

**Other Operating Income:** The Proposed Budget assumes a decrease in other operating revenues due to 40% reduction of Regional Measure 2 (RM2) funds from the Metropolitan Transportation Commission (MTC) to assist in subsidizing Bus Routes 40, 40X, 72X and 101 and decrease in parking fees.

**State Operating Assistance:** The projected drop in economic activity related to COVID-19 public health orders is projected to cause a net decrease of \$3.2 million in Operating Assistance in FY 20/21. State Operating Assistance is composed of two funding sources: 1.) State Transit Assistance (STA) program projected to be \$7.5 million, including additional SB 1 funds; and 2.) Transportation Development Act (TDA) funds of \$10.5 million. See page 58 for a detailed overview of STA/TDA funding.

**Federal Operating Income:** FY 20/21 includes \$172,000 in Federal funding from an FTA grant for the Ferry Exercise Program.

**Contract Revenue (MCTD):** Effective July 1, 2015, the District implemented a new five-year with a two one-year options intergovernmental agreement with the Marin County Transit District to provide local intracounty bus service within Marin County through June 30, 2022. The District has projected the receipt of a Marin County Local Service payment of \$9.6 million for FY 20/21 due to a reduction in purchased hours or service.

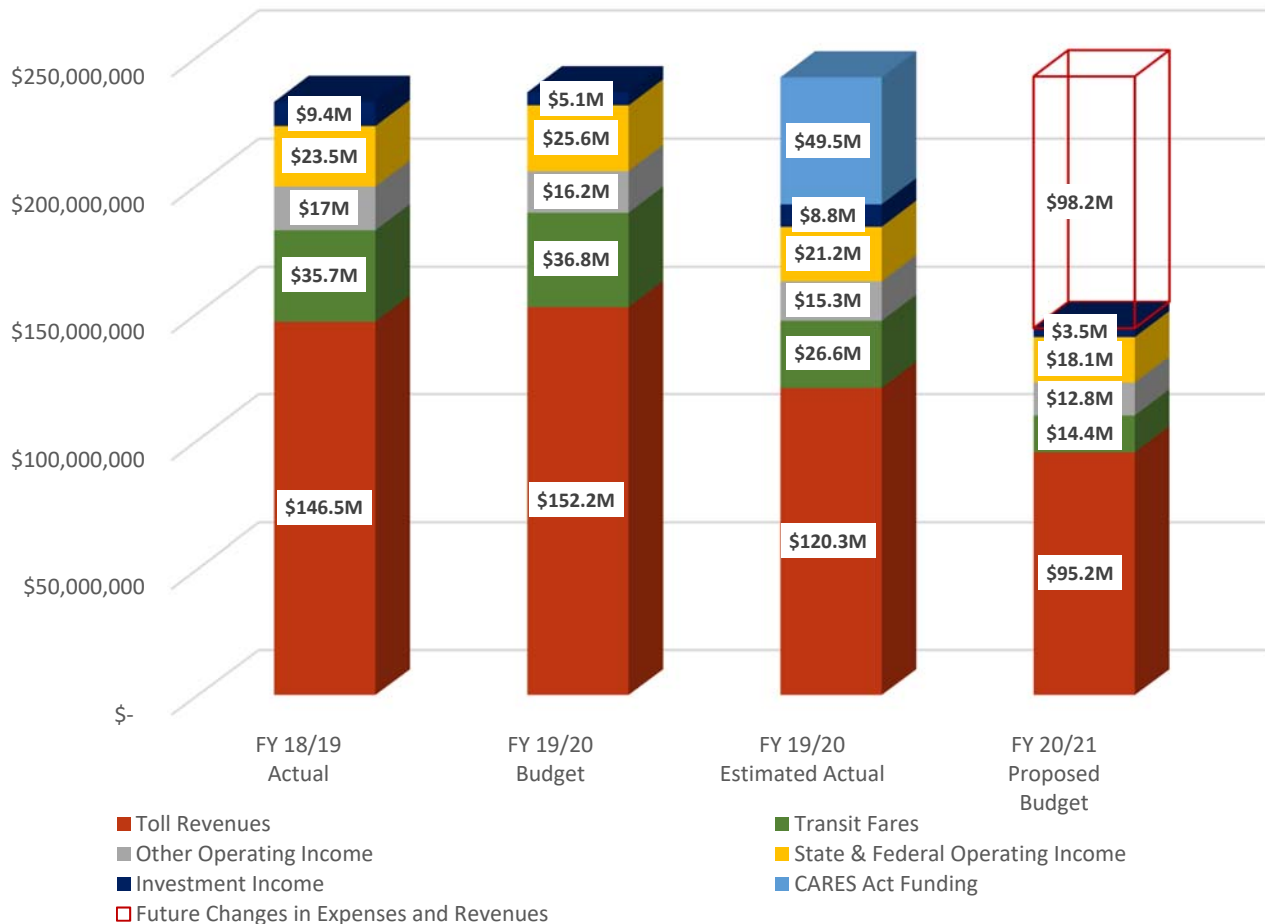
**Investment Income:** Actual Investment Income consists of both interest income and market valuation gains and losses relating to the District's overall investment portfolio. The total investment return on the investment portfolio was 3.28% for FY 19/20 Estimated Actual versus FY 20/21 Proposed Budget of 1.5%, resulting in a \$5.3 million decrease from FY 19/20 Estimated Actual. It is District policy not to budget for market valuation gains and losses.

**OPERATING REVENUES**

Revenues	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Estimated Actual	FY 20/21 Proposed Budget
Toll Revenues	\$146,471,101	\$152,190,600	\$120,307,983	\$95,154,800
Transit Fares	35,727,311	36,820,900	26,565,033	14,414,900
Other Operating Income	6,181,668	5,527,700	5,241,579	3,221,600
State Operating Income	23,444,923	25,574,100	21,198,622	17,973,800
Federal Operating Income	143,369	24,000	69,876	172,000
Contract Revenue (MCTD)	10,818,301	10,720,000	10,124,463	9,550,500
Investment Income	9,436,889	5,100,000	8,773,325	3,500,000
CARES Act Funding			49,508,000	
<b>Revenues</b>	<b>\$232,223,562</b>	<b>\$235,957,300</b>	<b>\$241,788,881</b>	<b>\$143,987,600</b>
<b>Percent Change</b>		<b>1.6%</b>	<b>2.5%</b>	<b>-40.4%</b>

Note: Revenues and expenses are not balanced unless revenues are increased and expenses are decreased to make it balance.

**CHART OF OPERATING REVENUES**



**INVESTMENT INCOME**

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Estimated Actual	FY 20/21 Proposed Budget
Interest Earned	\$4,716,780	\$6,026,241	\$6,263,176	\$3,500,000
Market Gains and Losses	\$(2,501,998)	\$3,410,648	\$2,510,149	
Investment Income	\$2,214,782	\$9,436,889	\$8,773,325	\$3,500,000*
Average Investment Portfolio at Cost	\$260,370,676	\$262,782,509	\$267,000,000	\$235,305,213
<b>Average Investment Return</b>	<b>0.85%</b>	<b>3.59%</b>	<b>3.28%</b>	<b>1.50%</b>

\* The calculation above is based on the District is successful in decreasing operating expenses and/or find other sources of revenues to balance the budget.

**STATE OPERATING INCOME**

State Operating Income Funding Source	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Estimated Actual	FY 20/21 Proposed Budget
<b>Transit Development Act</b>				
Transit Fares	\$7,760,055	\$8,286,800	\$7,307,385	\$5,798,600
Other Operating Income	6,003,623	\$6,303,400	5,507,663	4,639,300
<b>State Transit Assistance (STA)</b>				
MTC for Administering Clipper Grant	\$10,000	\$10,000	\$10,000	\$7,500
Revenue-Based Funds	8,071,573	9,196,800	7,048,021	6,365,900
Population-Based Funds - North Cities	380,051			
Population-Based Funds - County Block Grant	1,147,207	1,708,700	1,325,553	1,162,500
<b>Regional Paratransit</b>				
Marin County	\$43,372	\$43,400		
Sonoma County	29,042	25,000		
<b>Total State Operating Revenue</b>	<b>\$23,444,923</b>	<b>\$25,574,100</b>	<b>\$21,198,622</b>	<b>\$17,973,800</b>
<b>Percent Change</b>		<b>9%</b>	<b>-17%</b>	<b>-15%</b>

## OPERATING EXPENSES

The FY 20/21 Proposed Operating Expense Budget is \$242.2 million (including a \$21 million contribution to reserves for future capital projects). This is an increase of 9.2% over FY 19/20 Estimated Actual Expenses and 3.5% over the FY 19/20 Adopted Budget. Due to the projected reduction in revenue, the Staff and Board will need to reduce expenditures or increase revenues by approximately \$98.2 million during FY 20/21.

### OPERATING EXPENSES

	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Estimated Actual	FY 20/21 Proposed Budget
Salaries	\$74,073,987	\$79,395,700	\$76,682,433	\$82,816,300
Fringe Benefits	61,630,076	66,268,600	63,806,952	69,133,500
Professional Services	23,333,002	24,819,060	24,345,214	25,443,200
Fuel & Related Taxes	10,411,814	11,391,400	9,160,907	11,023,000
Repair & Operating Supplies	9,123,201	9,937,240	9,066,259	9,505,900
Insurance, Taxes & Permits	5,693,447	6,547,300	4,900,788	6,895,100
Purchased Transportation	1,839,646	1,995,700	1,879,815	1,943,200
Other	1,097,478	1,375,800	1,016,973	1,446,000
Lease & Rentals	567,738	613,300	810,108	877,600
Debt Service - Interest Expense	1,015,985	2,157,000	747,000	2,200,000
<b>Subtotal Expenses</b>	<b>\$188,786,374</b>	<b>\$204,501,100</b>	<b>\$192,416,449</b>	<b>\$211,283,800</b>
<b>Percent Change</b>		<b>8.3%</b>	<b>-5.9%</b>	<b>9.8%</b>
Capital Contribution	\$21,000,000	\$21,000,000	\$21,000,000	\$21,000,000
Depreciation	\$8,022,926	\$8,491,800	\$8,471,127	\$9,965,000
<b>Total Expenses</b>	<b>\$217,809,300</b>	<b>\$233,992,900</b>	<b>\$221,887,576</b>	<b>\$242,248,800</b>
<b>Percent Change</b>		<b>7.4%</b>	<b>-5.2%</b>	<b>9.2%</b>

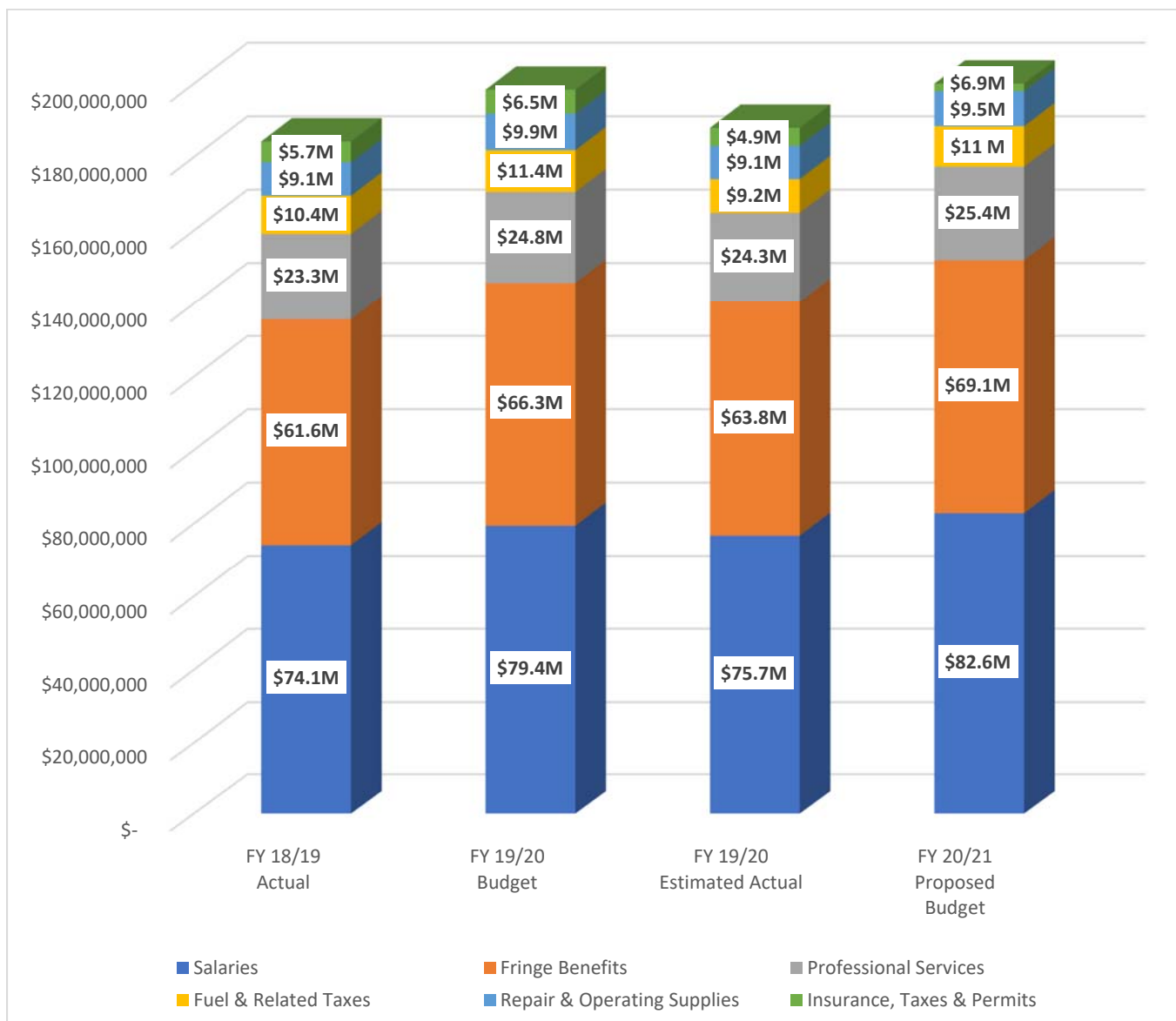
### Expense Budget Assumptions:

- The budget includes a recently ratified contract with ATU which covers the period of September 1, 2018 – August 30, 2021. It reflects a 7.6% increase in the hourly wage rate upon ratification and a 3.5% wage increase effective September 1, 2020. No budgeted salary increase is included for Coalition represented whose MOU is under negotiation nor non-represented employees.
- 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.

## Operating & Capital Budget Summary

- 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 20/21 Proposed 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 20/21 Proposed 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 20/21 Proposed Operating Budget shows an increase of 9.2% over FY 19/20 Estimated Actual Expenses. The 9.2% increase can be broken down into the following categories: The budget includes a recently ratified contract with ATU which covers the period of September 1, 2018 – August 30, 2021. It reflects a 7.6% increase in the hourly wage rate upon ratification and a 3.5% wage increase effective September 1, 2020, no increase for Coalition represented nor non-represented employees, 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 20/21 Proposed Budget from FY 19/20 Estimated Actual Expenses.

### SUMMARY OF CHANGES TO EXPENSES

Expenses (In Millions)	% Change (from Actuals)	Description
\$221.9		<b>FY 19/20 Estimated Actual Expenses</b>
6.1	2.8%	Salary Increase; Re-funding Vacant Positions
5.3	2.4%	Fringe Benefit Increase; Re-funding Vacant Positions
1.1	0.5%	Professional, Maintenance & Security Services
1.9	0.8%	Fuel & Related Taxes
0.4	0.2%	Repair & Operating Supplies
2.0	0.9%	Insurance, Taxes & Permits
0.4	0.2%	Other
1.5	0.7%	Debt Service - Interest Expense
1.5	0.7%	Capital Contributions/Depreciation
<b>\$242.2</b>	<b>9.2%</b>	<b>Total FY 20/21 Proposed Operating Budget</b>

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 Proposed FY 20/21 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

## Operating & Capital Budget Summary

### 1. Average Cost of Toll Transactions

In 2013, the District implemented all electronic tolling to collect tolls at the Bridge. The average cost per toll transaction includes the costs for the technology and collection of tolls divided by the number of annual toll transactions. The percentage of toll revenue used for collecting tolls represents how much of the toll revenue is needed to collect tolls. The increase for FY 19/20 is attributed to fixed costs spread over fewer transactions due to COVID-19.

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Estimated Actual
Average Cost/Toll Transaction	\$0.50	\$0.51	\$0.52	\$0.50	\$0.73
Percentage of Toll Revenue Used for Collecting Tolls	7.55%	7.39%	7.32%	6.89%	9.44%

### 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. The increase in cost of transaction for both cash fare and Clipper fare payment in FY 19/20 is due to fixed costs spread over fewer transactions due to COVID-19.

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Estimated Actual
Cash Fare Payment on Bus	\$0.40	\$0.48	\$0.47	\$0.60	\$0.74
Clipper Fare Payment on Bus	\$0.21	\$0.24	\$0.27	\$0.29	\$0.37
Clipper Fare Payment on Ferry	\$0.29	\$0.32	\$0.34	\$0.38	\$0.54

### 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 20/21 Proposed Budget OPEB expense is based on the actuarial valuation as of July 1, 2019. The ADC for FY 19/20 was \$13.1 million, based on the actuarial valuation as of July 1, 2017, which is the total District expense. This differs from the Actual of \$12.8 million because that expense represents a net operating cost. The remaining difference represents OPEB expenses charged to capital projects. The Proposed FY 20/21 Budget fully funds the ADC payment of \$11.7 million.

**OPEB EXPENSE BY OPERATING DIVISION**

Division	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Estimated Actual	FY 20/21 Proposed Budget
Bridge	\$2,910,824	\$3,078,400	\$2,986,693	\$2,657,000
Bus	7,879,210	8,291,600	8,170,488	7,444,800
Ferry	1,662,967	1,755,200	1,678,805	1,579,400
<b>Total</b>	<b>\$12,453,001</b>	<b>\$13,125,200</b>	<b>\$12,835,986</b>	<b>\$11,681,200</b>

**4. District Healthcare Contribution per Employee**

District Healthcare Contribution includes Medical Insurance, Drugs, Dental, Vision and Life Insurance. FY 20/21 District Healthcare Contribution per employee is projected to increase 6.8% compared to FY 19/20.

	FY 18/19 Actual	FY 19/20 Estimated Actual	FY 20/21 Proposed Budget
<b>Actives</b>	\$25,500	\$28,600	\$27,800
<b>Retirees</b>			
Pre 65	36,100	34,700	38,700
Post 65	5,800	6,000	6,300

**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 19/20 are more than anticipated based on past year trends. FY 20/21 is expected to follow its 5-year average trends. The net totals are reflected in the FY 19/20 Estimated Actual.

**WORKERS' COMPENSATION EXPENSES**

	FY 19/20 Adopted Budget	FY 19/20 Estimated Claims	FY 19/20 Estimated (Credits)/ Adjustments	FY 19/20 Estimated Actual Net Total	FY 20/21 Proposed Budget
<b>Total District</b>	<b>\$5,000,000</b>	<b>\$7,164,683</b>	<b>\$(942,309)</b>	<b>\$6,222,374</b>	<b>\$5,500,100</b>

**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 18/19 Actual	FY 19/20 Budget	FY 19/20 Estimated Actual	FY 20/21 Proposed Budget
District Division's Gross Salaries & Benefits	\$26,961,983	\$31,304,500	\$26,850,978	\$32,184,900
Capitalized Salaries & Benefits	(3,340,292)	(4,667,000)	(3,182,051)	(4,864,400)
Capitalized Indirect Costs	(2,362,542)	(3,168,000)	(2,141,243)	(2,649,000)
<b>Net Operating Salaries, Benefits &amp; Indirect Costs</b>	<b>\$21,259,149</b>	<b>\$23,469,500</b>	<b>\$21,527,684</b>	<b>\$24,671,500</b>

**7. Capital Contribution**

The Proposed 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 20/21, 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 19/20 Budget		FY 20/21 Proposed 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%
<b>Total</b>	<b>\$21,000,000</b>	<b>100%</b>	<b>\$21,000,000</b>	<b>100%</b>

**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 7% - 8% of their salary towards their pension. The projected FY 20/21 CalPERS District employer contribution rate is 34.612%, amounting to \$16.9 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 20/21 is 32.5%, amounting to \$8.4 million. The District pension contribution rate for FY 20/21 is approximately 19.5% to 22.0%, amounting to \$709,000 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 20/21.

**DISTRICT PENSION CONTRIBUTION EXPENSES  
(IN MILLIONS)**

Pension Plan	Contribution to Pension			Employer Contribution Rate	Employee Contribution Rate	Funding Level (MV/AL)*		Validation Discount Rate
	Actual FY 18/19	Est. Actual FY 19/20	Proposed FY 20/21	Proposed FY 20/21	Proposed FY 20/21	%	Validation Rate	
CalPERS	\$13.2	\$14.3	\$16.9	34.61%	2.5% @ 55-8% 2.0% @ 60-7% 2.0% @ 62-7%	71.7%	6/30/2018	7% eff 7/1/20
ATU	5.3	5.1	8.4	32.50%	7%	51.5%	1/1/2019	7%
IBU	0.8	0.7	0.7	19.5%- 22%**	2.50%	77.0%	7/1/2018	6.50%
MEBA	0.4	0.4	0.3	14.34%	1%	87.4%	1/1/2019	6.75%
<b>Total</b>	<b>\$19.7</b>	<b>\$20.5</b>	<b>\$26.3</b>					

## FY 20/21 Proposed Budget Position Changes

### DIVISION SUMMARY OF CHANGES TO THE TABLE OF ORGANIZATION

Positions by Division	FY 18/19 Year-End	FY 19/20 Adopted Budget	FY 19/20 Year-End	FY 20/21 Proposed Budget
Bridge	179	179	183	183
Bus	400	400	402	403
Ferry	101	102	102	104
District	146	147	150	150
<b>Total</b>	<b>826</b>	<b>828</b>	<b>837</b>	<b>840</b>

The Division-level details of the Table of Organization can be found in each Division’s sections. By the end of FY 20/21, there will be an additional three net increase of positions in the organization: five (5) additions, (2) eliminations, six (6) position reclassifications, one (1) department transfer, and one (1) position title change. The Table of Organization changes for the FY 20/21 budget process are discussed in detail below.

### **Bus Division**

#### New Positions:

**Building Maintenance Mechanic-Provisional (2 Positions)** – Add two full-time provisional positions to allow to reduce a large backlog of projects, activities, and needed maintenance for facilities and Bus infrastructure. These two provisional positions are for a one year time period.

**Office Coordinator (1 Position)** – Add one full-time position to reflect the duties needed in the Bus Administration area and will be offset by the elimination of one filled Office Specialist position (see below).

#### Position Reclassifications:

**Office Coordinator to Operations Technician (1 position)** – Reclassify one Office Coordinator to Operations Technician to address change of work in the Bus Division.

#### Position Eliminations:

**Lead Route Checker (1 Position)** – Eliminate a filled, full-time position in the Bus Division due to elimination of manual passenger counting.

**Office Specialist (1 Position)** – Eliminate a filled Office Specialist position to be replaced with an Office Coordinator position due to change workload needs (see above).

## **Ferry Division**

### New Positions:

**Seasonal Deckhand Lead (1 Position)** – Add one part-time Seasonal Deckhand Lead for special event service.

**Seasonal Vessel Master (1 Position)** – Add one part-time Seasonal Vessel Master for special event service.

### Position Reclassifications:

**Deckhand to Deckhand Lead (1 Position)** – Reclassify one full-time Deckhand to Lead Deckhand to reflect crew staffing needs.

**Vessel Master to Safety & Training Vessel Master (1 Position)** – Reclassify one full-time Vessel Master to a Safety & Training Vessel Master to reflect the work necessary in this area.

## **District Division**

### Position Transfers:

**Assistant Payroll Manager to Payroll/HRIS Systems Analyst (1 Position)** – Reclassify one Assistant Payroll Manager to Payroll/HRIS Systems Analyst to address the ongoing programming and policy decisions needed for payroll.

### Position Reclassifications:

**Information System Manager to Senior Information Systems Manager (2 Positions)** – Reclassify two Information System Managers to Senior Information Systems Managers to fulfill ongoing cyber security requirements on behalf of the District.

**Principal Planner to Manager of Traffic Engineering & Transit Facilities (1 Position)** – Reclassify one Principal Planner to Manager of Traffic Engineering & Transit Facilities to address the actual skill set of work being performed in this position.

**Administrative Assistant to Finance Administrative Analyst (1 Position)** – Reclassify one Administrative Assistant in the Finance Department to Finance Administrative Analyst to address the changed work needed in this Department.

### Position Title Changes:

**Executive Assistant to the GM to Executive Administrator to the GM (1 Position)** – Change the title of Executive Assistant to the GM to Executive Administrator to the GM.

## CAPITAL PROGRAM SUMMARY

The FY 20/21 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.

This Program will implement 14 new projects and 54 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 20/21). Eight (8) capital projects were completed in FY 19/20 (Please see Appendix C for a list of all of the projects in the FY 19/20 Capital Budget).

The Adopted FY 20/21 Capital Budget will include accounting adjustments to reflect final total expenditures for FY 19/20. A discussion of each Division’s FY 20/21 Proposed Capital Budget is contained in the individual Division chapters of this budget document.

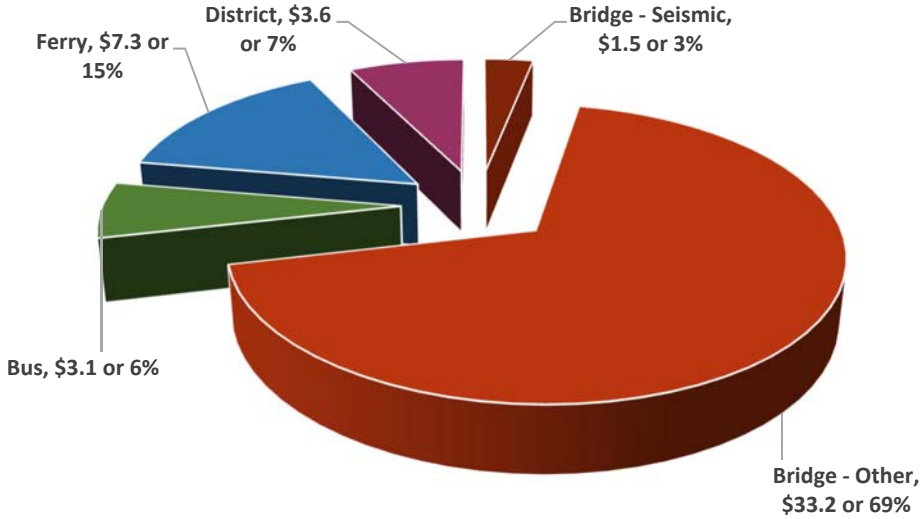
### FY20/21 CAPITAL EXPENDITURES BY DIVISION\*

	Total Project	Prior Years	FY 20/21 Budget	Future Years
Bridge – Seismic Retrofit	\$21,722,000	\$5,957,000	\$1,500,000	\$14,265,000
Bridge - Other	236,382,000	73,626,000	33,239,000	129,517,000
Bus	84,117,000	62,490,000	3,077,000	18,550,000
Ferry	123,347,000	42,715,000	7,278,000	73,354,000
District	17,632,000	4,607,000	3,566,000	9,459,000
<b>Total Expenditures</b>	<b>\$483,200,000</b>	<b>\$189,395,000</b>	<b>\$48,660,000</b>	<b>\$245,145,000</b>

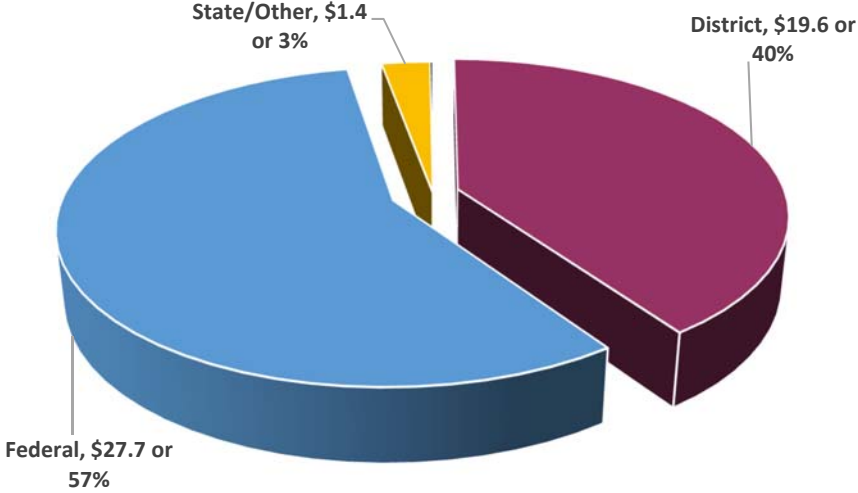
### FY 20/21 CAPITAL EXPENDITURES BY FUND SOURCE\*

	Total Project	Prior Years	FY 20/21 Budget	Future Years
District	\$161,310,000	\$49,460,000	\$19,587,000	\$92,263,000
Federal	302,700,000	131,534,000	27,661,000	143,505,000
State	18,082,000	7,797,000	1,335,000	8,950,000
Other Local	1,108,000	604,000	77,000	427,000
<b>Total Expenditures</b>	<b>\$483,200,000</b>	<b>\$189,395,000</b>	<b>\$48,660,000</b>	<b>\$245,145,000</b>

**FY 20/21 CAPITAL BUDGET BY DIVISION**  
**TOTAL FY 20/21 CAPITAL BUDGET = \$48.7 MILLION**  
**(ROUNDED TO MILLIONS)**



**FY 20/21 CAPITAL BUDGET BY FUND SOURCE**  
**TOTAL FY 20/21 CAPITAL BUDGET = \$48.7 MILLION**  
**(ROUNDED TO MILLIONS)**



## **Capital Projects Increasing Through the FY 20/21 Budget Process**

Two continuing projects will increase in size and scope through the FY 20/21 budget process:

### **Project 1441: Gangways and Piers – Sausalito Construction (from \$11,500,000 to \$22,560,000)**

This project involves upgrading the Golden Gate Ferry passenger boarding system to maintain safety and service reliability for its passengers at its Sausalito ferry terminal in Marin County, California. With the FY 20/21 budget, the scope of this project has been updated to reflect current construction design estimates. [Operating Budget Impact: Reduction of more than \$100,000.]

### **Project 1916: San Rafael A&D Admin Office Improvements (from \$456,000 to \$471,000)**

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 20/21 budget, the scope of this project has been expanded to include improvement of the Planning Department's office space with a goal of facilitating better work space for collaborative projects. [Operating Budget Impact: No significant impact.]

## **Capital Project Impact on Operating Budget**

Many of the capital projects planned for FY 20/21 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, \$192,780,000). The construction phase on the Suicide Deterrent System began in 2018 and is expected to be completed in 2023.
- Gangways and Piers (Projects 0503 and 1441, \$11,863,000 and \$22,560,000, 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, 500-passenger, high-speed ferry vessel in order to provide expanded commute service from Marin County 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 20/21 Capital Budget Project List**

As done annually, the operating divisions were asked to prioritize their capital projects. The projects included in the FY 20/21 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 20/21 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 20/21). Both operating division and engineering staff resources were considered to determine a reasonable and realistic work plan for FY 20/21.

Some of the projects and equipment requests that were not prioritized for the FY 20/21 Capital Budget were included in the FY 21/22 Capital Project List, which consists of projects that are poised and ready to be included in the FY 20/21 budget pending the availability of staff resources to deliver the project. Creating a list of FY 21/22 capital projects limits the number of projects in the FY 20/21 budget, which serves to reflect a more reasonable and accurate estimate of FY 20/21 expenditures for the District. There are five (5) projects on the FY 21/22 Capital Budget project list, which are shown on the following page. All projects are included in the 10-Year Capital Improvement Program (see Appendix D).

Through the budget process, each fiscal year the General Manager requests the Board of Directors' authorization 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 21/22 list forward as FY 20/21 projects are completed.

## Operating & Capital Budget Summary

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### FY 21/22 CAPITAL BUDGET PROJECT LIST

Project Name	Total Project Cost
<b>BRIDGE</b>	
Toll Plaza Administrative Building Main Entry Railing	\$60,000
Toll Plaza Administrative Building Entrance Doors	\$30,000
<b>Subtotal Bridge</b>	<b>\$90,000</b>
<b>DISTRICT</b>	
Single Sign On (#2016)	\$76,000
Electric Vehicle and Bike Charging Projects at Larkspur Ferry Terminal	\$92,000
Intranet Redesign	\$150,000
<b>Subtotal District</b>	<b>\$318,000</b>
<b>Total FY 21/22 Capital Budget Project List</b>	<b>\$408,000</b>

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## **BRIDGE DIVISION PROFILE**

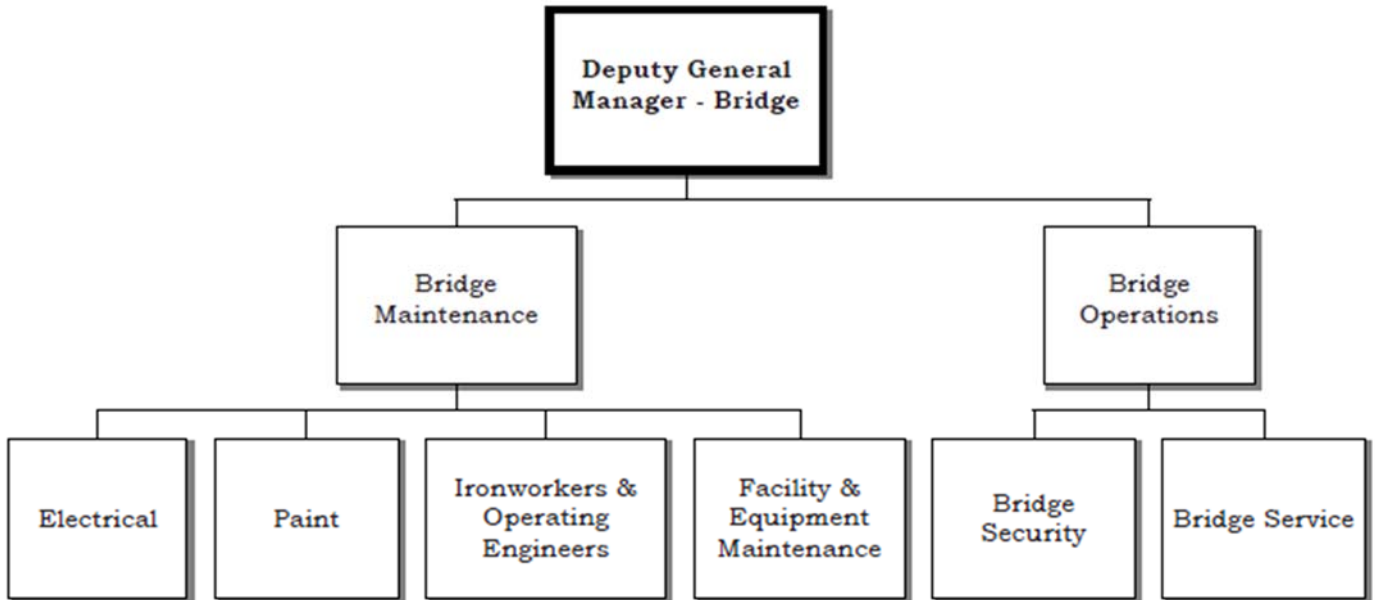
One of the Seven Wonders of the Modern World, the Golden Gate Bridge is one of the most iconic architectural and engineering monuments in the world. For 83 years, the Bridge has represented the uniqueness of San Francisco, the beauty of the Bay Area, and the promise of California. A welcoming gateway 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 40 million vehicles crossing each year and millions of visitors enjoying its splendor. 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 19/20, the Bridge Division workforce was comprised of 183 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 is comprised of two main functional areas, Bridge Security and Roadway Services. The Bridge Security unit is staffed with 22 Bridge Patrol Officers, 10 Bridge Sergeants, and 3 Bridge Lieutenants who maintain 24/7 security monitoring and patrol of the Bridge and associated facilities. The Roadway Services Department is staffed by 14 Roadway Services Technicians, four Roadway Services Supervisors, seven full- and part-time Laneworkers, and a Chief of Roadway Services providing 24/7 traffic control, lane configuration, and incident response on the Bridge and its approaches. The entire Bridge Operations group is managed day-to-day by the Bridge Captain.

# BRIDGE DIVISION ORGANIZATIONAL CHART



## **BRIDGE DIVISION STATUS**

### **Bridge Maintenance**

Fiscal Year 19/20 was another busy and successful year for the Bridge Division as maintenance forces forged ahead with the South Approach Viaduct (SAV) restoration project. Begun in FY 15/16, the initial two phases of the project were completed by mid-2019 and work moved forward into the third and final phase of the multi-year project which will focus on the refurbishment and recoating of the three truss spans of the SAV adjacent to the Fort Point Arch section of the Bridge. The move to the truss span sections represents an increase in project complexity as the work gets much higher from the ground and the access systems change from ground-based scaffolding to Bridge-supported hanging scaffolding systems. The first sections of hanging scaffolding were completed in December 2019 and abrasive blasting and recoating began in earnest by January 2020. Work has progressed quickly and was aided by unusually dry and mild winter weather conditions.

While the SAV project continues to be a key focus, Bridge Maintenance crews have also continued vital repair and restoration work on many other areas of the Bridge and ancillary facilities during FY 19/20. This work included beginning corrosion removal and repainting of the Bicycle and Pedestrian Safety Railing. This is the first time the railing has been fully cleaned and painted since it was installed in 2003 and, due to the desire to not have any adverse effect on daytime traffic flow, represents the first time Bridge Paint crews have worked on an exclusively night time project in recent memory. Bridge Paint crews also completed numerous cosmetic and maintenance painting projects in the Bridge Plaza and Welcome Center visitor areas as well as the customer service area of the San Rafael Bus Division facility along with the Engineering and Information Systems office buildings. The Bridge Plaza received a much-needed expansion of visitor amenities in the form of a 7-stall modular restroom facility to augment the often busy existing facility and to ensure that we always have available capacity when facilities need to be closed for cleaning or repairs. This well-received project was spearheaded by the Facilities and Equipment Department, but truly represented a team effort by Procurement staff, Electricians, Ironworkers, Painters, Operating Engineers, and our Plumber as well.

The recent devastating Northern California wildfires brought a heightened focus on disaster resilience and recovery capabilities for Bridge Division forces as the year unfolded. During FY 19/20, Bridge Maintenance forces completed the first phase of a major rework and modernization of our backup power generation system at the Bridge. This initial phase included replacement of the first of two large 400kVA emergency standby generators and installation of a full-facility power transfer system to ensure multiple layers of redundancy exist in the event of planned or emergency power outages. This ambitious project has been performed entirely by Bridge Maintenance forces and relied on each and every craft skill on the team. The replacement of the second standby generator is in progress and expected to be completed in late 2020. This project along with testing and upgrading multiple uninterrupted power supply (UPS) battery backup systems intended to protect critical information and security systems infrastructure help ensure that Bridge operations and infrastructure will remain resilient regardless the nature of the emergency.

### Bridge Operations

Over the course of calendar year 2019, over 40 million vehicles crossed the Golden Gate Bridge. Roadway Services crews responded to 7,823 roadway service calls and Bridge Security Department personnel responded to thousands of calls, approximately 685 of which were considered significant incidents.

As it became clear in late 2019 that the Bridge Suicide Deterrent System (SDS) Project would not be completed according to the original schedule, Bridge Security Department personnel redoubled their efforts to intervene and save lives at the Bridge. During 2019, Bridge Operations forces successfully removed 167 persons from the Bridge who were identified as having the intent to commit suicide.

Bridge Roadway Services crews continued providing nighttime Moveable Median Barrier (MMB) moves to open up extra traffic lanes to accommodate heavy cranes and other SDS construction activities and then ensuring 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.

FY 19/20 was also an exemplary year for the Bridge Operations staff in terms of improving equipment, tactics, and training. Bridge Security vehicles were modernized and Roadway Services deployed three new state-of-the-art recovery trucks equipped with advanced firefighting and vehicle extrication (rescue) equipment. Security Department staff facilitated and participated in numerous multi-agency training events with our partner agencies including active shooter response training and crisis intervention training.

Despite the difficult and complex issues surrounding the use of the Bridge sidewalks for expressive activities and special events, careful planning and preparation ensures the vast majority of these events go smoothly. In 2019, there were 28 permitted events on the Bridge involving an estimated 41,099 participants. This is compared to 2018, in which there were 29 events; 2017, in which there were 37 events; 2016, with 44 permitted events; 2015, with 41 permitted events; and, 2014, with 41 permitted events.

The COVID-19 Pandemic had an impact on the Bridge Division as it unfolded during the final quarter of FY 19/20, but it did not significantly impede the progress of Bridge Maintenance forces or adversely affect Bridge Operations. As personnel identified as performing essential functions under the pandemic-related public health orders, Maintenance and Operations forces quickly adapted to the “new normal” and worked together in exemplary fashion to implement multi-layered protocols and procedures meant to protect each other and the public that we serve while maintaining continuity of operations.

### Looking Forward to the Year Ahead

Fiscal Year 20/21 will undoubtedly be a challenging year for the Bridge Division as we struggle with physical and financial recovery from the 2020 Pandemic. Some projects slated to start will necessarily be postponed, but our major focus on restoration of the South Approach Viaduct and critical structural repairs identified in the Bridge inspection program along with supporting completion of the Suicide Deterrent System will continue uninterrupted. The Bridge Division will also continue its focus on staff and organizational development in recognition of the talented and dedicated workforce that represents the heart of our operation.

# FY 20/21 BRIDGE DIVISION GOALS AND PROJECTS

## Bridge Division Goals

- MAINTENANCE** Continued focus on addressing the maintenance requirements identified during Bridge inspections and work towards completion of the SAV Project
  
- OPERATIONS** Continued enhancement of Bridge security through infrastructure improvements, coordination with regional security partners, and enhanced tactics and training
  
- ASSETS** Continued progress in implementing state-of-the-art asset management principles and practices to optimize asset utilization and maintenance
  
- SERVICE** Continued focus on providing safe, efficient and reliable day-to-day operation of the Golden Gate Bridge for customers and visitors

## FY 20/21 Project Focus

The following are capital projects that affect the Bridge Division and will be part of the District’s work plan focus for FY 20/21. 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** Suicide Deterrent – Construction
  - Toll Plaza Gantry - Design/Construction
  - Toll System Upgrade
  - FasTrak® Equipment Upgrade

## **CHANGES FROM FY 19/20 ESTIMATED ACTUAL TO FY 20/21 PROPOSED BUDGET**

### **Revenues**

The Bridge Division's FY 20/21 Proposed Revenue of \$98.9 million consists of:

- \$95.2 million from Toll Revenues
- \$0.2 million from Other Operating Income
- \$3.5 million from Investment Income

The Bridge Division's Proposed Revenues for FY 20/21 are forecasted to decrease \$30.6 million, or 23.6%, from FY 19/20 Estimated Actual. The decrease is primarily due to reduction of \$25.2 million in toll revenue, \$5.3 million in Investment Income and \$0.1 million in Other Operating Income from FY 19/20 Estimated Actual. It is District policy not to budget for market valuation gains and losses. FY 20/21 toll revenue includes the second increase to a five-year toll increase plan as approved by the Board in FY 18/19. Due to the traffic shifts from the COVID-19 restrictions, the southbound traffic and revenue for FY 20/21 is projected to grow from 30% to 82% by the end of FY 20/21. (Please see COVID-19 section for traffic growth assumptions.)

### **Expenses**

The Bridge Division's FY 20/21 Proposed Operating Expenses total \$88.1 million. The Bridge Division's Proposed FY 20/21 Budget contains a \$6.7 million, or 8.3%, increase over FY 19/20 Estimated Actual expenses. The components of the changes to expenses are summarized in the table on the following page.

**SUMMARY OF CHANGES FROM FY 19/20 ESTIMATED ACTUAL TO  
FY 20/21 PROPOSED BUDGET  
(ALL FIGURES IN MILLIONS)**

<b>Labor</b>	
Increase in salaries due to re-funding of vacant positions.	\$1.3
Increase in payroll taxes for FY20 /21 due to re-funding of vacant positions	0.1
Increase in PERS contribution due to re-funding of vacant positions and higher contribution rate	0.9
Increase in medical expenses for FY 20/21 due to re-funding of vacant positions and increase in annual costs	0.5
Decrease in postemployment benefits (OPEB) for FY 20/21	(0.3)
Increase in Workers' Compensation expenses for FY 20/21	0.5
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY 19/20	(0.1)
<b>Professional Services</b>	
Increase in consulting fees services due to needs for Bridge inspection services and re-funding District-wide services not implemented in FY 19/20	1.5
Increase in facility maintenance for FY 20/21	0.1
Decrease in FY 20/21 District Division temporary help services compared to FY 19/20	(0.4)
<b>Supplies and Other</b>	
Increase in re-funding commercial paper debt service due to Indenture's budgeting requirements	1.4
Increase in repair and operating supplies in FY 20/21 due to the South Viaduct project	0.2
Projected increase in payouts for general liability for FY 20/21 due to lower than anticipated expenses in FY 19/20	0.3
Re-funding of staff development expenses unused in FY 19/20	0.2
<b>Capital Contribution and Depreciation</b>	
Increase in depreciation expenses due to completion of FasTrak Equipment upgrade and capitalization of tools and equipment	0.5
<b>Total Change from FY 19/20 Estimated Actual to FY 20/21 Proposed Budget</b>	<b>\$6.7</b>

## BRIDGE DIVISION OPERATING BUDGET

	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Estimated Actual	FY 20/21 Proposed Budget
<b>Revenues</b>				
Toll Revenues	\$ 146,471,101	\$ 152,190,600	\$ 120,307,983	\$ 95,154,800
Other Operating Income	438,869	391,700	349,782	243,100
Investment Income	9,436,889	5,100,000	8,773,325	3,500,000
<b>Total Revenues</b>	<b>\$ 156,346,859</b>	<b>\$ 157,682,300</b>	<b>\$ 129,431,090</b>	<b>\$ 98,897,900</b>
<b>Percent Change</b>		<b>0.9%</b>	<b>-17.9%</b>	<b>-23.6%</b>
<b>Expenses</b>				
Salaries	\$ 21,342,476	\$ 23,227,000	\$ 22,313,942	\$ 23,642,700
Fringe Benefits	18,198,590	18,746,100	17,456,617	19,070,700
Professional Services	12,621,226	14,676,035	14,119,519	15,306,300
Fuel & Related Taxes	334,710	377,000	291,296	338,000
Repair & Operating Supplies	3,244,494	3,593,665	3,374,899	3,562,500
Insurance, Taxes & Permits	2,567,344	3,013,200	2,591,473	2,843,000
Other	380,486	460,500	306,229	454,300
Lease & Rentals	1,306	1,100	2,522	1,800
Debt Service - Interest Expense	1,015,985	2,157,000	747,000	2,200,000
<b>Subtotal Expenses</b>	<b>\$ 59,706,617</b>	<b>\$ 66,251,600</b>	<b>\$ 61,203,497</b>	<b>\$ 67,419,300</b>
Capital Contribution	15,000,000	15,000,000	15,000,000	15,000,000
Depreciation	5,177,689	5,362,400	5,196,536	5,729,500
<b>Total Expenses</b>	<b>\$ 79,884,306</b>	<b>\$ 86,614,000</b>	<b>\$ 81,400,033</b>	<b>\$ 88,148,800</b>
<b>Percent Change</b>		<b>8.4%</b>	<b>-6.0%</b>	<b>8.3%</b>
<b>Revenues Over/(Under) Expenses</b>	<b>\$ 76,462,553</b>	<b>\$ 71,068,300</b>	<b>\$ 48,031,057</b>	<b>\$ 10,749,100</b>

## Assumptions

- No salary increase for Coalition represented employees since MOU is under negotiations, nor for non-represented employees.
- Includes Employer PERS contribution of 34.61%.
- 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 OPERATIONS DATA/COSTS

	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Estimated Actual	FY 20/21 Proposed Budget
Toll Revenue	\$146,471,101	\$152,190,600	\$120,307,983	\$95,154,800
Southbound Traffic	20,001,670	19,966,681	15,555,220	12,156,458
Average Toll	\$7.32	\$7.62	\$7.73	\$7.83

# BRIDGE DIVISION CAPITAL BUDGET

## Program Summary

The FY 20/21 Capital Budget for the Bridge Division totals \$34.7 million and represents 71% of the total agency's capital budget.

Major FY 20/21 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 19/20 totaled \$26.4 million, funded with \$9.0 million, or 34%, District funds and \$17.4 million, or 66%, in grant funds (See Appendix C).

### BRIDGE DIVISION CAPITAL BUDGET FY 20/21

Project Number and Description	Total Project	Prior Years	FY20/21 Budget	Future Years	FY 20/21 Funding	
					District	Other
<b>SEISMIC</b>	\$21,722,000	\$5,957,000	\$1,500,000	\$14,265,000	0%	100%
<b>FY21 - Continuing Projects</b>	\$21,722,000	\$5,957,000	\$1,500,000	\$14,265,000	0%	100%
1528 - GGB Wind Retrofit (ENG)	11,860,000	5,692,000	1,000,000	5,168,000	0%	100%
1923 - Seismic Phase IIIB - CM/GC (ENG)	9,862,000	265,000	500,000	9,097,000	0%	100%
<b>BRIDGE</b>	\$236,382,000	\$73,626,000	\$33,239,000	\$129,517,000	38%	62%
<b>FY21 - New Projects</b>	\$735,000	-	\$77,000	\$658,000	100%	0%
2121 - Toll Plaza Admin Bldg Elevator Replacement (BRIDGE/ENG)	590,000	-	50,000	540,000	100%	0%
2120 - Trailer F Replacement (BRIDGE/ENG)	145,000	-	27,000	118,000	100%	0%
<b>FY21 - Continuing Projects</b>	\$233,905,000	\$73,626,000	\$31,420,000	\$128,859,000	34%	66%
1526 - Suicide Deterrent - Construction (ENG)	192,780,000	61,688,000	30,000,000	101,092,000	31%	69%
9826 - Main Cable Access(ENG)	13,180,000	2,131,000	100,000	10,949,000	100%	0%
1525 - Toll System Upgrade (FIN)	8,481,000	1,999,000	500,000	5,982,000	100%	0%

Project Number and Description	Total Project	Prior Years	FY20/21 Budget	Future Years	FY 20/21 Funding	
					District	Other
1820 - Toll Plaza Gantry - Des/Con (ENG)	7,264,000	1,508,000	500,000	5,256,000	100%	0%
1118 - Suicide Deterrent - Design(ENG)	5,543,000	5,475,000	50,000	18,000	100%	0%
1722 - Toll Plaza Pavement Overlay (ENG)	3,500,000	96,000	50,000	3,354,000	100%	0%
1821 - IS Data Center Seismic Retrofit (ENG)	1,500,000	109,000	50,000	1,341,000	100%	0%
1422 - FASTRAK Equipment Upgrade (FIN)	1,000,000	619,000	50,000	331,000	100%	0%
1920 - Alexander Avenue Slope Strengthening Des/Env (ENG)	500,000	-	50,000	450,000	100%	0%
2020 - Bridge Admin Office Improvements (BRIDGE)	122,000	-	50,000	72,000	100%	0%
1921 - Stores Bldg Office Space HVAC Replacement (ENG)	35,000	1,000	20,000	14,000	100%	0%
<b>Capital Equipment</b>	<b>\$1,742,000</b>	<b>-</b>	<b>\$1,742,000</b>	<b>-</b>	<b>100%</b>	<b>0%</b>
2129 - Capital Equipment (FY21) (BRIDGE)	1,742,000	-	1,742,000	-	100%	0%
<b>Total Capital Expenditures</b>	<b>\$258,104,000</b>	<b>\$79,583,000</b>	<b>\$34,739,000</b>	<b>\$143,782,000</b>	<b>36%</b>	<b>64%</b>
<b>Capital Fund Source - Bridge</b>						
District	\$103,813,000	\$31,205,000	\$12,609,000	\$59,999,000		
Other	154,291,000	48,378,000	22,130,000	83,783,000		
<b>Total</b>	<b>\$258,104,000</b>	<b>\$79,583,000</b>	<b>\$34,739,000</b>	<b>\$143,782,000</b>		

## **Bridge Division FY 20/21 Capital Project Detail**

### ***New Projects – Bridge Projects***

#### **Project 2121 – Toll Plaza Administrative Building Elevator Replacement – \$590,000**

This project will replace/relocate the Toll Plaza Administrative Building's elevator controller/hydraulic pump, replace the hydraulic cylinder/in-ground casing, install new operator interface panels in the car, replace the car doors and refurbish the car interior with new panel and flooring. [Operating Budget Impact: To be determined.]

#### **Project 2120 – Trailer F Replacement – \$145,000**

This project will remove and replace Trailer F at the Toll Plaza Administrative Building with a new, converted shipping container office. The project schedule proposes performing compliance work with the National Park Service in 2021 and installing the new structure in 2022. [Operating Budget Impact: To be determined.]

### ***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: To be determined.]

#### **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 – \$192,780,000**

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: To be determined.]

**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 1525 – Toll System Upgrade – \$8,481,000**

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 \$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 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 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.]

## **Bridge Division**

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### **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 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 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.]

### **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 2129 – Capital Equipment – Bridge – \$1,742,000**

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

## BRIDGE DIVISION PERSONNEL SUMMARY BY DEPARTMENT

District Staffing by Department	FY 18/19 Year-End	FY 19/20 Budget	FY 19/20 Year-End	FY 20/21 Budget	Net Change FY 19/20 to FY 20/21
<b>Bridge Service 212</b>					
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
<b>All Electronic Tolling 213</b>					
Electronic Revenue Collection Analyst	2	2	2	2	0
Electronic Revenue Collection Manager	2	2	2	2	0
Total	4	4	4	4	0
<b>Bridge Security 214</b>					
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
<b>Bridge Electrical 221</b>					
Chief Electrician	1	1	1	1	0
Chief Plumber	1	1	1	1	0
Communications/Electronics Technician	4	4	4	4	0
Communications/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
<b>Bridge Paint 222</b>					
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 Apprentice	-	-	4	4	0
Paint Superintendent	1	1	1	1	0
Total	41	41	45	45	0

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

## Bridge Division

District Staffing by Department	FY 18/19 Year-End	FY 19/20 Budget	FY 19/20 Year-End	FY 20/21 Budget	Net Change FY 19/20 to FY 20/21
<b>Bridge Ironworkers 223</b>					
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
<b>Operating Engineers 224</b>					
Chief Operating Engineer	1	1	1	1	0
Operating Engineer	5	5	5	5	0
Total	6	6	6	6	0
<b>Bridge Mechanics 226</b>					
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
<b>Bridge Streets &amp; Grounds 227</b>					
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 & Maintenance	1	1	1	1	0
Total	16	16	16	16	0
<b>Bridge Procurement 240</b>					
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
<b>Bridge General &amp; Administration 290</b>					
Administrative Assistant	1	1	1	1	0
Deputy General Manager, Bridge Division	1	1	1	1	0
Total	2	2	2	2	0
<b>Bridge Division Totals</b>					
Total Authorized Positions	179	179	183	183	0
Regular Positions	179	179	183	183	0
Limited Term Positions	0	0	0	0	0

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

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## BUS DIVISION PROFILE

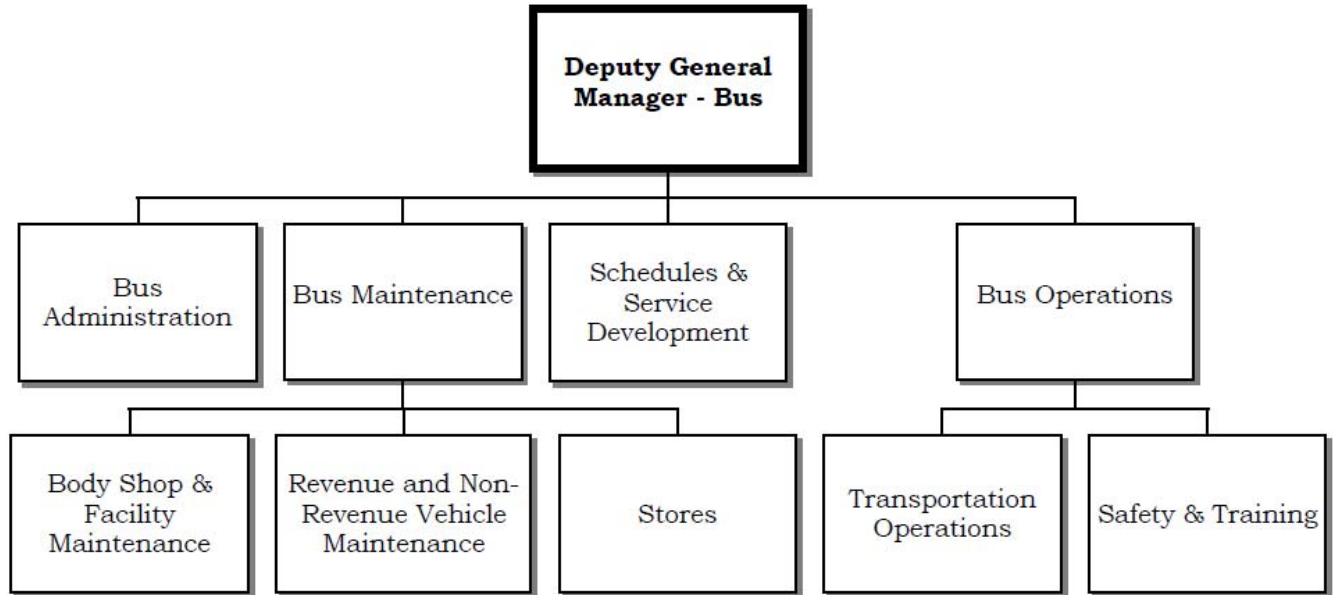
In November 1969, the California State Legislature authorized the District to develop a transportation plan for implementing mass transit in the Golden Gate Corridor. On January 3, 1972, the District began bus service from Sonoma and Marin Counties to San Francisco after the private sector relinquished 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.
- Intercounty (Sonoma/Marin and East Bay/Marin) bus service supporting regional mobility and reduced traffic congestion in the Golden Gate Bridge/Highway 101 Corridor.
- Express Bus (EBX) service under a limited term agreement with the Bay Area Rapid Transit (BART) System while the Transbay Tube undergoes a seismic retrofit.

# BUS DIVISION ORGANIZATIONAL CHART



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## BUS DIVISION STATUS

### Notable Capital Projects in FY 19/20

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 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.
- The District continues its work on identifying a new location for the Bettini Transit Center in downtown San Rafael, completing the design process, and moving towards the construction of a new facility.
- Sixty-seven (67) 40-foot, low-floor buses, manufactured by Gillig Inc., were delivered in the second half of Calendar Year 2019, and staff continues to close-out remaining punch list items.
- As a result of the California Air Resources Board's (CARB) Innovate Clean Transit (ICT) mandate, staff is working on a "Roll-out Plan," which will outline how GGT will transition its fleet to zero emission (100% electric or fuel cell) by 2040. The Plan must be adopted by the Board of Directors and is due to CARB by June 30, 2020. It 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 reliable and top-notch workforce. Some of the more notable recruiting and training efforts for FY 19/20 include the following:

- We successfully graduated two classes or a total of thirteen new operators thus far this fiscal year, and a third class is currently underway with an expected graduation date in July 2020. Additional classes are anticipated for the fall.
- Staff continues to further develop the bus operator apprenticeship program, 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 apprentices, 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.
- The District implemented a pre-apprentice program in FY 2019-20 in the Bus Division's Maintenance Department, and the existing Apprenticeship Program was expanded from one Apprentice position to three. Within the past year, we have had three pre-apprentices spend a 3-week rotation learning about bus maintenance practices, and we are actively recruiting individuals to join the Bus Division's maintenance team.

- Following the success of our 2018 Bus Roadeo, we plan to host another event or friendly competition later this fall, which allows our bus operators and mechanics to showcase their skills in safe driving and efficient repairs of mechanical issues.
- We continue to partner with the San Francisco Bicycle Coalition (SFBC) on a street safety educational module as part of the bus operator training curricula for both new trainees, 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.
- As part of the new collective bargaining agreement with the Amalgamated Transit Union (ATU), staff agreed to develop and implement an educational program, in partnership with the ATU, to impress upon the bus operator workforce the importance of coming to work. Next steps will be developed and pursued in the coming year.
- As new technologies and software programs (i.e. Hastus upgrade, Business Intelligence tools, zero emission bus technologies, etc.) are introduced to the operating environment, we have been investing in our team members to allow for optimal usage and/or increased in-house expertise. Doing so allows us to improve operational efficiencies and customer satisfaction, as well as ensure that Golden Gate Transit keeps up with changes in the transit industry.

## Service Improvements and Interagency Projects

We strive to deliver services that maximize reliability, 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. Our partnership will continue through the next fiscal year.
- Staff will continue to work closely with partner transit agencies in Sonoma, Marin and San Francisco to improve connectivity and service reliability, especially in emergency situations and when mutual aid is requested. This fiscal year, such emergencies included the Kincaid wildfires in Sonoma County and the COVID-19 pandemic.
- Continuous reviews of and improvement efforts with respect to operational policies and service levels will continue through next fiscal year, especially in light of the impacts on ridership demand and operating efficiencies resulting from the COVID-19 pandemic.

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## ***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 initiated or are continuing to implement in FY 19/20:

- In partnership with the District Secretary's Office and the Information Systems Department, staff continues to digitize 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 2019.
- Staff continues to complete a Public Transportation Agency Safety Plan (PTASP), as required by the Federal Transit Administration (FTA), and will certify to the FTA by July 2020 that it has been completed and adopted by the Board of Directors. From that point forward, the Plan must be recertified annually.
- In response to the threat of the COVID-19 pandemic, the maintenance team implemented enhanced cleaning and sanitization processes, as well as developed and installed a shield in the bus operator compartment to better protect them from the spread of the virus. We will continue to maintain vehicles and facilities as needed for protecting the health and safety of both our employees and our customers.

## ***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. Our top priorities continue to include better preparing our facilities for potential public safety power shutoffs, improving the bus operator and dispatch areas at the Novato Bus Division (D2), and remodeling vacant space at the Bettini Transit Center in downtown San Rafael for a new bus operator breakroom. Our capital program outlines other maintenance needs and projects that are critical for continued operational efficiency, effectiveness, and compliance with applicable mandates/regulations.

# FY 20/21 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 20/21 Project Focus

The following are capital projects that affect the Bus Division and will be part of the District's workplan focus for FY 20/21. Please refer to the Bus Division's Capital project detail for more description.

**FACILITIES** D2 Pavement & Remediation  
Replace Steam Bay Waste Water Recycling System Design/Environmental  
SRTC Relocation Design/Environmental

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**BUS OPERATIONS** Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis  
Replace 67 Transit Buses with Hybrids  
Replace Twenty (20) Paratransit 22' Gas Cutaways

# CHANGES FROM FY 19/20 ESTIMATED ACTUAL TO FY 20/21 PROPOSED BUDGET

## Revenues

The Bus Division's FY 20/21 Proposed Revenues of \$33.5 million consists of:

- \$6.9 million from Regional Fares
- \$14.6 million from Federal, State and Local Operating Grants
- \$2.4 million from Other Operating Income
- \$9.6 million from the Marin Local Service Contract

The Bus Division's Proposed Revenues for FY 20/21 are projected to decrease by \$44.4 million, or 57.0%, compared to FY 19/20 Estimated Actual. This decrease is primarily due to reduction of \$5.0 million in regional fare revenue, \$0.6 million in Marin Local Service Contract, and \$2.7 million in State and Federal Operating Assistance, \$0.9 million in Other Operating Revenue, and includes the first tranche of \$35.2 million in funding from the CARES Act. The FY 20/21 Transit fares include the fourth year of a five-year fare increase plan as approved by the Board. Due to the COVID-19 restrictions, the current projected regional ridership is forecasted to grow from 20% to 55% by end of FY 20/21. Fare revenue is projected at \$6.9 million for FY 20/21 using these growth rates. (Please see the COVID-19 Impacts section for ridership growth assumptions.)

On March 27, 2020, the federal government granted the CARES ACT funding appropriated by the regional agency, MTC, estimated to the District of \$49.5 million. The District split the award between the Bus and Ferry system based on expenses. The Bus Division is allocated \$35.2 million and assumed to be expensed all in FY 19/20.

## Expenses

The Bus Division's FY 20/21 Proposed Operating Expenses total \$107.3 million. The Bus Division's FY 20/21 Proposed Budget contains an \$8.7 million, or 8.8%, increase in operating expenses over FY 19/20 Estimated Actual expenses. The components of the changes to expenses are summarized in the table on the following page.

**SUMMARY OF CHANGES FROM FY 19/20 ESTIMATED ACTUAL TO  
FY 20/21 PROPOSED BUDGET  
(ALL FIGURES IN MILLIONS)**

Labor	
The budget includes a recently ratified contract with ATU which covers the period of September 1, 2018 – August 30, 2021. It reflects a 7.6% increase in the hourly wage rate upon ratification and a 3.5% wage increase effective September 1, 2020.	\$3.2
Increase in payroll taxes for FY 20/21 due to COLA and re-funding of vacant positions	0.3
Increase in PERS contribution rate and a 10% of salary increase in the ATU negotiated contribution and re-funding of vacant positions.	4.3
Increase in medical expenses for FY 20/21 due to re-funding of vacant positions and increase in annual costs	0.2
Decrease in postemployment benefits (OPEB) for FY 20/21	(0.7)
Decrease in Workers' Compensation expenses for FY 20/21	(1.3)
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY 19/20	(0.3)
Professional Services	
Projected increase in District-wide professional services fees for FY 20/21	0.8
Projected decrease in District-wide legal services fees for FY20/21	(0.1)
Increase in contracted maintenance and security services for FY 20/21	0.1
Decrease in FY 20/21 District Division temporary help services compared to FY 19/20	(0.8)
Supplies and Other	
Increase in projected fuel costs due to lower than anticipated price per gallon in FY 19/20 and temporary service reductions in FY 19/20	0.9
Projected increase in operating supplies due to replacement of 2012 MCI fuel tank and replacement of 2015 MCI turbo chargers in FY 20/21	0.4
Increase in payout for General Liability Insurance due to lower than anticipated expenses in FY 19/20	1.2
Projected increase in purchased transportation cost for FY 20/21	0.1
Re-funding of staff development expenses unused in FY 19/20	0.2
Increase in Leases for FY20/21 due to GGT share of Sta. Rosa Mall operating cost and annual lease cost	0.1
Capital Contribution and Depreciation	
Projected increase in depreciation due to capitalization of the Paratransit gas cutaways to be purchased by June, 2020	0.1
<b>Total Change from FY 19/20 Estimated Actual to FY 20/21 Proposed Budget</b>	<b>\$8.7</b>

## BUS DIVISION OPERATING BUDGET

	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Estimated Actual	FY 20/21 Proposed Budget
<b>Revenues</b>				
Regional Transit Fares	\$ 15,514,774	\$ 16,234,200	\$ 11,982,297	\$ 6,907,400
Other Operating Income	3,855,977	3,865,100	3,335,652	2,443,200
State Operating Income	19,168,935	20,776,000	17,278,383	14,642,500
Federal Operating Income	143,369	24,000	69,876	0
Other Operating Income (MT*)	10,818,301	10,720,000	10,124,463	9,550,500
CARES Act Funds			35,150,700	
<b>Total Revenues</b>	<b>\$ 49,501,356</b>	<b>\$ 51,619,300</b>	<b>\$ 77,941,371</b>	<b>\$ 33,543,600</b>
<b>Percent Change</b>		<b>4.3%</b>	<b>51.0%</b>	<b>-57.0%</b>
<b>Expenses</b>				
Salaries	\$ 39,855,358	\$ 42,477,500	\$ 41,717,268	\$ 44,881,200
Fringe Benefits	33,868,193	37,235,800	36,871,459	39,365,500
Professional Services	5,177,544	5,574,125	5,076,917	5,104,000
Fuel & Related Taxes	4,456,843	4,884,900	3,473,949	4,356,500
Repair & Operating Supplies	4,564,431	4,471,375	3,702,638	4,215,800
Insurance, Taxes & Permits	1,524,902	2,063,500	952,407	2,193,300
Purchased Transportation	1,839,646	1,995,700	1,879,815	1,943,200
Other	493,475	676,600	448,910	699,000
Lease & Rentals	525,674	556,300	768,578	826,200
<b>Subtotal Expenses</b>	<b>\$ 92,306,066</b>	<b>\$ 99,935,800</b>	<b>\$ 94,891,941</b>	<b>\$ 103,584,700</b>
Capital Contribution	2,000,000	2,000,000	2,000,000	2,000,000
Depreciation	1,178,453	1,361,700	1,652,795	1,669,500
<b>Total Expenses</b>	<b>\$ 95,484,519</b>	<b>\$ 103,297,500</b>	<b>\$ 98,544,736</b>	<b>\$ 107,254,200</b>
<b>Percent Change</b>		<b>8.2%</b>	<b>-4.6%</b>	<b>8.8%</b>
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (45,983,163)</b>	<b>\$ (51,678,200)</b>	<b>\$ (20,603,365)</b>	<b>\$ (73,710,600)</b>

\* Marin Transit Contract Revenue

## Assumptions

- No salary increase is included for Coalition represented employees whose MOU is under negotiation nor for non-represented employees. The budget includes a recently ratified contract with ATU which covers the period of September 1, 2018 – August 30, 2021. It reflects a 7.6% increase in the hourly wage rate upon ratification and a 3.5% wage increase effective September 1, 2020.
- Includes negotiated ATU Pension contribution (32.5%) and Employer PERS contribution (34.61%).
- 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 \$15.7 million.

### BUS OPERATIONS DATA

	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Estimated Actual	FY 20/21 Proposed Budget
Regional Transit Fares	\$15,514,774	\$16,234,200	\$11,982,297	\$6,907,400
Regional Ridership	3,109,580	3,129,765	2,235,943	1,267,717
Average Fare	\$4.99	\$5.19	\$5.36	\$5.45
Cash Fare Cost of Transaction per Patron	\$0.60	\$0.59	\$0.74	\$1.24
Clipper Fare Cost of Transaction per Patron	\$0.29	\$0.29	\$0.37	\$0.66

## BUS DIVISION CAPITAL BUDGET

### Program Summary

The FY 20/21 Capital Budget for the Bus Division totals \$3.1 million and represents 6% of the total agency's capital budget. Major work and financial investment in FY 20/21 focuses on continuing projects, such as replacing 67 buses with hybrid buses (1730), remediating and resurfacing the D2 parking lot (2132), and replacing 20 paratransit 22' gas cutaways (1831).

Actual capital expenditures to date for the Bus Division during FY 19/20 totaled \$14.2 million, funded with \$1.3 million, or 9%, District funds and \$12.8 million, or 91%, grant funds (See Appendix C).

### Completed Projects

Four (4) Bus Division Capital Projects will be completed in FY 19/20.

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

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

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

This project includes 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 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: A reduction 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 was revised to install USB outlets in place of the 120V power outlets to accommodate the changing needs for technology devices. This project complemented the recently completed project for passenger Wi-Fi systems in the coaches during FY 14/15. Together, these projects aimed to enhance the riding experience for bus patrons. [Operating Budget Impact: An increase of \$50,000 to \$100,000.]

**BUS DIVISION CAPITAL BUDGET FY 20/21**

Project Number and Description	Total Project	Prior Years	FY20/21 Budget	Future Years	FY 20/21 Funding	
					District	Other
<b>BUS</b>	\$84,117,000	\$62,490,000	\$3,077,000	\$18,550,000	33%	67%
<b>FY21 - New Projects</b>	\$5,919,000	-	\$1,039,000	\$4,880,000	35%	65%
2130 - ZEB Infrastructure Design (ENG)	2,000,000	-	50,000	1,950,000	20%	80%
2132 - D-2 Pavement & Remediation (ENG)	2,000,000	-	800,000	1,200,000	20%	80%
2131 - D-1 Bus Admin Bldg Roof, HVAC & Dispatch Rm(ENG)	1,700,000	-	50,000	1,650,000	100%	0%
2134 - Replace Steam Bay Waste Water Recycling System Des/Env (ENG)	100,000	-	50,000	50,000	100%	0%
2135 - D2 Bus Operator Breakroom, Dispatch Office, and Restroom Renovation (BUS)	80,000	-	50,000	30,000	100%	0%
2133 - SRTC Break Room Renovation (BUS)	39,000	-	39,000	-	100%	0%
<b>FY21 - Continuing Projects</b>	\$77,860,000	\$62,490,000	\$1,700,000	\$13,670,000	20%	80%
1730 - Replace 67 Transit Buses with Hybrids (BUS)	67,600,000	61,343,000	500,000	5,757,000	9%	91%
1431 - D1 Resurface Employee Parking Lot & Solar Panels (ENG)	5,130,000	389,000	50,000	4,691,000	20%	80%
1831 - Replace 20 Paratransit 22' Gas Cutaways (BUS)	2,160,000	-	750,000	1,410,000	17%	83%
1717 - SRTC Relocation Des/Env (PLNG)	2,065,000	627,000	300,000	1,138,000	17%	83%
1931 - Bus Division Office Improvements (BUS)	420,000	88,000	25,000	307,000	100%	0%
1715 - Aviat Microwave Update - Santa Rosa Link (BUS)	250,000	43,000	25,000	182,000	100%	0%
1932 - Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis (BUS)	235,000	-	50,000	185,000	100%	0%
<b>Capital Equipment</b>	\$ 338,000	-	\$ 338,000	-	100%	0%
2139 - Capital Equipment (FY21) (BUS)	338,000	-	338,000	-	100%	0%
<b>Total Capital Expenditures</b>	<b>\$84,117,000</b>	<b>\$62,490,000</b>	<b>\$3,077,000</b>	<b>\$18,550,000</b>	<b>34%</b>	<b>66%</b>
<b>Capital Fund Source - Bus</b>						
District	\$11,799,000	\$5,844,000	\$1,031,000	\$4,924,000		
Other	72,318,000	56,646,000	2,046,000	13,626,000		
<b>Total</b>	<b>\$84,117,000</b>	<b>\$62,490,000</b>	<b>\$3,077,000</b>	<b>\$18,550,000</b>		

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## Bus Division FY 20/21 Capital Project Detail

### **New Projects**

#### **Project 2135 –D2 Bus Operator Breakroom, Dispatch Office, and Restroom Renovation – \$80,000**

The purpose of this project is to renovate the D2 Bus Operators' break room, dispatch office, and restrooms. This project will be classified as light duty construction not involving heavy infrastructure changes. It will comprise of removing current furniture, cabinetry, flooring and fixtures, and conducting a remodel to update the area. The project will include replacing flooring, painting walls, installing bathroom fixtures and stalls, and replacing existing furniture. The improvements will provide a comfortable space for operators and dispatchers to work and break. [Operating Budget Impact: To be determined.]

#### **Project 2133 – SRTC Breakroom Renovation – \$39,000**

The purpose of this project is to renovate the "Southside Cafe" and turn it into a break room, which currently does not exist for staff members scheduled to work at the San Rafael Transit Center. This project will be classified as light duty construction not involving infrastructure changes. It will comprise of removing current furniture, cabinetry, flooring and fixtures, and remodeling it to provide a comfortable break area for bus operations and customer service staff in particular. The project will further involve covering the existing windows to create a private space, installing new fixtures and cabinetry, as well as purchasing appropriate appliances (i.e. microwave, water cooler, toaster oven) and furniture (i.e. tables, chairs, recliner). [Operating Budget Impact: To be determined.]

#### **Project 2132 – D2 Pavement & Remediation – \$2,000,000**

The purpose of this project is to conduct environmental remediation of the soil beneath the D2 bus facility parking lot, as mandated by the Water District, and repave the lot itself. [Operating Budget Impact: To be determined.]

#### **Project 2130 – ZEB Infrastructure Design – \$2,000,000**

The purpose of this project is to design the needed infrastructure to support the District's transition to Zero Emission Buses (ZEBs), as required by the California Air Resources Board (CARB) Innovative Clean Transit (ICT) mandate. The scope of the infrastructure required is currently being analyzed in capital project 1932, Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis. [Operating Budget Impact: To be determined.]

#### **Project 2131 – D1 Bus Administration Building Roof, HVAC, & Dispatch Room – \$1,700,000**

The purpose of this project is to renovate the D1 Bus Administration Building's roof, HVAC, and dispatch room. [Operating Budget Impact: A reduction of \$10,000 to \$50,000.]

**Project 2134 – Replace Steam Bay Waste Water Recycling System Design/Environmental – \$100,000**

The purpose of this project is to initiate the Design and Environmental phase of replacing the steam bay waste water recycling system at D1 bus facility. [Operating Budget Impact: To be determined.]

***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 \$50,000 to \$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: A reduction of \$50,000 to \$100,000.]

**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. 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 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, and 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 – \$235,000**

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. 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.]

***Capital Equipment*****Project 2139 – Capital Equipment – Bus – \$338,000**

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

District Staffing by Department	FY 18/19 Year- End	FY 19/20 Budget	FY 19/20 Year- End	FY 20/21 Budget	Net Change FY 19/20 to FY 20/21
<b>Bus Operations Administration 311</b>					
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 Transportation/Safety Training	1	1	1	1	0
Transportation Field Supervisor	10	10	10	10	0
Transportation Supervisor/Student Training	1	1	1	1	0
<b>Total</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>0</b>
<b>Bust Operations 312</b>					
Bus Operators Full-Time	275	275	275	275	0
Bus Operators Part-Time	5	5	5	5	0
<b>Total</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>0</b>
<b>Bus Maintenance Administration 321</b>					
Director of Maintenance	1	1	1	1	0
Fleet & Facilities Superintendent	1	1	1	1	0
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>Bus Maintenance - Mech/Stores 322</b>					
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	4	4	4	4	0
Building Maintenance Mechanic- Provisional	0	0	0	2	(2)/(b)
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 Mechanic	1	1	1	1	0
Mechanic	26	26	26	26	0
Mechanic Apprentice	1	1	3	3	0

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

District Staffing by Department	FY 18/19 Year- End	FY 19/20 Budget	FY 19/20 Year- End	FY 20/21 Budget	Net Change FY 19/20 to FY 20/21
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	54	54	56	58	2
<b>Bus Maintenance - Servicers 323</b>					
Bus Servicer Leader	2	2	2	2	0
Servicer	20	20	20	20	0
Total	22	22	22	22	0
<b>Bus Procurement 340</b>					
Buyer	1	1	1	1	0
Senior Buyer	1	1	1	1	0
Total	2	2	2	2	0
<b>Bus General &amp; Administration 390</b>					
Deputy General Manager, Bus	1	1	1	1	0
Director of Schedules & Service Development	1	1	1	1	0
Lead Route Checker	1	1	1	0	(-1)/(d)
Office Coordinator	1	1	1	1	(1)/(b)
Office Specialist	2	2	2	1	(-1)/(d)
Operations Analyst	1	1	1	1	0
Operations & Schedules Analyst	1	1	1	1	0
Operations Technician	0	0	0	1	(1)/(e)
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	12	(1)
<b>Bus Division Totals</b>					
Total Authorized Positions	400	400	402	403	1
Regular Positions	399	399	401	402	1
Limited Term Positions	1	1	1	1	0

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



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## 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.

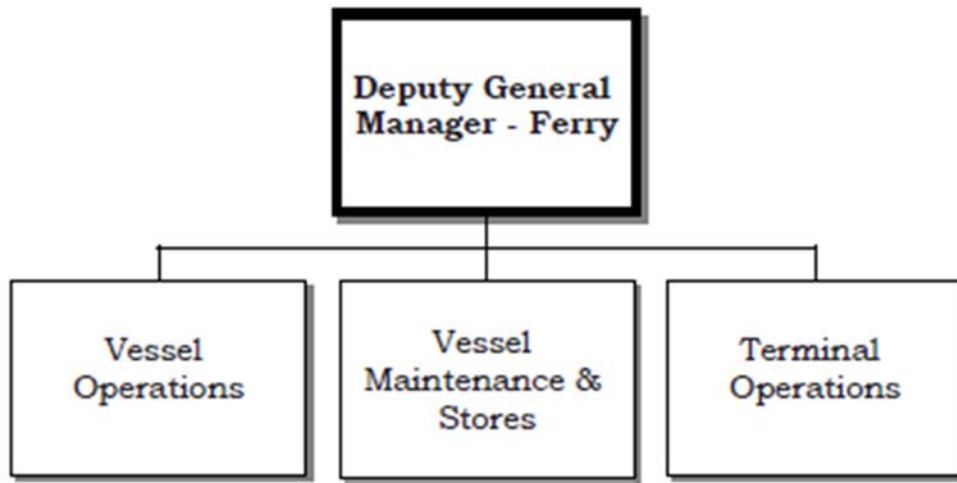
Special service runs are provided for Board-authorized special events, such as, the Bay to Breakers Race, SF Pride Parade, Opera at the Ballpark, and concerts at Oracle Park. The Ferry Division regularly adjusts ferry service schedules to support increased demand and customer trends. The system provides weekday commute service from three North Bay locations; Larkspur, Tiburon and Sausalito, and to and from the Ferry Building in San Francisco. Saturday, Sunday, and Holiday service is provided from Larkspur and Sausalito, and to and from the Ferry Building in San Francisco.

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. This includes long-range planning, daily operations, and the three major organizational units that support operations and maintenance:

- Vessel Operations
- Terminal Operations
- Maintenance and Engineering

# FERRY DIVISION ORGANIZATIONAL CHART



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## 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. The vessel is currently undergoing a complete refurbishment. The project is expected to be complete late fall 2020 and redelivered to Larkspur by Thanksgiving. This will complete the restoration program of the Spaulding Class Vessels (Marin, San Francisco, and Sonoma).

In FY 19/20, three of our high-speed vessels underwent a complete rebuild of their propulsion drive lines, including main engines; reduction gears and waterjets. Other auxiliary equipment, including piping and structure were renewed as well. The interior of the vessels also received upgrades as necessary. To prepare for the future, additional grant applications were submitted to secure the remaining funding necessary to build a fifth high-speed vessel to accommodate future growth.

### 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 2023.

The Larkspur Terminal serves multiple functions; including carrying an average of 5,500 passengers per day, with 42 daily ferry arrivals and departures, providing a parking lot with over 2,000 spaces, and serving as a maintenance facility and overnight berthing for the entire fleet. This past year the District began the environmental process to study increasing ferry service and any associated landside improvements, such as increased parking capacity at the Larkspur Ferry Terminal.

While planning for growth and rebuild of the Larkspur Ferry Terminal is ongoing, the Ferry Division continues to struggle with available berthing space for its fleet of seven. Several options for off-site berthing have been identified and under consideration.

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.

The District is currently in the process of preparing contract documents to award a contract for repairs/upgrades/and inspections of its fuel farm (four 75,000 gallon tanks) used to store fuel for daily refueling of our ferry vessels.

## Looking to the Future

In 2019, with the completion of the Chase Center, home of the Golden State Warriors, the Ferry Division once again expanded service. Working with the Port of San Francisco, the Water Emergency Transportation Authority (WETA), the City of San Francisco, and the Golden State Warriors, a temporary ferry terminal was located at Pier 48 ½ in the Mission Bay area of downtown San Francisco until the permanent one can be built. The service began in October 2019. Initially, service will be solely for basketball games and other special events at the new Chase Center. It is likely, however, with the construction of the new facility to house the Golden State Warriors on the waterfront in San Francisco, and further development of the Mission Bay area, Golden Gate Ferry may once again expand regularly scheduled ferry service from the North Bay. The addition of regularly scheduled 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.

In mid-December 2019 the Sonoma Marin Area Rapid Transit (SMART) expanded its service to the Larkspur station (directly across the street from Golden Gate Ferry). District staff and marketing consultants worked closely with SMART and others to ensure ferry and train schedules were coordinated to provide convenient and reasonable connections. These efforts included promotional fares such as "Sail and Rail" and the Weekender Pass to further encourage the use of public transportation between the North Bay and San Francisco.

In early spring of 2020, Golden Gate Ferry and the District's Marketing Department completed its marketing study. The study targeted ferry reverse commute trips (from the city in AM and to the city in PM). The intent is to increase off-peak Larkspur ferry ridership by developing partnerships with tour groups, schools, and other businesses and organizations. These partners will include Larkspur ferry as part of their transportation program while moving groups of people between the North Bay and San Francisco.

# FY 20/21 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 and improve farebox recovery while expanding the service to meet passenger demand.

## FY 20/21 Project Focus

The following are capital projects that affect the Ferry Division and will be part of the District’s work plan focus for FY 20/21. Please refer to the Ferry Division’s Capital project detail for more description.

**FACILITIES**

- Ticketing Systems/TVMS
- Gangways & Piers – Design
- Gangways & Piers - Sausalito Construction
- Larkspur Ferry Service & Parking Expansion Preliminary Design Study

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**FERRY OPERATIONS**

- M.V. Del Norte, M.V. Napa, and M.V. Golden Gate Engine Rebuild/Capital Improvement
- M.S. Sonoma Refurbishment and Repower
- Capital Improvements for Ferry Fleet

## CHANGES FROM FY 19/20 ESTIMATED ACTUAL TO FY 20/21 PROPOSED BUDGET

### Revenues

The Ferry Division's FY 20/21 Proposed Revenues of \$11.5 million consists of:

- \$7.5 million from Fares
- \$3.5 million from State and Local Operating Grants
- \$0.5 million from Other Operating Income

Ferry Division's Proposed Revenues for FY 20/21 are projected to decrease by \$23 million, or 66.5% from the FY 19/20 Estimated Actual. The net decrease in FY 20/21 Proposed Budget Ferry revenue is attributed to the reduction of \$7.1 million in Ferry Transit fare revenues, a \$0.6 million in State Operating Assistance, \$1.0 million in Other Operating Income, and includes the first tranche of \$14.3 million in funding from the CARES Act. For FY20/21, transit fares include the fourth year of a five-year fare increase plan as approved by the Board. Due to the COVID-19 restrictions, the current projected ridership is forecasted to grow from 10% to 51% by end of FY 20/21. Fare revenue is projected at \$7.5 million for FY 20/21 using these growth rates. (Please see COVID-19 section for ridership growth assumptions.)

On March 27, 2020, the federal government granted the CARES ACT funding appropriated by the regional agency, MTC, estimated to the District of \$49.5 million. The District split the award between the Bus and Ferry system based on expenses. The Ferry Division is allocated \$14.3 million and assumed to be expensed all in FY 19/20.

### Expenses

The Ferry Division's FY 20/21 Proposed Operating Expenses total \$46.8 million. The Ferry Division's FY 20/21 Proposed Budget contains a \$4.9 million, or 11.7% increase over the FY 19/20 Estimated Actual expenses. The components of the changes to expenses are summarized in the table on the following page.

**SUMMARY OF CHANGES FROM FY 19/20 ESTIMATED ACTUAL TO  
FY 20/21 PROPOSED BUDGET  
(ALL FIGURES IN MILLIONS)**

<b>Labor</b>	
Increase in salaries due to re-funding of vacant positions.	\$1.6
Increase in payroll taxes for FY20/21	0.2
Increase in PERS contribution due to a re-funding of vacant positions and higher contribution rate	0.5
Increase in medical expenses for FY 20/21 due to re-funding of vacant positions and increase in annual costs	0.6
Decrease in postemployment benefits (OPEB) for FY 20/21	(0.1)
Increase in Workers' Compensation expenses for FY 20/21 due to lower than anticipated expenses in FY 19/20	0.2
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY19/20	(0.2)
<b>Professional Services</b>	
Projected increase in District-wide professional services fees for FY 20/21	0.1
Projected increase in District-wide legal services fees for FY 20/21	0.1
Decrease in facilities maintenance in FY 20/21 due to unanticipated repairs in FY 19/20	(0.3)
<b>Supplies and Other</b>	
Increase in projected fuel costs due to lower than anticipated price per gallon in FY 19/20 and temporary service reductions in FY 19/20	0.9
Decrease in repair and maintenance supplies in FY 20/21	(0.1)
Decrease in utilities for FY20/21	(0.1)
Increase in insurance cost for FY20/21 due to higher marine insurance	0.3
Increase in payouts of general liability due to lower than anticipated expenses in FY20/21	0.2
Re-funding of staff development expenses unused in FY 19/20	0.1
<b>Capital Contribution and Depreciation</b>	
Increase in depreciation due to capitalization of MS Marin repower and dry docking	0.9
<b>Total Change from FY 19/20 Estimated Actual to FY 20/21 Estimated Budget</b>	<b>\$4.9</b>

## FERRY DIVISION OPERATING BUDGET

	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Estimated Actual	FY 20/21 Proposed Budget
<b>Revenues</b>				
Transit Fares	\$20,212,537	\$20,586,700	\$14,582,736	\$7,507,500
Other Operating Income	1,886,822	1,270,900	1,556,145	535,300
State Operating Income	4,275,988	4,798,100	3,920,239	3,331,300
FTA Operating Assistance	0	0	0	172,000
CARES Act Funds	0	0	14,357,300	0
<b>Total Revenues</b>	<b>\$26,375,347</b>	<b>\$26,655,700</b>	<b>\$34,416,420</b>	<b>\$11,546,100</b>
<b>Percent Change</b>		<b>1.1%</b>	<b>29.1%</b>	<b>-66.5%</b>
<b>Expenses</b>				
Salaries	\$12,876,153	\$13,691,200	\$12,651,223	\$14,292,400
Fringe Benefits	9,563,293	10,286,700	9,478,876	10,697,300
Professional Services	5,534,232	4,568,900	5,148,778	5,032,900
Fuel & Related Taxes	5,620,261	6,129,500	5,395,662	6,328,500
Repair & Operating Supplies	1,314,276	1,872,200	1,988,722	1,727,600
Insurance, Taxes & Permits	1,601,201	1,470,600	1,356,908	1,858,800
Other	223,517	238,700	261,834	292,700
Lease & Rentals	40,758	55,900	39,008	49,600
<b>Subtotal Expenses</b>	<b>\$36,773,691</b>	<b>\$38,313,700</b>	<b>\$36,321,011</b>	<b>\$40,279,800</b>
Capital Contribution	4,000,000	4,000,000	4,000,000	4,000,000
Depreciation	1,666,784	1,767,700	1,621,796	2,566,000
<b>Total Expenses</b>	<b>\$42,440,475</b>	<b>\$44,081,400</b>	<b>\$41,942,807</b>	<b>\$46,845,800</b>
<b>Percent Change</b>		<b>3.9%</b>	<b>-4.9%</b>	<b>11.7%</b>
<b>Revenues Over/(Under) Expenses</b>	<b>\$(16,065,128)</b>	<b>\$(17,425,700)</b>	<b>\$(7,526,387)</b>	<b>\$(35,299,700)</b>

## Assumptions

- No salary increase for Coalition represented employees since their MOU is under negotiations nor for non-represented employees.
- Includes Employer MEBA (14.34%), IBU (21.4%-24.16%) and PERS contribution (34.61%).
- 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 \$8.5 million.
- Salaries include approximately \$1.4 million for casual employees for workforce relief and extra work assignments that are not included in the Ferry Division’s authorized positions listing.

### FERRY OPERATIONS DATA

	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Actual	FY 20/21 Proposed Budget
Transit Fares	\$20,212,537	\$20,586,700	\$14,586,700	\$7,507,500
Ridership	2,470,204	2,477,252	1,726,781	892,255
Average Fare	\$8.18	\$8.31	\$8.45	\$8.41
Clipper Fare Cost of Transaction per Patron	\$0.38	\$0.37	\$0.54	\$1.06

# FERRY DIVISION CAPITAL BUDGET

## Program Summary

The FY 20/21 Capital Budget for the Ferry Division totals \$7.3 million and represents 15% of the total agency’s capital budget. Major work and financial investment in FY 20/21 focuses on new and continuing projects, including M.V. Del Norte, M.V. Napa and M.V. Golden Gate Engine Main Engine Overhaul (1941), Capital Improvements for Ferry Fleet (2040), and M.S. Sonoma Refurbishment and Repower (1740).

Actual FY 19/20 capital expenditures for the Ferry Division totaled \$22.6 million, funded with \$3.4 million, or 15%, District funds and \$19.2 million, or 85%, in grant funds (See Appendix C).

## Completed Project

A total of one (1) project is anticipated for completion in FY 19/20.

### 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: A reduction of \$10,000 to \$50,000.]

### FERRY DIVISION CAPITAL BUDGET FY 20/21

Project Number and Description	Total Project	Prior Years	FY20/21 Budget	Future Years	FY 20/21 Funding	
					District	Other
<b>FERRY</b>	\$123,347,000	\$42,715,000	\$7,278,000	\$73,354,000	43%	57%
<b>FY21 - New Projects</b>	\$6,000,000	-	\$1,025,000	\$4,975,000	22%	78%
2140 - FY21 Ferry Vessel Rehab (FERRY)	4,000,000	-	1,000,000	3,000,000	20%	80%
2141 - LFT Fuel System Rehabilitation (FERRY)	2,000,000	-	25,000	1,975,000	100%	0%
<b>FY21 - Continuing Projects</b>	\$115,429,000	\$42,715,000	\$4,335,000	\$68,379,000	22%	78%
1740 - M.S. Sonoma Refurbishment and Repower (FERRY)	29,197,000	13,304,000	1,500,000	14,393,000	7%	93%
1441 - Gangways & Piers - Sausalito Construction (ENG)	22,560,000	25,000	100,000	22,435,000	20%	80%
1941 - M.V. Del Norte, M.V. Napa and M.V. Golden Gate Main Engine Overhaul (FERRY)	17,245,000	16,089,000	1,000,000	156,000	20%	80%

Project Number and Description	Total Project	Prior Years	FY20/21 Budget	Future Years	FY 20/21 Funding	
					District	Other
0503 - Gangway & Piers - Design (ENG)	11,863,000	9,354,000	150,000	2,359,000	14%	86%
1940 - Purchase New Vessel (FERRY)	11,000,000	-	50,000	10,950,000	13%	87%
2040 - Capital Improvements for Ferry Fleet (FERRY)	8,385,000	1,019,000	1,000,000	6,366,000	20%	80%
1944 - Ticketing Systems/TVMS/Door Replacement (ERC)	3,220,000	13,000	50,000	3,157,000	20%	80%
2041 - Corte Madera Marsh Restoration Construction (ENG)	3,040,000	-	50,000	2,990,000	100%	0%
9710 - Corte Madera Marsh Restoration Design (ENG)	2,809,000	2,519,000	50,000	240,000	100%	0%
1542 - SLEP: Larkspur, SF, Sausalito (Multiple)	1,740,000	328,000	50,000	1,362,000	11%	89%
1841 - Fuel System Rehab Des/Env (ENG)	1,500,000	13,000	200,000	1,287,000	100%	0%
2042 - Larkspur Ferry Service and Parking Expansion Env. Clearance and Prelim. Design Study (PLNG)	1,250,000	-	50,000	1,200,000	100%	0%
2043 - Water Jet Replacement (FERRY)	995,000	-	50,000	945,000	20%	80%
1945 - Renewable Diesel Pilot Program (FERRY)	560,000	-	25,000	535,000	100%	0%
1842 - Automatic Identification System (AIS) (FERRY)	65,000	51,000	10,000	4,000	100%	0%
<b>Capital Equipment</b>	<b>\$1,918,000</b>	<b>-</b>	<b>\$1,918,000</b>	<b>-</b>	<b>100%</b>	<b>0%</b>
2149 - Capital Equipment (FY21) (FERRY)	1,918,000	-	1,918,000	-	100%	0%
<b>Grand Total</b>	<b>\$123,347,000</b>	<b>\$42,715,000</b>	<b>\$7,278,000</b>	<b>\$73,354,000</b>	<b>43%</b>	<b>57%</b>
<b>Capital Fund Source – Ferry</b>						
District	\$29,670,000	\$8,259,000	\$3,101,000	\$18,310,000		
Other	93,677,000	34,456,000	4,177,000	55,044,000		
<b>Total</b>	<b>\$123,347,000</b>	<b>\$42,715,000</b>	<b>\$7,278,000</b>	<b>\$73,354,000</b>		

## Ferry Division FY 20/21 Capital Project Detail

### New Projects

#### **Project 2140 – Ferry Vessel Rehabilitation – \$4,000,000**

This project will perform schedule rehabilitation and capital improvements of the ferry vessel fleet. Projects are associated with propulsion system, inspection, and navigational equipment required to reach the full economic life of the ferry vessel, or mid-life replacement and rehabilitation of ferry propulsion systems in order for vessels to be able to reach their 25-year useful life. All projects are eligible for federal funding. [Operating Budget Impact: To be determined.]

#### **Project 2141 – Larkspur Ferry Terminal Fuel System Rehabilitation – \$2,000,000**

This project will rehabilitate the 20-year old fuel system at Larkspur Ferry Terminal. The project would involve leak detection, inspection of the tank bottom, installation of double-wall tanks, recoding and re-metering as necessary. [Operating Budget Impact: To be determined.]

### Continuing Projects

#### **Project 1740 – M.S. Sonoma Refurbishment and Repower – \$29,197,000**

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: Reduction of \$10,000 to \$50,000.]

#### **Project 1441 – Gangways & Piers – Sausalito Construction – \$22,560,000**

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 1941 – M.V. Del Norte, M.V. Napa and M.V. Golden Gate Main Engine Overhaul – \$17,245,000**

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 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: No significant impact.]

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

The District seeks to purchase a new, 500-passenger, high-speed ferry vessel in order to provide expanded commute service from Marin County to San Francisco. 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 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 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: To be determined.]

**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 boarding. 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 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. [Operating Budget Impact: To be determined.]

**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 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.]

**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 2149 – Capital Equipment – Ferry – \$1,918,000**

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

District Staffing by Department	FY 18/19 Year- End	FY 19/20 Budget	FY 19/20 Year- End	FY 20/21 Budget	Net Change FY 19/20 to FY 20/21
<b>Ferry Vessel Operations 410</b>					
Deckhand	23	23	23	22	(-1)/(e)
Deckhand Baseball	2	2	2	2	
Deckhand Lead	10	10	10	11	(1)/(e)
Maintenance Deckhand	1	1	1	1	
Mate	4	4	4	4	
Safety & Training Vessel Master	0	0	0	1	(1)/(e)
Seasonal Deckhand	3	3	3	3	
Seasonal Deckhand Lead	1	1	1	2	(1)/(b)
Seasonal Vessel Master	1	1	1	2	(1)/(b)
Supervising Vessel Master	1	1	1	1	
Vessel Master	12	12	12	11	(-1)/(e)
Vessel Master Baseball	1	1	1	1	
<b>Total</b>	<b>59</b>	<b>59</b>	<b>59</b>	<b>61</b>	<b>2</b>
<b>Ferry Terminal Operations 420</b>					
Director of Ferry Operations	1	1	1	1	0
Operations Manager	1	1	1	1	0
Operations Supervisor	5	5	5	5	0
Operations Supervisor Seasonal	2	2	2	2	0
Operation Analyst	1	1	1	1	0
Terminal Assistant	8	8	8	8	0
Terminal Assistant Seasonal Sausalito	2	2	2	2	0
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>0</b>
<b>Ferry Maintenance 430</b>					
Director of Engineering & Engineering	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	8	9	9	9	0
Mechanic Lead	3	3	3	3	0
Working Foreman Mechanic	1	1	1	1	0
<b>Total</b>	<b>18</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>0</b>

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

## Ferry Division

District Staffing by Department	FY 18/19 Year- End	FY 19/20 Budget	FY 19/20 Year- End	FY 20/21 Budget	Net Change FY 19/20 to FY 20/21
<b>Ferry Procurement 440</b>					
Buyer	1	1	1	1	0
Marine Procurement Officer	1	1	1	1	0
Total	2	2	2	2	0
<b>Ferry &amp; General Administration 490</b>					
Administrative Assistant	1	1	1	1	0
Deputy General Manager, Ferry Division	1	1	1	1	0
Total	2	2	2	2	0
<b>Ferry Division Totals</b>					
Total Authorized Positions	101	102	102	104	2
Regular Positions	100	101	101	103	2
Limited Term Positions	1	1	1	1	0

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

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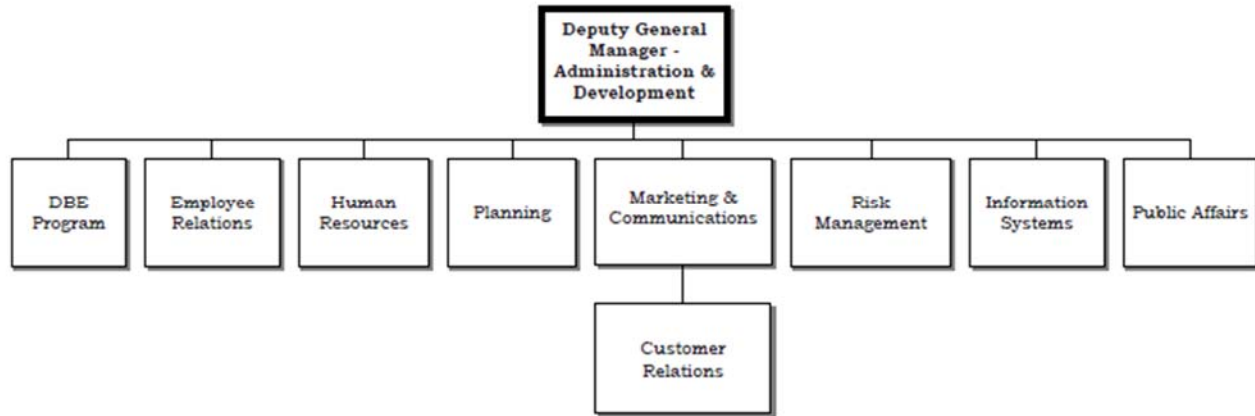
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# DISTRICT DIVISION PROFILE AND STATUS

## Administrative and Development Division



The Administration and Development Division is responsible for administrative functions for the District that include EEO 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 19/20 include:

### ***Customer-Focused Efforts***

- Completed a restructuring study of GGT Commute Bus Service in Central and Northern Marin County and implemented those changes in December 2019.
- Worked extensively with SMART to complete modifications to the Interim San Rafael Transit Center in anticipation of the extension of SMART rail service through the Transit Center in December 2019.
- Implemented an MTC Means Based Fare Program on GGT Bus and GG Ferry.
- Completed the purchase of 17 replacement paratransit vehicles for intercounty and Marin intracounty service.
- Real-Time Transit Information – Partnered with Transit app to deliver real-time bus arrival times to customers and included a Transit widget on the website to provide the same information. Launched the IVR with real-time information and incorporated it into the customer service center’s phone system.
- Website Redesign – Launched a new District website that includes many upgraded features such as improved navigation and functionality, redesigned maps, real-time bus arrival times and a responsive design based upon what type of device the customer is using (desktop, mobile, or tablet).

- Customer Service Improvements – Identified safety vulnerabilities at the customer service center and implemented improvements such as installing bulletproof glass and a camera system.
- Build Off-Peak Ferry Ridership – Developed a program to increase ridership at Larkspur ferry during off-peak periods targeting tour groups, senior centers, schools, and mothers clubs. Developed a Visit Marin ferry rack card and distributed to San Francisco hotels and the Port of San Francisco cruise ship terminal.
- SMART’s Larkspur Extension – Developed two promotional fare programs (Weekender Pass and Sail & Rail) to encourage the use of the ferry/train combination for travel during off-peak periods.

### **Employee-Focused Efforts**

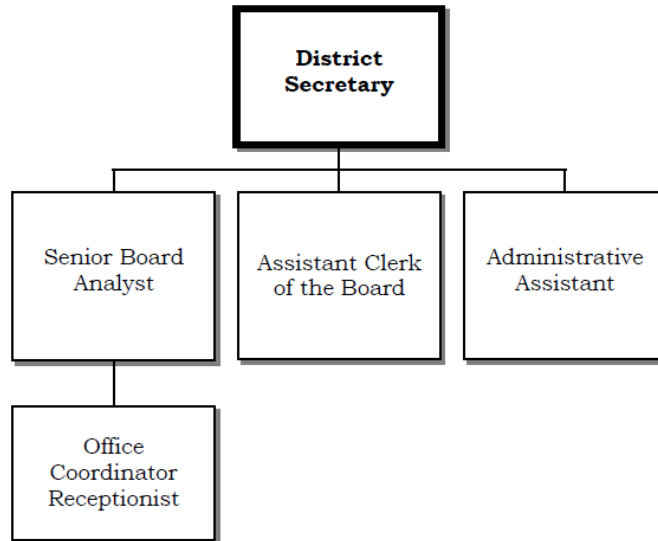
- Employee Development Program – Developed a professional development program to target candidates as they finish their academic studies and transition them into positions that align with their career aspirations.
- Automation of Employee-Focused Activities - Implemented new technologies to automate employee-related activities (NeoGov and TestVault), creating efficiencies in recruiting and hiring employees, and administering the federal drug and alcohol testing program.
- Mental/Emotional Health Support – Launched a branded web portal/app, Credible Minds, which offers support resources in over 100 topics, such as anxiety, depression, stress, sleep, meditation, and meaning and purpose. This portal/app provides access to a variety of resources (apps, podcasts, videos, articles, books), evidence-based approaches that are known to help with various mental health and spiritual growth issues, and suggests next steps or District-available resources.
- Succession Planning Program – This component of the Employee Development Program would afford current and future employees the benefit of a defined career path and advancement opportunities. Under this program, there would be clearly defined benchmarks that, once employees reach the top step of their existing position, they may be able to transition into the next, more progressively responsible position.
- Equal Employment Opportunity/Affirmative Action Plan 2019-2023 - In compliance with Federal Transit Laws that require the District to commit to equal employment opportunity and affirmative action, the EEO Officer conducted a utilization analysis and assessment of employment practices to ensure non-discrimination in employment decisions. The EEO Program was submitted to the Federal Transit Administration on March 1, 2020, as required by the United States Department of Transportation Circular 4704.1A, Equal Employment Opportunity Program Guidelines for Grant Recipients of the Federal Transit Administration.
- DOT/FTA Drug Program Efficiencies – Implemented 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, and newly revised drug training booklets.

- Launched an Alternative Dispute Resolution program for Mechanics to expedite treatment for employees not at work due to a Workers' Compensation injury.
- Collaboration with all divisions' safety culture by attending and providing streamlined processes, to include safety meetings, blood lead testing, pulmonary testing, etc.

### **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 compliance regulations of 49 C.F.R. Part 26. This new system eliminated the District's paper-based process for monitoring and reporting Disadvantaged Business Enterprise (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.
- Initiated consultant work on the Environmental Screening Phase of the San Rafael Transit Center Relocation Study to obtain environmental clearance of a preferred alternative; scheduled a public meeting in Spring 2020 to review the findings of the technical analysis to screen the three build alternatives against a "no-build" alternative. Met with the Federal Transit Administration to review study goals and potential funding opportunities.
- Provided extensive monitoring of the District's ADA mandated paratransit contract and ensured that the contractor met prescribed maintenance and service delivery requirements.
- Developed a leasing strategy for District properties.
- Initiated the selection process for a consultant for the Environmental Analysis of Larkspur Ferry Service and Parking Expansion.
- Completed work on the first phase of the GGT Bus Stop Inventory and ADA Assessment, as well as an ADA compliance review of the District's facilities.
- Reduced open Workers Compensation cases from over 245 to 200, reducing District liability by \$1.785 million (through October 31, 2019).

## District Secretary

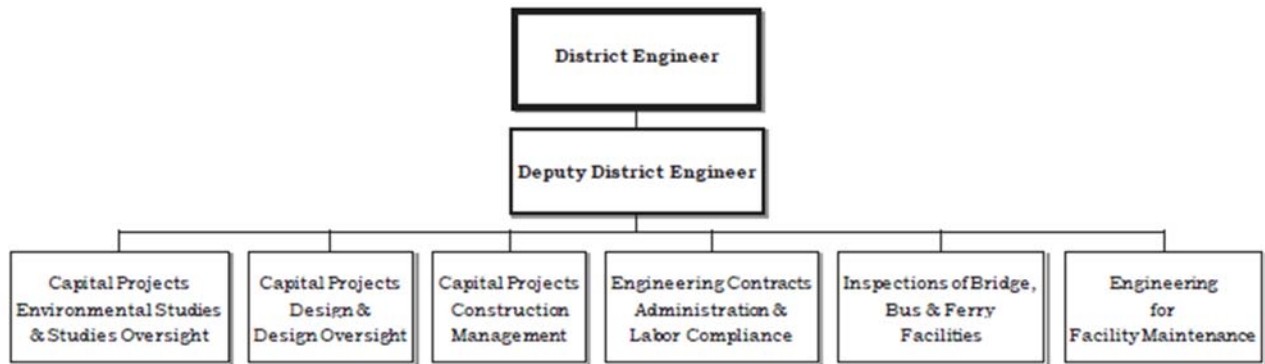


The Office of the District Secretary (DS Office) ensures the Board of Directors (Board) has the proper advice, resources and tools to discharge its fiduciary duties. The DS Office is responsible for planning, organizing and executing Standing and Advisory Committee meetings, regular and special Board 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 some District-wide formal bids and proposals. The DS Office also coordinates meetings of the Golden Gate Bridge, Highway and Transportation District and the 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 support the District’s Green Initiatives and 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 fact, in FY 19/20, the DS Office continued its efforts to preserve the District’s original records by playing a key role in the E-Document Conversion project. The DS Office also continued to help departments with their retention standards and preparations for E-Document conversion. The E-Document Conversion project frees up physical space, makes records available for a broader audience, lessens the handling of fragile records, and encourages the departmental reduction of paper consumption over time.

In FY 20/21, the DS Office will continue working on the E-Document Conversion project, and will work with the Information Systems Department to encourage the departments to utilize OnBase as the repository of records. By using OnBase, staff will be able to more readily retrieve and destroy records to meet District 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.

## District Division

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In January 2019, the Engineering Department commenced the next cycle of its biennial bridge inspection program, beginning with inspections of the Suspension Bridge fracture critical elements. The underwater inspections of the Golden Gate Bridge south and north tower piers were completed and final sonar scanning and inspection reports were submitted in August 2019. 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 95% completion. The project is scheduled to be advertised for construction in FY 20/21.

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 20/21.

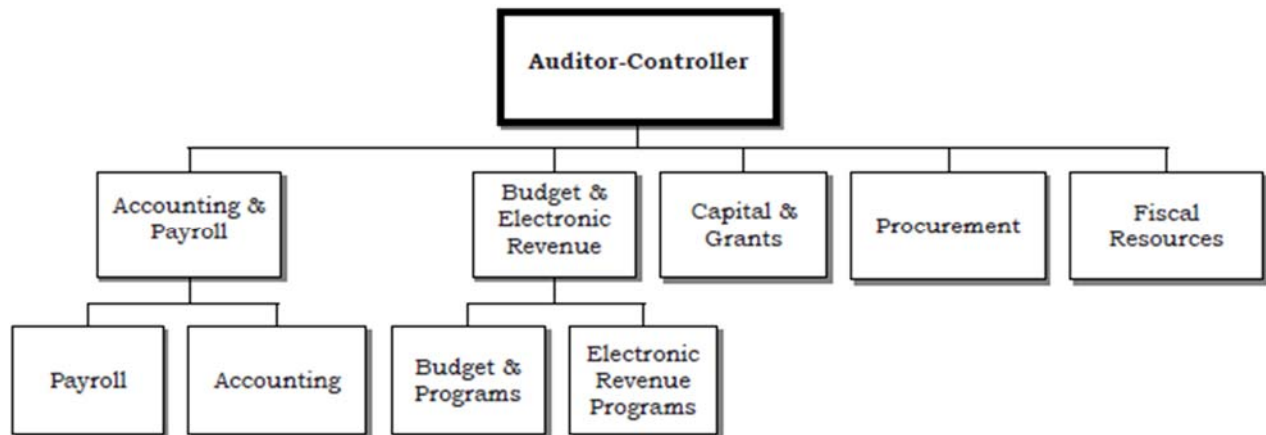
The Engineering Department and its design consultant continued work on the design of the Sausalito Ferry Terminal Gangway and Piers project. The design drawings were finalized and staff and consultant are working to secure the final permits and agreements necessary to advertise the project for construction.

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. The Board awarded the contract for the San Francisco Ferry Terminal Outer Berth Hydraulic Ramp Repair in August 2019 and construction was completed in March 2020.

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 November 2019, the USACOE issued their Nation Wide Permit (NWP) 27 authorization for the project. The project is scheduled to be under construction in FY 20/21.

In support of Bus Division operations, 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. Staff met with the Water Board and presented the Novato site cleanup project schedule for completing design and commencing construction. The project is scheduled to be under construction in FY 20/21.

## 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.

In response to COVID-19, the Finance Department has sought out and procured emergency supplies and personal protective equipment, developed and implemented a system to track expenses, and sought out and applied for emergency grant revenues. The Department has also consistently reported on the activities of the District to many external partners and developed models to determine the financial impact of COVID-19 on the District's revenue and on the length of time for the spend down of its reserves.

The Accounting and Budget Departments have published another set of award-winning financial documents. Last year's Comprehensive Annual Financial Report and the Adopted Budget for FY 19/20 made the District's finances transparent and understandable to government officials and the public. These books were created with the cooperation of many employees across all District Divisions and we greatly appreciate their contributions.

The Payroll Department contributed to the implementation of the District's new timekeeping system, Kronos, which is over 90% complete and in use by 450 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. The Department also processes 64 pay periods a year for over 850 employees.

In support of the District's FY 19/20 Budget, the Capital and Grant Programs Department secured approximately \$85 million in federal, state and local grant funds, including \$15 million for the Suicide Deterrent and Wind Retrofit projects and \$10 million for the purchase of a new, high-speed ferry vessel.

The District continues to implement initiatives under its first draft Transit Asset Management (TAM) Plan, including assessing the condition of the District's facilities, analyzing scenarios for long-term needs versus available funding, and developing business processes for asset management.

## District Division

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The Budget Department developed a cost model for the Bus and Ferry divisions that associates all actual costs and revenues allocated to each bus route and each ferry service. The cost model also calculates performance measures (e.g., average cost per passenger, fare per passenger, farebox recovery, etc.) and provides trends analyses to help develop more accurate future projections.

The Electronic Revenue Collection (ERC) Department continues to make customer payments for District services simple and secure. ERC successfully implemented the third toll rate tier for One-Time Payments and License Plate Accounts. This new toll tier incentivizes toll customers to proactively pay tolls rather than wait for a Toll Invoice to be sent. ERC also collaborated with Engineering on the design requirements for the new Toll Gantry Structure, and the department continues to update the software and reporting design for the new toll gantry host system.

Working closely with the Bus and Ferry Divisions, ERC continues the refinement of the District's needs for Clipper 2.0. The District entered into contract and began development on the next generation Ticket Vending Machines, with a deployment anticipated end of 2020. Additionally, ERC represented the District on the CTOC Technical, Legislative, and Marketing & Communications committees, meeting with peer agencies and toll operators in other states to discuss and refine tolling interoperability and move forward with nationwide solutions.

The Procurement Department once again was honored with the 2019 Achievement of Excellence in Procurement Award from the National Procurement Institute. This annual program recognizes procurement organizations that embrace Innovation, Professionalism, Productivity, Leadership and e-Procurement functions that result in excellence. In October of 2019 the Director of Procurement received the Carlton N. Parker Award for Outstanding Service. This is the most prestigious award presented by the National Procurement Institute. The criteria for receiving the award require that the nominee must have made outstanding contributions to the development and progress of NPI and the public procurement profession.

The Procurement Department has made numerous changes over the last year to include two new hires and two position reclassifications that provide for greater flexibility and a more productive and efficient work force. These changes are helping to align the strategic focus of our Department with the goals and objectives of our customers.

## **Legal Department**

The Legal Division's role and responsibilities for the District involve a combination of preventative and defensive applications. The preventative element includes day-to-day counseling, legal analysis and research on matters such as procurement, public meetings, real estate, finance, construction, Title VI and CEQA, and risk prevention strategic advice, as well as document preparation and negotiations to assist with the implementation of the goals and objectives that the Board of Directors has formulated for the District. This aspect necessitates close involvement and interaction with the District's Management Team and the Board. Given the varied nature of its multiple businesses in Bridge, Bus, and Ferry, the District necessarily is subject to a wide array of federal, state, and local laws and regulations and requirements. In this heavily regulated setting, the Legal Division assists the Management Team and the Board in formulating plans for projects that identify on the front end legal issues that are likely to arise and present challenges to the implementation of the Board's objectives by Staff. In that context, those in the Legal Division see themselves as project facilitators offering creative solutions to help staff advance the District's interests and move in the desired direction. Rather than explaining that the law constitutes an insurmountable roadblock, the Legal Division prides itself in finding appropriate, practical, and workable solutions.

Just as with the preventative side, the defensive element of legal services requires a broad array of specialized legal expertise, given the breadth and depth of the District's business and corresponding needs. The defensive element necessarily includes responding to claims that inevitably arise out of the wide range of business activities of the District, as well as bringing civil actions when warranted to assist the District in achieving its goals or protecting its interests. Construction and contract, labor and employment, civil rights, class actions, Jones Act, and personal injury claims are the most prevalent categories of claims and litigation that the District encounters both in the California and federal trial and appellate courts.

Each and every member of the Legal Division greatly appreciates the opportunity to serve the District, its Board, and staff.

## FY 20/21 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, EEO, 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, harassment prevention 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. Conduct recruitment outreach to women and minority groups as well as veterans and organizations assisting individuals with disabilities. Expand outreach efforts to increase DBE and SBE participation in the marine industry.

### **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 19/20 ESTIMATED ACTUAL TO FY 20/21 PROPOSED 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 20/21 Proposed Operating Expenses total \$37.7 million. The District Division's FY 20/21 Proposed Budget contains an increase of \$5.0 million, or 15.2%, above FY 19/20 Estimated Actual expenses. The components of the changes to the expenses are summarized in the table on the following page.

**SUMMARY OF CHANGES FROM FY 19/20 ESTIMATED ACTUAL TO  
FY 20/21 PROPOSED BUDGET  
(ALL FIGURES IN MILLIONS)**

Net Changes to Labor and Fringe Benefits*	
Increase in salaries due to re-funding of vacant positions.	\$1.6
Increase in payroll taxes for FY 20/21 due to 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 20/21 due to a re-funding of vacant positions and increase in annual costs	0.6
Increase in workers' compensation for FY 20/21	0.3
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY 19/20	(0.7)
Professional Services	
Increase in expenses associated with re-funding of consulting services not used in FY 19/20	1.6
Increase in Information Systems department consulting services associated with assisting operating Divisions with data analysis	0.3
Decrease in legal and litigation fees due to lesser projected activity for FY 20/21	(0.1)
Decrease in FY 20/21 District Division temporary help services compared to FY 19/20	(1.2)
Supplies and Other	
Increase in repair and operating supplies for FY 20/21	0.3
Re-funding of staff development expenses unused in FY 19/20	0.4
Capital Contribution and Depreciation	
Increase in depreciation due to capitalization of Website redesign, radio system upgrade, electronic timekeeping and disaster recovery improvements	0.6
<b>Total Change from FY 19/20 Estimated Actual to FY 20/21 Proposed Budget</b>	<b>\$5.0</b>

\*Labor and Fringe Benefits

ICAP: The FY 20//21 Proposed Budget assumes \$2.6 million, as compared to \$2.1 million in FY 19/20, 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 20/21 Proposed Budget assumes 50%, which is the same percentage used in FY 19/20, 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 \$3.2 million, for FY 19/20 Estimated Actual.

## DISTRICT DIVISION OPERATING BUDGET

	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Estimated Actual	FY 20/21 Proposed Budget
<b>Expenses</b>				
Salaries	\$12,230,593	\$13,658,600	\$12,794,090	\$14,416,300
Fringe Benefits	9,028,556	9,810,900	8,733,594	10,255,200
Professional Services	8,440,279	8,977,500	8,707,711	9,316,300
Repair & Operating Supplies	998,381	1,052,700	927,755	1,129,600
Insurance, Taxes & Permits	53,566	75,400	64,452	80,400
Other	816,442	942,100	589,871	959,000
Lease & Rentals	3,638	3,000	4,350	4,200
<b>Subtotal Expenses</b>	<b>\$31,571,455</b>	<b>\$34,520,200</b>	<b>\$31,821,823</b>	<b>\$36,161,000</b>
Depreciation	823,894	1,214,800	899,471	1,546,300
<b>Total Expenses</b>	<b>\$32,395,349</b>	<b>\$35,735,000</b>	<b>\$32,721,294</b>	<b>\$37,707,300</b>
<b>Percent Change</b>		<b>10.3%</b>	<b>-8.4%</b>	<b>15.2%</b>
<b>District Transfers</b>				
Bridge Division	\$12,085,877	\$13,447,500	\$12,690,274	\$13,449,500
Bus Division	12,813,866	15,103,600	13,572,494	15,721,600
Ferry Division	7,495,606	7,183,900	6,458,526	8,536,200
<b>Total Transfers</b>	<b>\$32,395,349</b>	<b>\$35,735,000</b>	<b>\$32,721,294</b>	<b>\$37,707,300</b>

### Assumptions

- No salary increase for Coalition represented employees since their MOU is under negotiations nor non-represented employees.
- Includes Employer PERS contribution of 34.61%.
- 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 20/21 Capital Budget for the District Division totals \$3.6 million and represents 7% of the total agency's capital budget. The FY 20/21 capital program focuses on improving the District's asset management program (2010) and upgrading or replacing the District's financial/HR/payroll management (1810), ACIS/INIT (1811), and asset and vehicle fluid management (1812) systems. The budget also introduces new projects to upgrade the District's systems to current technology.

Actual FY 19/20 capital expenditures for the District Division totaled \$1.4 million, funded with \$1.2 million, or 86%, District funds and \$0.2 million, or 14%, grants funds (See Appendix C).

### Completed Projects

The District Division anticipates completion of three (3) Capital Projects in FY 19/20.

#### **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 1518 – Website Redesign – \$532,000**

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

#### **Project 1914 – Technology Improvements – \$269,000**

The project includes 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.]

## DISTRICT DIVISION CAPITAL BUDGET FY 19/20

Project Number and Description	Total Project	Prior Years	FY20/21 Budget	Future Years	FY 20/21 Funding	
					District	Other
<b>DISTRICT</b>	\$17,632,000	\$4,607,000	\$3,566,000	\$9,459,000	80%	20%
<b>FY21 - New Projects</b>	\$561,000	-	\$171,000	\$390,000	90%	10%
2110 - On-Site Medical Trailer Infrastructure (ENG)	\$250,000	-	\$50,000	\$200,000	100%	0%
2111 - Technology Improvements (2021) (IS)	240,000	-	50,000	190,000	100%	0%
2113 - Trailer B Remodel (A&D/PROC)	51,000	-	51,000	-	100%	0%
2112 - Video Archive (A&D/PA)	20,000	-	20,000	-	100%	0%
<b>FY21 - Continuing Projects</b>	\$16,961,000	\$4,607,000	\$3,285,000	\$9,069,000	78%	22%
1810 - Financial/HR/Payroll Management System (IS)	\$4,500,000	\$409,000	\$500,000	\$3,591,000	100%	0%
1712 - Transit Scheduling System (IS)	2,666,000	1,582,000	250,000	834,000	100%	0%
1513 - Electronic Timekeeping System (IS)	1,505,000	1,160,000	10,000	335,000	100%	0%
1811 - Hardware/Software for ACIS/INIT (IS)	1,005,000	493,000	500,000	12,000	20%	80%
1812 - Asset and Vehicle Fluid Management System (IS)	1,000,000	76,000	400,000	524,000	20%	80%
2010 - Asset Management Strategic Program (IS)	985,000	53,000	700,000	232,000	100%	0%
1816 - Document Management System (IS)	800,000	90,000	50,000	660,000	100%	0%
1713 - ADS ACIS data radio replacement (IS)	700,000	-	50,000	650,000	100%	0%
2018 - Financial Management System Upgrade (IS)	700,000	-	250,000	450,000	100%	0%
1916 - San Rafael A&D Admin Office Improvements (FIN/A&D)	471,000	215,000	50,000	206,000	100%	0%
1911 - Cyber Security Improvements(IS)	408,000	197,000	50,000	161,000	100%	0%
2011 - Email to Office 365 Migration (IS)	375,000	54,000	75,000	246,000	100%	0%
1912 - Manage Detection and Response Services (IS)	360,000	-	50,000	310,000	100%	0%
2012 - Cloud Migration Initiative (IS)	319,000	36,000	75,000	208,000	100%	0%
1913 - Disaster Recovery Improvements (2019) (IS)	318,000	236,000	50,000	32,000	100%	0%
2017 - Video Conferencing (IS)	299,000	6,000	50,000	243,000	100%	0%

**District Division**

Project Number and Description	Total Project	Prior Years	FY20/21 Budget	Future Years	FY 20/21 Funding	
					District	Other
1960 - Farebox System Upgrade (IS)	245,000	-	50,000	195,000	100%	0%
2013 - Electronic Timekeeping System Upgrade (FIN/IS)	155,000	-	50,000	105,000	100%	0%
2014 - IS Strategic Planning (IS)	150,000	-	75,000	75,000	100%	0%
<b>Capital Equipment</b>	<b>\$110,000</b>	<b>-</b>	<b>\$110,000</b>	<b>-</b>	<b>100%</b>	<b>0%</b>
2119 - Capital Equipment (FY21) (Multiple)	\$110,000	-	\$110,000	-	100%	0%
<b>Grand Total</b>	<b>\$17,632,000</b>	<b>\$4,607,000</b>	<b>\$3,566,000</b>	<b>\$9,459,000</b>	<b>80%</b>	<b>20%</b>
<b>Capital Fund Source - District</b>						
District	\$16,028,000	\$4,152,000	\$2,846,000	\$9,030,000		
Other	1,604,000	455,000	720,000	429,000		
<b>Total</b>	<b>\$17,632,000</b>	<b>\$4,607,000</b>	<b>\$3,566,000</b>	<b>\$9,459,000</b>		

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## District Division FY 20/21 Capital Project Detail

### **New Projects**

#### **Project 2110 – On-Site Medical Trailer Infrastructure – \$250,000**

This project will fund an on-site medical nurse practitioner, with physical therapist and medical assistant to provide ergo, injury triage, pre-employment physicals, drug testing, annual audio and blood lead testing, physical therapy, random drug testing with cardio equipment and access to all employees on site each shift that the District is open. [Operating Budget Impact: To be determined.]

#### **Project 2111 – Technology Improvements (2021) – \$240,000**

This project will include the research, acquisition and implementation of a new network and server designed to provide for the latest technology. These improvements are going to be in hardware and also in software as upgrades are needed. [Operating Budget Impact: To be determined.]

#### **Project 2113 – Trailer B Remodel – \$51,000**

This project will update Trailer B at the Toll Plaza Administrative Building to include four new cubicles (new furniture), install two standing desks for two offices, and purchase new file cabinets, and storage cabinets. [Operating Budget Impact: To be determined.]

#### **Project 2112 – Video Archive – \$20,000**

This project will digitize all archival video and film content created and stored by the District and create a library to easily access content in the archive. [Operating Budget Impact: To be determined.]

### **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: Increase of \$50,000 to \$100,000.]

**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 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 – \$1,005,000**

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 was moved back into the budget in FY 19/20. [Operating Budget Impact: To be determined.]

**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: To be determined.]

**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 2018 – Financial Management System Upgrade – \$700,000**

The project will provide technical and project management support for the migration of IFAS to Finance Enterprise, upgrading the Financial Management System. [Operating Budget Impact: To be determined.]

**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 1916 – San Rafael A&D Admin Office Improvements – \$471,000**

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 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 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: To be determined.]

**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 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: To be determined.]

## **District Division**

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### **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 2017 – Video Conferencing – \$299,000**

This project implements video conferencing endpoints in main conference rooms at the Bridge, San Rafael and Larkspur. Implementing such a system would reduce the need to travel between sites for internal meetings. [Operating Budget Impact: No significant impact.]

### **Project 1960 – Farebox System Upgrade – \$245,000**

This project is to upgrade the District's current Farebox System. [Operating Budget Impact: To be determined.]

### **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: To be determined.]

### **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: To be determined.]

## **Capital Equipment**

### **Project 2119 – Capital Equipment – District – \$110,000**

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

District Staffing by Department	FY 18/19 Year-End	FY 19/20 Budget	FY 19/20 Year-End	FY 20/21 Budget	Net Change FY 19/20 to FY 20/21
<b>Administration &amp; Development 101</b>					
Administrative Assistant	1	1	1	1	0
Deputy GM, Administration & Development	1	1	1	1	0
Director of Public Affairs	1	0	0	0	0
DBE Program Administrator	1	1	1	1	0
Leaves Analyst	1	1	1	1	0
Manager of EEO & Compliance Programs	1	1	1	1	0
Public Affairs Specialist	1	0	0	0	0
Total	7	5	5	5	0
<b>Customer Relations 102</b>					
Customer Relations Assistant	6	6	6	6	0
Customer Relations Supervisor	1	1	1	1	0
Total	7	7	7	7	0
<b>Risk Management 103</b>					
Director of Risk Management & Safety	1	1	1	1	0
Environmental Health & Safety Specialist	1	1	1	1	0
Security Emergency Management Specialist	1	1	1	1	0
Workers' Comp/Liability Claims Admin.	1	1	1	1	0
Total	4	4	4	4	0
<b>Human Resources 104</b>					
Human Resources Administrator	1	1	1	1	0
Human Resources Analyst	2	2	4	4	0
Human Resources Analyst - Admin.	1	1	1	1	0
Human Resources Coordinator	3	3	3	3	0
Human Resources Director	1	1	0	0	0
Human Resources Manager/Admin.	1	1	2	2	0
Human Resources Technician	1	1	1	1	0
Senior Human Resources Analyst	1	1	0	0	0
Total	11	11	12	12	0
<b>Information Systems 105</b>					
Business Information Systems Engineer	4	4	4	4	0
Chief Technology Director	1	1	1	1	0
Help Desk	1	1	0	0	0
Database Engineer	1	1	1	1	0
Information System Manager	2	2	2	0	(-2)/(e)

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

## District Division

District Staffing by Department	FY 18/19 Year-End	FY 19/20 Budget	FY 19/20 Year-End	FY 20/21 Budget	Net Change FY 19/20 to FY 20/21
Network Administrator	1	1	1	1	
Senior Project Manager	1	1	1	1	0
Payroll/HRIS Systems Analyst	0	0	0	1	(1)/(c)
Project Manager	2	2	2	2	0
Senior Business Info Systems Engineer	3	3	3	3	0
Senior Desktop Systems Administrator	1	1	1	1	0
Senior Information Systems Manager	0	0	0	2	(2)/(e)
Senior Network Administrator	1	1	1	1	0
Senior System Administrator	2	2	2	2	0
Senior System Engineer	1	1	1	1	0
System Administrator, PC Support	1	1	2	2	0
<b>Total</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>23</b>	<b>1</b>
<b>Marketing &amp; Communications 106</b>					
Art Supervisor	1	1	1	1	0
Digital Communications Program Manager	0	1	1	1	0
Marketing and Communications 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
<b>Total</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>0</b>
<b>Planning 107</b>					
ADA Compliance & Program Manager	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
Manager of Real Estate Services & Property Development	1	1	1	1	0
Manager Traffic Engineering & Transit Facilities	0	0	0	1	(1)/(e)
Principal Planner	3	3	3	2	(-1)/(e)
Senior Planner	1	1	1	1	0
<b>Total</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>0</b>
<b>District Secretary 111</b>					
Administrative Assistant	1	1	1	1	0
Assistant Clerk to the Board	1	1	1	1	0
Office Coordinator	0	1	1	1	0
Office Specialist	1	0	0	0	0
Secretary of District	1	1	1	1	0
Senior Board Analyst	1	1	1	1	0
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>

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

District Staffing by Department	FY 18/19 Year-End	FY 19/20 Budget	FY 19/20 Year-End	FY 20/21 Budget	Net Change FY 19/20 to FY 20/21
<b>Engineering 120</b>					
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	1	1	1	1	0
Executive Assistant to District Engineer	1	1	1	1	0
Facilities Engineer	1	1	1	1	0
Senior Civil Engineer	14	14	14	14	0
Senior Electrical Engineer	1	1	1	1	0
Senior Engineer	1	1	1	1	0
Senior Engineering Design Technician	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	40	40	40	40	0
<b>Finance 130</b>					
Administrative Assistant	1	1	1	0	(-1)/(e)
Auditor-Controller	1	1	1	1	0
Finance Administrative Analyst	0	0	0	1	(1)/(e)
Director of Fiscal Resources	1	1	1	1	0
Total	3	3	3	3	0
<b>Accounting 131</b>					
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
<b>Budget &amp; Analysis 133</b>					
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

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

## District Division

District Staffing by Department	FY 18/19 Year-End	FY 19/20 Budget	FY 19/20 Year-End	FY 20/21 Budget	Net Change FY 19/20 to FY 20/21
<b>Capital &amp; Grant Programs 134</b>					
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
<b>Payroll 136</b>					
Assistant Payroll Manager	2	2	2	1	(-1)/(c)
Payroll Manager	1	1	1	1	0
Payroll Timekeeping Specialist	3	3	3	3	0
Total	6	6	6	5	(1)
<b>Procurement &amp; Retail Operations 137</b>					
Contracts Officer	1	1	1	1	0
Assistant Procurement Specialist	0	0	2	2	0
Office Specialist	1	1	0	0	0
Procurement Analyst	1	1	0	0	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	3	3	0
Total	7	7	9	9	0
<b>General Manager 140</b>					
Administrative Assistant	1	1	1	1	0
Executive Administrator to the GM	0	0	0	1	(1)/(a)
Executive Assistant to the GM	1	1	1	0	(-1)/(a)
General Manager	1	1	1	1	0
Total	3	3	3	3	0
<b>Public Affairs 141</b>					
Director of Public Affairs	0	1	1	1	0
Public Affairs Specialist	0	1	1	1	0
Total	0	2	2	2	0
<b>District Division Totals</b>					
Total Authorized Positions	146	147	150	150	0
Regular Positions	145	146	149	149	0
Limited Term Positions	1	1	1	1	0

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

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

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## APPENDIX A - NET POSITION AVAILABLE FOR NEW CAPITAL PROJECTS OR OPERATIONS

Category		Estimated Balance 07/01/2020
Available Net Position before Long Term Deferred Outflows, Liabilities , Deferred Inflows, Board Designated Reserves and Other Reserves (Note 1)	A	\$(54,000,000)
<b>Long Term Deferred Outflows, Liabilities &amp; Deferred Inflows (Note 2)</b>		
CalPERS Retirement Pension Deferred Outflows, Deferred Inflows & Liabilities		102,700,000
Golden Gate Transit Amalgamated Retirement Pension Deferred Outflows, Liabilities & Deferred Inflows		106,800,000
District Other Post Employment Benefits (OPEB) Deferred Outflows, Liabilities & Deferred Inflows		100,700,000
<b>Subtotal: Long Term Deferred Outflows, Liabilities &amp; Deferred Inflows</b>	<b>B</b>	<b>310,200,000</b>
<b>Available Net Position before Board Designated Reserves and Other Reserves</b>		<b>256,200,000</b>
<b>Fiscal Year 2020 Board Designated Reserves and Other Reserves</b>		
Operating Reserve (Note 3)		(17,500,000)
Emergency Reserve (Note 4)		(8,200,000)
Bridge Self Insurance Loss Reserve (Note 5)		(18,500,000)
<b>Subtotal: Fiscal Year 2020 Board Designated Reserves and Other Reserves</b>	<b>C</b>	<b>(44,200,000)</b>
<b>Net Position (Reserves) Available Before Committed Capital Projects</b>	<b>A+B+C</b>	<b>212,000,000</b>
<b>Fiscal Year 2020 Committed Capital Projects (District Funded Portion Only)</b>		
Bridge		(76,400,000)
Transit		(35,600,000)
<b>Subtotal: Fiscal Year 2020 Committed Capital Projects (District Funded Portion Only)</b>	<b>D</b>	<b>(112,000,000)</b>
<b>Net Position Available for New Capital Projects or Operations as of 6/30/20</b>	<b>A+B+C+D</b>	<b>\$100,000,000</b>

Category		Estimated Balance 07/01/2021
<b>Beginning Net Position Available for New Capital Projects or Operations</b>	<b>A+B+C+D</b>	<b>\$100,000,000</b>
Add Unspent Capital Project Balances from Fiscal Year 2020		92,400,000
Add Budgeted Net Income/Loss for Fiscal Year 2021 (Note 7 & Note 8)		32,265,000
<b>Available Net Position before Board Designated Reserves and Other Reserves</b>	<b>E</b>	<b>224,665,000</b>
<b>Change in Fiscal Year 2021 Board Designated Reserves and Other Reserves</b>		
Change in Operating Reserve (Note 6 & 9)		(700,000)
Change in Emergency Reserve (Note 10)		(300,000)
Change in Bridge Self Insurance Loss Reserve (Note 11)		(1,300,000)
<b>Subtotal: Change in Fiscal Year 2021 Board Designated Reserves and Other Reserve</b>	<b>F</b>	<b>(2,300,000)</b>
<b>Net Position (Reserves) Available Before Committed Capital Projects</b>	<b>A+B+C+D+E+F</b>	<b>222,365,000</b>
<b>Change in Fiscal Year 2021 Committed Capital Projects (District Funded Portion Only)</b>		
Bridge		(91,800,000)
Transit		(55,500,000)
<b>Subtotal: Fiscal Year 2021 Committed Capital Projects (District Funded Portion Only)</b>	<b>G</b>	<b>(147,300,000)</b>
<b>Net Position Available for New Capital Projects or Operations as of 6/30/21</b>	<b>A+B+C+D+E+F+G</b>	<b>\$75,065,000</b>

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: The Bridge Self-Insurance Reserve (BSIR) was created by the Board in Fiscal Year (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.
- Note 6: To fund reserves to required contributions, additional contributions will be made.
- Note 7: Appendix A assumes, as does the rest of the document, that the staff and Board will balance the budget before the year's end.
- Note 8: FY 20/21 budgeted net operating income/loss is adjusted to exclude funded capital contributions, Bridge self-insurance reserves, restricted Local, State and Federal grant funds for capital projects and depreciation.
- Note 9: Change in Operating Reserve is calculated by multiplying FY 20/21's operating budget with 7.5% less FY 19/20's Operating Reserve plus additional contributions as discussed in Note 6.
- Note 10: Change in Emergency Reserve is calculated by multiplying FY 20/21's operating budget with 3.5% less FY 19/20's Emergency Reserve.
- Note 11: Change in Bridge Self-Insurance Loss Reserve is calculated by subtracting FY 20/21's reserve from FY 19/20's reserve.

**APPENDIX B**  
**COMMERCIAL PAPER BUDGETING COVENANT**  
**CERTIFICATE OF THE DISTRICT**

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## APPENDIX B - COMMERCIAL PAPER BUDGETING COVENANT CERTIFICATE OF THE DISTRICT

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.

Due to COVID-19 impact to operations, the FY 20/21 estimates the need to increase revenues and/or decrease expenses by \$98.2 million. The budget assumes that those future decisions will be successful in balancing the budget and will insure that the District will pay debt service on the commercial paper notes.

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

	16/17 Actual	17/18 Actual	18/19 Actual	19/20 Estimated Actual	20/21 Proposed
<b>Total Revenues</b>	\$215,564	\$218,011	\$232,733	\$241,789	\$143,988
Less Total Operating Expenses (Less Depreciation, Capital Contribution, Bridge Self-Insurance and Debt Service Payments)	(\$189,472)	(\$200,573)	(\$207,676)	(\$190,369)	(\$207,784)
<b>Total Net Revenues</b>	\$26,092	\$17,438	\$25,057	\$51,419	(\$63,796)
Future Changes in Expenses and Revenues					\$98,200
<b>Total Net Revenues after Actions to Change Expenses and Revenues</b>	\$26,092	\$17,438	\$25,057	\$51,419	\$34,404
Plus Operating Reserve Fund	\$7,320	\$7,320	\$7,320	\$7,320	\$7,320
<b>Total Net Revenues + Operating Reserve</b>	\$33,412	\$24,758	\$32,377	\$58,739	\$41,724
Actual/Estimated Debt Service	\$426	\$717	\$1,016	\$747	\$2,200
Coverage (with Operating Reserve)	78.4	34.5	31.9	78.6	19.0
Coverage (without Operating Reserve)	61.2	24.3	24.7	68.8	15.6

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**APPENDIX C**  
**FY 19/20 CAPITAL PROGRAM ACCOMPLISHMENTS**

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## APPENDIX C - FY 19/20 CAPITAL PROGRAM ACCOMPLISHMENTS

### Program Summary

FY 19/20 capital expenditures for the agency totaled \$64.6 million, funded with \$15.0 million, or 23% District funds and \$49.6 million, or 77% grant funds. Total FY 19/20 expenditures include expenditures on both completed projects and ongoing multi-year projects.

A summary of the FY 19/20 program is provided below, followed by each division's detailed program.

### FY 19/20 Capital Expenditures by Division

	Total Project	FY19/20 Budget	FY19/20 Estimated Actual	Actual/ Budget %
Bridge – Seismic Retrofit	\$21,721,845	\$7,000,000	\$2,062,036	29%
Bridge - Other	243,247,817	58,190,722	24,298,042	42%
Bus	79,632,792	25,884,338	14,179,707	55%
Ferry	119,452,250	16,242,694	22,646,986	139%
District	19,826,423	5,407,382	1,445,735	27%
<b>Agency Total</b>	<b>\$483,881,127</b>	<b>\$112,725,135</b>	<b>\$64,632,506</b>	<b>57%</b>

### Capital Fund Source

	Total Project	FY19/20 Budget	FY19/20 Estimated Actual	% of Actual Expenditures
District Funds	\$168,400,482	\$38,205,546	\$14,993,125	39%
Federal Funds	291,092,390	69,978,685	46,069,676	66%
State Funds	23,280,653	4,339,408	3,459,799	80%
Other Local Funds	1,107,601	201,496	109,907	55%
<b>Total Expenditures</b>	<b>\$483,881,127</b>	<b>\$112,725,135</b>	<b>\$64,632,506</b>	<b>57%</b>

**Appendix C**

**FY 19/20 Capital Program Accomplishments  
Bridge Division**

Estimated Actual FY 19/20 Bridge Division capital expenditures totaled \$26.4 million, funded with \$9.0 million, or 34% District funds and \$17.4 million, or 66% grants funds.

<b>Project Number and Description</b>	<b>Total Project</b>	<b>FY19/20 Budget</b>	<b>FY19/20 Estimated Actual</b>	<b>Actual / Budget %*</b>
<b>Bridge Division - Seismic Retrofit</b>				
1528 - GGB Wind Retrofit (ENG)	\$11,860,000	\$5,000,000	\$1,812,826	36%
1923 - Seismic Phase IIIB - CM/GC (ENG)	9,861,845	2,000,000	249,210	12%
<b>Total Bridge Seismic Retrofit</b>	<b>\$21,721,845</b>	<b>\$7,000,000</b>	<b>\$2,062,036</b>	<b>29%</b>
<b>Bridge Division – Other</b>				
1526 - Suicide Deterrent - Construction (ENG)	\$192,779,868	\$50,000,000	\$22,265,024	45%
9826 - Main Cable Access (ENG)	13,180,000	1,500,000	65,261	4%
1525 - Toll System Upgrade (FIN)	8,480,848	1,500,000	780,704	52%
1820 - Toll Plaza Gantry - Des/Con (ENG)	7,264,000	750,000	414,092	55%
1118 - Suicide Deterrent - Design (ENG)	5,543,101	50,000	8,829	18%
0805 - South Approach & Pier Security Improvements (ENG)	5,000,000	100,000	-	0%
1722 - Toll Plaza Pavement Overlay (ENG)	3,500,000	500,000	1,877	0%
2029 - Capital Equipment (FY20) (BRIDGE)	2,843,000	2,843,000	708,445	25%
1821 - IS Data Center Seismic Retrofit (ENG)	1,500,000	150,000	52,323	35%
1422 - FASTRAK Equipment Upgrade (FIN)	1,000,000	380,722	-	0%
1524 - North Anchorage House Security (ENG)	1,000,000	75,000	-	0%
1920 - Alexander Avenue Slope Strengthening Des/Env (ENG)	500,000	100,000	-	0%
1822 - North Tower Pier Shore Protection Des/Env (ENG)	500,000	100,000	-	0%
2020 - Bridge Admin Office Improvements (BRIDGE)	122,000	122,000	-	0%
1921 - Stores Bldg Office Space HVAC Replacement (ENG)	35,000	20,000	1,487	7%
<b>Total Bridge Division Other</b>	<b>\$243,247,817</b>	<b>\$58,190,722</b>	<b>\$24,298,042</b>	<b>42%</b>
<b>Total Bridge Division</b>	<b>\$264,969,662</b>	<b>\$65,190,722</b>	<b>\$26,360,078</b>	<b>40%</b>

**Capital Fund Source**

	<b>Total Project</b>	<b>FY19/20 Budget</b>	<b>FY19/20 Estimated Actual</b>	<b>% of Actual Expenditures</b>
District Funds	\$106,679,356	\$23,727,344	\$8,987,107	38%
Federal Funds	\$150,861,845	\$39,536,709	\$16,515,024	42%
State Funds	\$7,000,000	\$1,815,542	\$808,462	45%
Other Local Funds	\$428,461	\$111,127	\$49,485	45%
<b>Total Expenditures</b>	<b>\$264,969,662</b>	<b>\$65,190,722</b>	<b>\$26,360,078</b>	<b>40%</b>

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

## FY 19/20 Capital Program Accomplishments Bus Division

Actual FY 19/20 Bus Division capital expenditures totaled \$14.2 million, funded with \$1.3 million, or 9% District funds and \$12.8 million, or 91% grants funds.

Project Number and Description	Total Project	FY19/20 Budget	FY19/20 Estimated Actual	Actual / Budget %*
<b>Bus Division</b>				
1730 - Replace 67 Transit Buses with Hybrids (BUS)	\$67,600,000	\$20,112,952	\$13,857,594	69%
1431 - D1 Resurface Employee Parking Lot & Solar Panels (ENG)	5,130,000	2,000,000	149,851	7%
1831 - Replace Twenty Paratransit 22' Gas Cutaways (BUS)	2,160,000	2,160,000	-	0%
1717 - SRTC Relocation Des/Env (PLNG)	2,065,209	300,000	128,352	43%
1434 - Bus Security Cameras (BUS)	900,000	12,295	11,941	97%
1532 - MCI USB Outlets (BUS)	427,500	271,640	-	0%
1931 - Bus Division Office Improvements (BUS)	420,000	338,380	6,318	2%
1715 - Aviat Microwave Update - Santa Rosa Link (BUS)	250,000	207,216	-	0%
1960 - Farebox System Upgrade (IS)	245,000	100,000	-	0%
1932 - Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis (BUS)	235,083	235,083	-	0%
2039 - Capital Equipment (FY20) (BUS)	100,000	100,000	25,650	26%
1934 - San Rafael Server HVAC Modifications (ENG)	50,000	16,773	-	0%
1933 - SF Curb Cut Bus Stop Improvements (PLNG)	50,000	30,000	-	0%
<b>Total Bus Division</b>	<b>\$79,632,792</b>	<b>\$25,884,338</b>	<b>\$14,179,707</b>	<b>55%</b>

### Capital Fund Source

	Total Project	FY19/20 Budget	FY19/20 Estimated Actual	% of Actual Expenditures
District Funds	\$9,272,285	\$3,712,649	\$1,332,667	36%
Federal Funds	65,511,355	20,956,465	12,006,675	57%
State Funds	4,667,011	1,161,031	803,028	69%
Other Local Funds	182,140	54,192	37,338	69%
<b>Total Expenditures</b>	<b>\$79,632,791</b>	<b>\$25,884,338</b>	<b>\$14,179,707</b>	<b>55%</b>

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

## FY 19/20 Capital Program Accomplishments Ferry Division

Actual FY 19/20 Ferry Division capital expenditures totaled \$22.6 million, funded with \$3.4 million, or 15% District funds and \$19.2 million, or 85% grants funds.

Project Number and Description	Total Project	FY19/20 Budget	FY19/20 Estimated Actual	Actual / Budget %*
<b>Ferry Division</b>				
1740 - M.S. Sonoma Refurbishment and Repower (FERRY)	\$29,196,643	\$6,000,000	\$12,971,197	216%
1941 - M.V. Del Norte, M.V. Napa and M.V. Golden Gate Main Engine Overhaul (FERRY)	17,244,866	1,500,000	6,659,936	444%
1741 - M.S. Marin Repower & Dry Dock (FERRY)	13,334,262	1,695,723	527,376	31%
0503 - Gangway & Piers - Design (ENG)	11,862,725	500,000	227,444	45%
1441 - Gangways & Piers - Sausalito Construction (ENG)	11,500,000	100,000	8,319	8%
1940 - Purchase New Vessel (FERRY)	11,000,000	500,000	-	0%
2040 - Capital Improvements for Ferry Fleet (FERRY)	8,385,000	2,000,000	1,585,922	79%
1944 - Ticketing Systems/TVMS/Door Replacement (ERC)	3,219,754	500,000	10,103	2%
2041 - Corte Madera Marsh Restoration Construction (ENG)	3,040,000	500,000	-	0%
9710 - Corte Madera Marsh Restoration Design (ENG)	2,809,000	461,971	197,927	43%
2049 - Capital Equipment (FY20) (FERRY)	1,750,000	1,750,000	243,680	14%
1542 - SLEP: Larkspur, SF, Sausalito (Multiple)	1,740,000	250,000	190,604	76%
1841 - Fuel System Rehab Des/Env (ENG)	1,500,000	200,000	4,647	2%
2042 - Larkspur Ferry Service and Parking Expansion Env. Clearance and Prelim. Design Study (PLNG)	1,250,000	150,000	-	0%
2043 - Water Jet Replacement (FERRY)	995,000	100,000	-	0%
1945 - Renewable Diesel Pilot Program (FERRY)	560,000	25,000	-	0%
1842 - Automatic Identification System (AIS) (FERRY)	65,000	10,000	19,831	198%
<b>Total Ferry Division</b>	<b>\$119,452,250</b>	<b>\$16,242,694</b>	<b>\$22,646,986</b>	<b>139%</b>

### Capital Fund Source

	Total Project	FY19/20 Budget	FY19/20 Estimated Actual	% of Actual Expenditures
District Funds	\$34,597,477	\$5,784,317	\$3,431,963	59%
Federal Funds	73,915,190	9,060,000	17,322,820	191%
State Funds	10,442,583	1,362,199	1,869,119	137%
Other Local Funds	497,000	36,177	23,084	64%
<b>Total Expenditures</b>	<b>\$119,452,250</b>	<b>\$16,242,694</b>	<b>\$22,646,986</b>	<b>139%</b>

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

## FY 19/20 Capital Program Accomplishments District Division

Estimated Actual FY 19/20 District Division capital expenditures totaled \$1.5 million, funded with \$1.2 million, or 86% District funds and \$0.2 million, or 14% grants funds.

Project Number and Description	Total Project	FY19/20 Budget	FY19/20 Estimated Actual	Actual / Budget %*
<b>District Division</b>				
1810 - Financial/HR/Payroll Mgmt Syst (IS)	\$4,500,000	\$200,000	\$171,310	86%
1712 - Transit Scheduling System (IS)	2,666,000	700,000	244,677	35%
1711 - Radio System Upgrade (IS)	1,843,523	1,000	(32,760)	-3276%
1513 - Electronic Timekeeping System (IS)	1,505,000	398,482	142,095	36%
1811 - Hardware/Software for ACIS/INIT (IS)	1,005,000	531,889	281,446	53%
1812 - Asset and Vehicle Fluid Management System (IS)	1,000,000	500,000	50,769	10%
2010 - Asset Management Strategic Program (IS)	985,000	200,000	72,028	36%
1816 - Document Management System (IS)	800,000	250,000	94,066	38%
2018 - Financial Management System Upgrade (IS)	700,000	700,000	-	0%
1713 - ADS ACIS data radio replacement (IS)	700,000	50,000	-	0%
1518 - Website Redesign (IS)	531,900	25,000	4,750	19%
1916 - San Rafael A&D Admin Office Improvements (FIN/A&D)	456,000	254,484	15,420	6%
1911 - Cyber Security Improvements (IS)	408,000	228,711	36,771	16%
2011 - Email to Office 365 Migration (IS)	375,000	250,000	159,469	64%
1912 - Manage Detection and Response Services (IS)	360,000	150,000	-	0%
2012 - Cloud Migration Initiative (IS)	319,000	150,000	35,978	24%
1913 - Disaster Recovery Improvements (2019) (IS)	318,000	81,817	-	0%
2017 - Video Conferencing (IS)	299,000	50,000	11,498	23%
1914 - Technology Improvements (2019) (IS)	269,000	150,000	142,565	95%
2019 - Capital Equipment (FY20) (Multiple)	255,000	255,000	-	0%
2013 - Electronic Timekeeping System Upgrade (FIN/IS)	155,000	80,000	-	0%
2014 - IS Strategic Planning (IS)	150,000	75,000	15,653	21%
2015 - Intranet Redesign (MKTG)	150,000	50,000	-	0%
2016 - Single Sign On (IS)	76,000	76,000	-	0%
<b>Total District Division</b>	<b>\$19,826,423</b>	<b>\$5,407,382</b>	<b>\$1,445,735</b>	<b>27%</b>

### Capital Fund Source

	Total Project	FY19/20 Budget	FY19/20 Estimated Actual	% of Actual Expenditures
District Funds	\$17,851,364	\$4,981,236	\$1,241,389	25%
Federal Funds	804,000	425,511	225,157	53%
State Funds	1,171,059	635	(20,810)	-3276%
Other Local Funds	0	0	0	0%
<b>Total Expenditures</b>	<b>\$19,826,423</b>	<b>\$5,407,382</b>	<b>\$1,445,735</b>	<b>27%</b>

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

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**APPENDIX D**  
**10-YEAR CAPITAL REQUIREMENTS**

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# APPENDIX D - 10-YEAR CAPITAL REQUIREMENTS

## GGBHTD 10-Year Capital Plan FY 2021 – 2023

Agency - Project Name (LOP/ID)	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total						
	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY20 & Prior Years	FY21 Budget	Year 1 FY2022	Year 2 FY2023	Year 3 FY2024	Year 4 FY2025			Year 5 FY2026	Year 6 FY2027	Year 7 FY2028	Year 8 FY2029	Year 9 FY2030	Year 10 FY2031
<b>AGENCY SUMMARY</b>																		
<b>BRIDGE DIVISION</b>																		
GRANT FUNDED	687,916	687,916	-	762,839	52,776	22,447	36,466	50,644	85,189	116,927	116,057	128,107	21,109	10,311	6,121	-	762,839	
DISTRICT FUNDED	314,217	-	314,217	359,844	33,112	12,515	27,042	29,675	31,720	36,903	34,769	52,611	29,179	22,343	13,386	-	359,844	
TOTAL	1,002,133	687,916	314,217	1,122,683	85,888	34,962	63,508	80,319	116,909	153,888	152,844	180,718	50,289	32,654	19,507	-	1,122,683	
<b>BUS DIVISION</b>																		
GRANT FUNDED	191,178	191,178	-	251,491	56,666	2,046	11,559	1,847	34,525	47,024	21,088	11,840	50,260	6,430	2,532	1,600	251,491	
DISTRICT FUNDED	52,791	-	52,791	59,979	5,847	942	3,200	2,291	7,392	11,997	10,182	3,188	9,990	1,920	825	400	59,979	
TOTAL	243,969	191,178	52,791	311,470	62,513	2,988	14,759	4,138	41,917	59,020	31,250	15,028	60,250	8,350	3,357	2,000	311,470	
<b>FERRY DIVISION</b>																		
GRANT FUNDED	286,530	286,530	-	459,373	34,143	3,384	31,034	48,508	24,520	7,418	26,157	59,177	45,988	24,404	15,504	135,316	459,373	
DISTRICT FUNDED	81,719	-	81,719	126,461	8,044	2,869	11,587	11,563	7,857	3,191	7,114	15,529	11,379	6,101	3,876	33,829	126,461	
TOTAL	368,249	286,530	81,719	585,834	42,187	6,253	42,620	60,071	32,377	10,940	33,271	74,706	57,367	30,505	19,380	169,145	585,834	
<b>DISTRICT DIVISION</b>																		
GRANT FUNDED	3,006	3,006	-	4,168	442	720	522	80	100	560	44	800	100	-	-	-	4,168	
DISTRICT FUNDED	37,229	-	37,229	50,629	4,725	2,675	5,031	9,118	3,440	1,035	3,411	3,130	3,920	2,100	1,755	6,000	50,629	
TOTAL	40,235	3,006	37,229	54,797	5,166	3,395	5,553	9,198	3,540	1,595	3,455	3,930	4,020	2,100	1,755	6,000	54,797	
<b>AGENCY TOTAL</b>																		
GRANT FUNDED	1,168,631	1,168,631	-	1,477,871	144,026	28,298	79,581	101,079	144,334	126,398	171,929	163,327	199,924	116,757	41,145	24,157	136,916	1,477,871
DISTRICT FUNDED	485,956	-	485,956	596,913	51,728	19,000	46,860	52,648	50,409	46,191	51,322	57,594	74,458	54,468	32,464	19,843	40,229	596,913
TOTAL	1,654,587	1,168,631	485,956	2,074,784	195,754	47,298	126,441	153,727	194,743	172,589	223,251	220,920	274,382	171,226	73,609	43,999	177,145	2,074,784

GGBHTD 10-Year Capital Plan  
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KEY - Project Name (OP/ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY20 & Prior Years	FY21 Budget	10-Year Projected Capital Need (\$000)										Line Item Total	
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		Future Years
<b>BRIDGE DIVISION</b>																		
<b>GGB SEISMIC RETROFIT</b>																		
<b>Seismic: Design</b>																		
1523 - Seismic Phase IIB CM/GC (BR-0064)	9,362	9,362	-	9,362	-	500	4,681	4,681	-	-	-	-	-	-	-	-	-	9,862
<b>Seismic: Construction</b>																		
1528 - GGB Wind Retrofit (BR-0027)	4,831	4,831	-	11,860	6,029	1,000	4,831	-	-	-	-	-	-	-	-	-	-	11,860
0000 - Seismic Phase IIB Construction (BR-0023)	621,000	509,220	111,780	621,000	-	-	20,000	80,000	130,000	130,000	131,000	-	-	-	-	-	-	621,000
0000 - Seismic Phase IIB Construction (Financing) (BR-0059)	35,000	28,000	7,000	35,000	-	-	3,200	2,000	2,056	6,034	7,136	5,687	4,014	2,026	-	-	-	35,000
<b>BRIDGE IMPROVEMENTS/REHABILITATION</b>																		
<b>Safety/Security Enhancements</b>																		
0805 - South Approach & Pier Security Improvements (BR-0020)	3,838	3,071	768	5,000	1,162	-	1,000	1,838	-	-	-	-	-	-	-	-	-	5,000
1118 - Suicide Deterrent - Design (BR-0018)	18	-	18	5,475	5,475	50	18	-	-	-	-	-	-	-	-	-	-	5,543
1524 - North Anchorage House Security (BR-0016)	845	-	845	1,000	155	-	300	545	-	-	-	-	-	-	-	-	-	1,000
1526 - Suicide Deterrent - Construction (BR-0019)	96,208	66,214	29,993	192,780	66,572	30,000	38,000	20,208	-	-	-	-	-	-	-	-	-	192,780
0000 - Fixed CMS North Approach (#1620) (BR-0015)	1,560	-	1,560	1,560	-	-	60	500	1,000	-	-	-	-	-	-	-	-	1,560
<b>Bridge Access Systems</b>																		
1922 - Technical Svcs for Bridge Access Systems (BR-0062)	400	-	400	400	-	-	50	50	50	50	50	50	50	50	50	50	50	400
9836 - Main Cable Access (BR-0093)	10,949	-	10,949	13,180	2,131	100	4,000	2,949	-	-	-	-	-	-	-	-	-	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 System (#1522) (BR-0030)	20,000	-	20,000	20,000	-	-	-	-	-	500	5,000	12,000	2,500	-	-	-	-	20,000
<b>Improvements/Rehab</b>																		
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
2120 - Trailer F Replacement (BR-0005)	118	-	118	145	27	27	118	-	-	-	-	-	-	-	-	-	-	145
2121 - Toll Plaza Admin Bldg Elevator Replacement (BR-0066)	540	-	540	540	-	50	540	-	-	-	-	-	-	-	-	-	-	590
0000 - Laneworker Shack (BR-0067)	248	-	248	248	-	-	27	221	-	-	-	-	-	-	-	-	-	248
0000 - Toll Plaza Admin Bldg Entrance Doors (BR-0068)	30	-	30	30	-	-	30	-	-	-	-	-	-	-	-	-	-	30
0000 - Toll Plaza Admin Bldg Main Entry Walling (BR-0069)	60	-	60	60	-	-	60	-	-	-	-	-	-	-	-	-	-	60
<b>Paint/Erosion Rehab</b>																		
1822 - North Tower Pier Shore Protection Des/Env (BR-0051)	499	-	499	500	1	-	499	-	-	-	-	-	-	-	-	-	-	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
<b>Roadway Rehab</b>																		
1722 - Toll Plaza Pavement Overlay (BR-0057)	3,354	-	3,354	3,500	96	50	1,000	1,354	-	-	-	-	-	-	-	-	-	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
<b>Structure Rehab</b>																		
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

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10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY20 & Prior Years	FY21 Budget	Year 1 FY2022	Year 2 FY2023	Year 3 FY2024	Year 4 FY2025	Year 5 FY2026	Year 6 FY2027	Year 7 FY2028	Year 8 FY2029	Year 9 FY2030	Year 10 FY2031	Future Years	Line Item Total
<b>BRIDGE DIVISION</b>																	
<b>FACILITIES REHABILITATION</b>																	
<b>Grounds and Roads</b>																	
450	-	450	500	-	50	450	-	-	-	-	-	-	-	-	-	-	500
2,987	-	2,987	3,000	13	-	-	-	-	200	1,000	1,587	-	-	-	-	-	3,000
500	-	500	500	-	-	100	100	300	-	-	-	-	-	-	-	-	500
2,300	-	2,300	2,300	-	-	-	-	-	400	1,300	600	-	-	-	-	-	2,300
1,800	-	1,800	1,800	-	-	-	-	-	400	1,400	-	-	-	-	-	-	1,800
850	-	850	850	-	-	-	-	-	200	200	450	-	-	-	-	-	850
<b>Maintenance Facilities</b>																	
820	410	410	820	-	-	100	720	-	-	-	-	-	-	-	-	-	820
9,150	9,150	378	9,150	-	-	-	-	-	-	300	455	-	-	-	-	-	9,150
725	378	378	725	-	-	-	-	-	-	-	-	-	-	-	-	-	725
<b>Toll Plaza Buildings</b>																	
72	-	72	122	-	50	72	-	-	-	-	-	-	-	-	-	-	122
5,246	-	5,246	7,264	1,518	500	3,000	2,246	-	-	-	-	-	-	-	-	-	7,264
1,341	-	1,341	1,500	109	50	1,000	341	-	-	-	-	-	-	-	-	-	1,500
14	-	14	35	1	20	14	-	-	-	-	-	-	-	-	-	-	35
30,000	-	30,000	30,000	-	-	-	-	-	-	-	-	-	5,000	15,000	10,000	-	30,000
3,000	2,400	600	3,000	-	-	-	-	100	800	2,100	-	-	-	-	-	-	3,000
1,680	-	1,680	1,680	-	-	500	1,180	-	-	-	-	-	-	-	-	-	1,680
590	-	590	590	-	-	-	-	-	-	-	-	-	300	290	-	-	590
860	-	860	860	-	-	100	760	-	-	-	-	-	-	-	-	-	860
3,000	3,000	-	3,000	-	-	-	2,000	1,000	-	-	-	-	-	-	-	-	3,000
<b>INFORMATION SYSTEMS/TECHNOLOGY</b>																	
331	-	331	1,000	619	50	331	-	-	-	-	-	-	-	-	-	-	1,000
5,982	-	5,982	8,481	1,999	500	1,000	1,000	2,982	-	-	-	-	-	-	-	-	8,481
<b>CAPITAL EQUIPMENT</b>																	
<b>Tools and Equipment</b>																	
20,981	-	20,981	22,723	-	1,742	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,981	-	22,723
1,002,881	687,916	314,965	1,123,508	85,888	34,739	64,256	80,319	116,909	153,888	151,696	180,718	50,289	32,654	19,507	-	-	1,123,508

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KEY - Project Name (OPW ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY20 & Prior Years	FY21 Budget	10-Year Projected Capital Need (\$000)										Line Item Total			
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		Future Years		
<b>BUS DIVISION</b>																				
<b>REVENUE VEHICLES</b>																				
<b>Revenue Vehicle Improvements</b>																				
0000 - Replace Fare Collection Equipment (BUS-0034)	5,500	4,555	935	5,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,500
1552 - MCI USB Outlets (BUS-0032)	-	-	-	156	156	-	-	-	-	-	-	-	-	-	500	1,000	3,000	1,000	-	156
<b>Revenue Vehicle Replacements</b>																				
0000 - Demand Response Vehicle Replacement (BUS-0039)	1,358	1,154	204	1,358	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,358
0000 - ZEB Over-the-Road (OTR) Coaches (BUS-0038)*	79,317	67,419	11,898	79,317	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	79,317
0000 - Replace Conventional Over-the-Road (OTR) Coaches (BUS-0037)	35,000	29,750	5,250	35,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	35,000
1730 - Replace 67 Transit Buses with Hybrids (BUS-0036)	5,745	5,227	518	67,600	64,355	500	5,745	-	-	-	-	-	-	-	-	-	-	-	-	67,600
1831 - Replace Twenty (20) Paratransit 22 Gas Cutaways (BUS-0050)	1,410	1,170	240	2,160	-	750	1,410	-	-	-	-	-	-	-	-	-	-	-	-	2,160
0000 - Bus Radio Upgrade (BUS-0067)	2,000	-	2,000	2,000	-	-	2,000	-	-	-	-	-	-	-	-	-	-	-	-	2,000
<b>Safety/Security</b>																				
0000 - Security Systems (BUS-0044)	1,000	800	200	1,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,000
1434 - Security Systems - Bus Security Cameras (BUS-0045)	-	-	-	900	900	-	-	-	-	-	-	-	-	-	-	-	-	-	-	900
<b>Systemwide</b>																				
1932 - Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis (BUS-0054)	185	-	185	235	-	50	185	-	-	-	-	-	-	-	-	-	-	-	-	235
<b>FACILITIES REHABILITATION</b>																				
<b>D-1: San Rafael</b>																				
1431 - Resurface D1 Employee Parking Lot & Solar Panels (BUS-0002)	4,680	3,744	936	5,130	400	50	4,680	-	-	-	-	-	-	-	-	-	-	-	-	5,130
1931 - Bus Division Office Improvements (BUS-0053)	307	-	307	420	88	25	307	-	-	-	-	-	-	-	-	-	-	-	-	420
1934 - San Rafael Server HVAC Modifications (BUS-0055)	-	-	-	33	33	-	-	-	-	-	-	-	-	-	-	-	-	-	-	33
0000 - San Rafael Card Access Security (BUS-0042)	216	173	43	216	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	216
2134 - Replace Steam Bay Waste Water Recycling System (FY11) (BUS-0012)	50	-	50	100	-	50	50	-	-	-	-	-	-	-	-	-	-	-	-	100
0000 - Injector Room Ventilation (BUS-0016)	35	28	7	35	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	35
0000 - Extend/Add Mezzanine (FY10- FY11- FY12) (BUS-0019)	115	-	115	115	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	115
0000 - Elevator for D1 HD Shop Building (BUS-0018)	650	520	130	650	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	650
0000 - D-1 New Warehouse: Parts and Records Storage (FY10) (BUS-0017)	225	180	45	225	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	225
0000 - D-1 Main Shop Utility Rehab (BUS-0007)	1,900	1,520	380	1,900	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,900
0000 - D-1 Main Shop Roof Replacement (BUS-0003)	-	-	-	2,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,000
0000 - D-1 IT Dispatch Office Rehab (BUS-0009)	800	640	160	800	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	800
0000 - D-1 Fuel Island Building Rehab: Conct Apron/Roof/Paint (BUS-0005)	850	680	170	850	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	850
0000 - D-1 Fire Alarm System Upgrade (BUS-0041)	300	240	60	300	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	300
0000 - D-1 Drainage Improvements Warehouse Area (BUS-0014)	25	20	5	25	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25
0000 - D-1 Bus Lot Pavement Rehabilitation (BUS-0008)	2,500	2,000	500	2,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,500
0000 - D-1 Bus Lot Campus Redevel. Ph1-Planning Study (BUS-0010)	400	320	80	400	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	400
0000 - D-1 Bus Lot Campus Redevel. Ph2-Construction (BUS-0011)	25,000	20,000	5,000	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,000
2131 - D-1 Bus Admin Bldg Roof, HVAC & Dispatch Rm (BUS-0040)	1,650	-	1,650	1,700	-	50	1,650	-	-	-	-	-	-	-	-	-	-	-	-	1,700
0000 - D-1 Body Shop Roof and Coating, Storage Bldg (BUS-0006)	1,100	880	220	1,100	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,100
0000 - Bus Main Shop Heaters Replacement (BUS-0015)	91	73	18	91	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	91
0000 - Bus Lot Landscapes (BUS-0056)	100	-	100	100	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100
0000 - Automatic Door/Enclosure by Driver's Room (FY11; FY12) (BUS-0043)	150	120	30	150	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	150
2130 - D-1 ZEB Infrastructure Design (BUS-0059)	1,950	1,500	390	2,000	-	50	250	1,450	-	-	-	-	-	-	-	-	-	-	-	2,000
0000 - D1 ZEB Infrastructure (BUS-0068)	33,960	27,168	6,792	33,960	-	-	1,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	2,460	-	-	-	33,960



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KEY - Project Name (01P/ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY20 & Prior Years	FY21 Budget	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total	
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10			
<b>FERRY DIVISION</b>																			
<b>REVENUE VEHICLES</b>																			
<b>MS San Francisco</b>																			
0000 - MS San Francisco Repower & Capital Improvement (FER-0042)	5,725	4,580	1,145	7,475	-	-	1,685	-	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
<b>MS Marin</b>																			
0000 - M.S. Marin Ramp & Gangways Vessel Modifications (#1640) (FER-0019)	1,340	1,072	268	1,340	-	-	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	-	-	-	-	-	-	3,440
1741 - M.S. Marin Repower & Dry Dock (FER-0015)	-	-	-	12,166	-	-	-	-	-	-	-	-	-	-	-	-	-	-	12,166
<b>MS Sonoma</b>																			
1740 - M.S. Sonoma Refurbishment and Repower (FER-0016)	13,940	13,083	857	29,197	13,756	1,500	8,940	-	-	-	-	-	-	-	-	-	-	-	29,197
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	5,890
<b>MV Mendocino</b>																			
0000 - MV Mendocino: End of Useful Life Replacement (FER-0051)	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,000
0000 - MV Mendocino Repower & Capital Improvements (FER-0050)	6,230	4,984	1,246	6,230	-	-	-	1,070	-	-	920	-	-	-	-	-	-	-	6,230
<b>MV Del Norte</b>																			
0000 - MV Del Norte Q13 (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	-	-	1,050	-	1,490	-	-	1,010	-	-	-	-	-	1,010	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
<b>MV Napa</b>																			
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	-	-	-	-	-	1,000	8,630
0000 - MV Napa: End of Useful Life Replacement (FER-0063)	-	-	-	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
<b>MV Golden Gate</b>																			
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	15,160
0000 - MV Golden Gate: End of Useful Life Replacement (FER-0049)	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,000
0000 - MV Golden Gate: Structural Modifications (#1440) (FER-0020)	100	80	20	100	-	-	100	-	-	-	-	-	-	-	-	-	-	-	100
<b>Multiple Vessel</b>																			
1941 - M.V. Del Norte, M.V. Napa and M.V. Golden Gate Main Engine Overhaul (FER-0068)	156	125	31	17,245	16,089	1,000	156	-	-	-	-	-	-	-	-	-	-	-	17,245
2040 - Capital Improvements for Ferry Fleet (FER-0083)	7,385	5,908	1,477	8,385	-	-	7,385	-	-	-	-	-	-	-	-	-	-	-	8,385
2140 - FY21 Ferry Vessel Rehab (FER-0089)	3,000	2,400	600	4,000	-	-	3,000	-	-	-	-	-	-	-	-	-	-	-	4,000
<b>Systemwide</b>																			
1940 - Purchase New Vessel - Phase 1 (FER-0067)	10,950	9,527	1,424	11,000	-	-	8,000	2,950	-	-	-	-	-	-	-	-	-	-	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)	945	756	189	995	-	-	945	-	-	-	-	-	-	-	-	-	-	-	995
1945 - Renewable Diesel Pilot Program (FER-0069)	535	-	535	560	-	-	535	-	-	-	-	-	-	-	-	-	-	-	560



GGBHTD 10-Year Capital Plan  
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LINE ITEM - Project Name (LOVP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY20 & Prior Years	FY21 Budget	10-Year Projected Capital Need (\$000)										Line Item Total	
							Year 1 FY2022	Year 2 FY2023	Year 3 FY2024	Year 4 FY2025	Year 5 FY2026	Year 6 FY2027	Year 7 FY2028	Year 8 FY2029	Year 9 FY2030	Year 10 FY2031		Future Years
<b>FERRY DIVISION</b>																		
<b>Corte Madera Marsh</b>																		
9710 - Corte Madera Marsh Restoration Design (FER-0002)	218	-	218	2,809	2,541	50	218	-	-	-	-	-	-	-	-	-	-	2,809
2041 - Corte Madera Marsh Restoration Construction (FER-0082)	2,990	-	2,990	3,040	-	50	2,990	-	-	-	-	-	-	-	-	-	-	3,040
<b>INFORMATION SYSTEMS/TECHNOLOGY</b>																		
1944 - Ticketing Systems/TVMs/Door Replacement (FER-0073)	3,157	2,526	631	3,220	13	50	500	800	1,857	-	-	-	-	-	-	-	-	3,220
1842 - Automatic Identification System (AIS) (FER-0064)	4	-	4	65	51	10	4	-	-	-	-	-	-	-	-	-	-	65
<b>CAPITAL EQUIPMENT</b>																		
xx69 - Capital Equipment (FER-0001)	582	-	582	2,500	-	1,918	75	75	75	75	75	75	75	75	57	-	-	2,500
<b>TOTAL</b>	<b>374,424</b>	<b>288,930</b>	<b>85,894</b>	<b>605,200</b>	<b>54,353</b>	<b>7,278</b>	<b>47,595</b>	<b>60,471</b>	<b>32,777</b>	<b>8,111</b>	<b>10,940</b>	<b>33,271</b>	<b>74,706</b>	<b>56,867</b>	<b>30,505</b>	<b>19,380</b>	<b>169,145</b>	<b>605,200</b>

GGBHTD 10-Year Capital Plan  
FY 2021 – 2023

KEY - Project Name (OP/ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY20 & Prior Years	FY21 Budget	10-Year Projected Capital Need (\$000)										Line Item Total	
							Year 1 FY2022	Year 2 FY2023	Year 3 FY2024	Year 4 FY2025	Year 5 FY2026	Year 6 FY2027	Year 7 FY2028	Year 8 FY2029	Year 9 FY2030	Year 10 FY2031		Future Years
<b>FACILITIES REHABILITATION</b>																		
0002 - A&D Admin Bldg Remodel/Rehab (DIST-0002)	1,500	-	1,500	1,500	-	-	200	1,300	-	-	-	-	-	-	-	-	-	1,500
0000 - Office Facility Renovation/Consolidation (DIST-0023)	960	-	960	9,960	-	-	-	-	-	-	-	-	-	-	-	960	-	6,000
0000 - Security Systems (DIST-0046)	700	560	140	700	-	-	100	100	500	-	-	-	-	-	-	-	-	700
2110 - On-Site Medical Trailer Infrastructure (DIST-0080)	200	-	200	250	-	50	200	-	-	-	-	-	-	-	-	-	-	250
2113 - Trailer B Remodel (DIST-0081)	-	-	-	51	-	51	-	-	-	-	-	-	-	-	-	-	-	51
0000 - Mobile Conference Room/Emergency Operations Center (DIST-0085)	257	-	257	257	-	-	-	257	-	-	-	-	-	-	-	-	-	257
0000 - Electric Vehicle and Bike Charging Projects at LFT (DIST-0086)	92	92	-	92	-	-	92	-	-	-	-	-	-	-	-	-	-	92
<b>INFORMATION SYSTEMS/TECHNOLOGY</b>																		
1513 - Electronic Timekeeping System (DIST-0010)	333	-	333	1,505	1,162	10	333	-	-	-	-	-	-	-	-	-	-	1,505
1518 - Website Redesign (DIST-0013)	-	-	-	-	380	380	-	-	-	-	-	-	-	-	-	-	-	380
1711 - Radio System Upgrade (DIST-0095)	869	-	869	1,847	1,847	-	-	-	-	-	-	-	-	-	-	-	-	1,847
1712 - Transit Scheduling System (DIST-0099)	36	-	36	2,666	1,607	250	500	309	-	-	-	-	-	-	-	-	-	2,666
1713 - ADS ACS Data Radio Replacement (DIST-0006)	3,573	-	3,573	4,500	427	500	500	1,000	1,073	-	-	-	-	-	-	-	-	4,500
1810 - Financial/HR/Payroll Management System (DIST-0021)	32	26	6	1,005	473	500	32	-	-	-	-	-	-	-	-	-	-	1,005
1811 - Hardware and Software for ACS/INIT (DIST-0051)	500	-	500	500	-	-	250	250	-	-	-	-	-	-	-	-	-	500
1813 - Transportation Statistics Reporting (DIST-0061)	45	-	45	45	-	-	-	-	45	-	-	-	-	-	-	-	-	45
1815 - Customer Service Incident System (Marketing) (DIST-0056)	608	-	608	800	142	50	608	-	-	-	-	-	-	-	-	-	-	800
2015 - Intranet Redesign (DIST-0074)	150	-	150	150	-	-	150	-	-	-	-	-	-	-	-	-	-	150
1911 - Cyber Security Improvements (DIST-0065)	161	-	161	408	197	50	161	-	-	-	-	-	-	-	-	-	-	408
1912 - Manage Detection and Response Services (DIST-0066)	310	-	310	346	36	50	310	-	-	-	-	-	-	-	-	-	-	346
1913 - Disaster Recovery Improvements (2019) (DIST-0067)	32	-	32	318	236	50	32	-	-	-	-	-	-	-	-	-	-	318
1914 - Technology Improvements (2019) (DIST-0068)	-	-	-	169	169	-	-	-	-	-	-	-	-	-	-	-	-	169
2013 - Electronic Timekeeping System Upgrade (DIST-0075)	105	-	105	155	-	50	105	-	-	-	-	-	-	-	-	-	-	155
1916 - San Rafael A&D Admin Office Improvements (DIST-0070)	204	-	204	217	217	50	204	-	-	-	-	-	-	-	-	-	-	217
2017 - Video Conferencing (DIST-0053)	238	-	238	299	11	50	238	-	-	-	-	-	-	-	-	-	-	299
0000 - Transit Scheduling System (DIST-0018)	1,200	960	240	1,200	-	-	-	-	500	700	-	-	-	-	-	-	-	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	-	-	250	800	-	50	1,700	-	-	-	-	-	-	2,550
0000 - Technology Improvements (DIST-0052)	1,250	-	1,250	1,250	-	-	250	250	-	250	-	-	-	-	-	-	-	1,250
0000 - Replace Server Equipment (DIST-0029)	600	-	600	600	-	-	200	740	-	200	-	-	-	-	-	-	-	600
0000 - replace Network Equipment (DIST-0023)	1,480	-	1,480	1,480	-	-	-	-	150	350	150	-	-	-	-	-	-	1,480
0000 - Redundant Network/Systems (DIST-0017)	650	-	650	650	-	-	-	-	-	500	500	-	-	-	-	-	-	650
0000 - Radio System Upgrade (DIST-0016)	2,000	-	2,000	2,000	-	-	-	-	-	1,000	1,000	-	-	-	-	-	-	2,000
0000 - Radio Subscriber Upgrade (DIST-0060)	4,000	-	4,000	4,000	-	-	-	-	-	-	-	-	-	-	-	-	-	4,000
0000 - Network Security (DIST-0035)	230	-	230	230	-	-	-	-	230	-	-	-	-	-	-	-	-	230
2012 - Cloud Migration Initiative (DIST-0076)	244	-	244	319	-	75	244	-	-	-	-	-	-	-	-	-	-	319
0000 - IVR replacement (DIST-0036)	200	-	200	200	-	-	-	200	200	-	-	-	-	-	-	-	-	200
0000 - Internet of Things for all Divisions (DIST-0054)	750	-	750	750	-	-	-	250	250	250	-	-	-	-	-	-	-	750
0000 - CAD/AVL System Refresh (DIST-0045)	1,100	-	1,100	1,100	-	-	-	320	1,050	-	-	-	-	-	-	-	-	1,100
0000 - Indoor and Outdoor Wireless Network Access (DIST-0028)	660	-	660	660	-	-	86	109	-	-	340	-	-	-	-	-	-	660
1960 - Farebox System Upgrade (DIST-0037)	195	-	195	245	-	50	195	-	-	-	-	-	-	-	-	-	-	245
2016 - Single Sign On (DIST-0072)	76	-	76	76	-	-	20	20	16	-	-	-	-	-	-	-	-	76
0000 - Financial/HR/Payroll Management System Procurement (DIST-0058)	2,000	-	2,000	2,000	-	-	-	-	-	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 - Disaster Web Site Re-Design w/Mobile App (DIST-0039)	220	-	220	220	-	-	-	220	220	-	-	-	-	-	-	-	-	220
0000 - Disaster Recovery (DIST-0029)	1,000	-	1,000	1,000	-	-	250	250	250	-	-	-	-	-	-	-	-	1,000
2014 - IS Strategic Planning (DIST-0073)	75	-	75	150	-	75	-	-	-	-	-	-	-	-	-	-	-	150
0000 - Data Storage System (DIST-0027)	1,200	-	1,200	1,200	-	-	600	600	-	600	260	-	-	-	-	-	-	1,200
0000 - Cyber Security (DIST-0039)	805	-	805	805	-	-	250	80	80	260	215	-	-	-	-	-	-	805

GGBHTD 10-Year Capital Plan  
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KEY - Project Name (IDP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY20 & Prior Years	FY21 Budget	10-Year Projected Capital Need (\$000)										Line Item Total		
							Year 1 FY2022	Year 2 FY2023	Year 3 FY2024	Year 4 FY2025	Year 5 FY2026	Year 6 FY2027	Year 7 FY2028	Year 8 FY2029	Year 9 FY2030	Year 10 FY2031		Future Years	
<b>DISTRICT DIVISION</b>																			
0000 - Business Intelligence (DIST-0059)	1,250	-	-	1,250	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,250
0000 - Bus Wifi (DIST-0031)	500	-	-	500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	500
0000 - Avrec VGate Refresh (DIST-0043)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
0000 - Asset and Vehicle Fluid Mgmt System (DIST-0054)	750	-	-	750	-	-	-	-	-	-	-	-	-	-	-	-	-	-	750
1812 - Asset and Vehicle Fluid Mgmt System (DIST-0022)	521	417	104	1,000	79	400	521	-	-	250	-	-	-	-	-	-	-	-	1,000
2011 - Email to Office 365 Migration (DIST-0077)	300	-	-	300	-	75	300	-	-	-	-	-	-	-	-	-	-	-	375
2010 - Asset Management Strategic Program (DIST-0078)	285	-	-	285	-	700	100	85	-	-	-	-	-	-	-	-	-	-	985
2018 - Financial Management System Upgrade (DIST-0079)	450	-	-	450	-	250	-	450	-	-	-	-	-	-	-	-	-	-	700
2112 - Video Archive (DIST-0082)	-	-	-	-	-	20	-	-	-	-	-	-	-	-	-	-	-	-	20
2111 - Technology Improvements (2021) (DIST-0083)	190	-	-	190	-	50	190	-	-	-	-	-	-	-	-	-	-	-	240
0000 - BI Analysis and Transportation Statistics Reporting Solution (DIST-0084)	550	-	-	550	-	-	200	150	-	-	-	-	-	-	-	-	-	-	550
<b>CAPITAL EQUIPMENT</b>																			
xx19 - Capital Equipment (DIST-0001)	1,645	-	-	1,645	-	110	150	150	150	150	150	150	150	150	150	150	150	150	1,755
<b>TOTAL</b>	<b>41,675</b>	<b>3,098</b>	<b>38,576</b>	<b>58,813</b>	<b>7,573</b>	<b>3,566</b>	<b>6,385</b>	<b>9,398</b>	<b>3,947</b>	<b>5,089</b>	<b>1,595</b>	<b>3,455</b>	<b>3,930</b>	<b>4,020</b>	<b>2,100</b>	<b>1,755</b>	<b>6,000</b>	<b>58,813</b>	

**APPENDIX E**  
**FINANCIAL PLAN**

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## APPENDIX E - FINANCIAL PLAN



Agenda Item No. (7)

To: Finance-Auditing Committee/Committee of the Whole  
Meeting of October 24, 2019

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. This report is the fifth and final report, closing out the 2014 Strategic Financial Plan. Early next year the Board will have a strategic planning workshop to frame future actions and initiatives.

### **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**

In November of 2013, the Board established the Financial Planning Advisory Committee, tasked with creating a plan to address the projected financial deficit. The 2014 Strategic Financial Plan was created to reduce the District's projected five-year shortfall. 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 2014 Plan was to close a \$32.9 million gap between FY 15/16 – FY 19/20 but in actuality it provided an additional \$44.8 million to the District's reserves.

Over the last five years, the projected shortfall of \$32.9 million between FY 15/16-FY 19/20, was reduced as followed:

- In 2015/16, revenue over expenses was \$14.3 million;
- In 2016/17, revenue over expenses was \$8.6 million;
- In 2017/18, revenue over expenses was \$5.5 million;
- In 2018/19, revenue over expenses was \$14.4 million; and,
- In 2019/20, revenue over expenses is estimated to be \$2.0 million resulting in a total of \$44.8 million over the five years of the Plan.

In Appendix D, the chart compares the projection with the actual results from the Financial Plan. Overall, the results are very positive from when this Strategic Financial Plan was developed in FY 13/14.

### **Closing out the 2014 Financial Plan for Achieving Long-Term Financial Stability**

The Plan has 46 initiatives. As shown below the Plan has run its course as all 46 initiatives have been acted upon in one way or another. It is now time to close out the Plan and focus on next steps. The initiatives have been categorized into the following four phases (see Appendix C for a complete set of initiatives):

***Projects Underway (2 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. The remaining projects underway are #32 Replace Existing Ferry Terminal Gangways and Piers and #37B Address the increased need for Larkspur Ferry service though exploring the environmental review process to expand the Larkspur Ferry Service beyond the allowable 42 trips. These initiatives will continue to be worked on actively by staff in future years but have not reached the completed stage yet.

***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 (29 Initiatives)*** – Initiatives that are fully implemented or will be completed in the next year. 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, and the transition of supplemental school service to Marin Transit.

***Projects Deferred or Withdrawn (15 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.

Finance-Auditing Committee/Committee of the Whole  
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**Next Steps**

In the coming year, the District will develop a strategic planning process that will lead to potentially, among other things, a new strategic financial plan. The Board can expect a report this winter that will discuss the next steps in that process.

**Fiscal Impact**

There is no fiscal impact associated with this status report.

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

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### *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.

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## Background

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

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

## Development of the Financial Plan

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

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

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

## Objectives of the Strategic Financial Plan

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

## Description of Plan Document Structure

The savings/revenues column shows the cumulative savings/revenue for the time period. For example, if it is year three, the savings/revenues are shown for first three years of the plan period.

## **Appendix E**

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The status column will be updated in order to show the progress on each initiative. If needed, new initiatives will be incorporated each year during the annual review, prior to the annual budget process where initiatives can be funded.

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

### **Next Steps**

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

2019 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 - FY 24/25	Status of Project to Date
<b>Updated Funding Projection (September 2019)</b>	\$14.3	\$22.9	\$28.4	\$42.8	\$44.8	\$31.4	The Financial Plan covers FY 15/16 - 24/25. Actual is used for FY 15/16, FY 16/17, FY 17/18, and 18/19. Budget for FY 19/20 and the September 2019 projection is used for FY 20/21 - FY 24/25.
<b>Projects Underway:</b>							
32 Replace Existing Ferry Terminal Gangways and Piers: Increase operating efficiency. May impact FTEs.			\$0.1	\$0.2	\$0.7		In Sausalito, final design is complete and staff is finalizing construction permits and preparing for advertising. 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 process will continue.
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 underway. RFP has been issued. It is anticipated that an EIR to expand the number of trips will be completed mid 2021.

2019 STRATEGIC FINANCIAL PLAN

Initiatives (Cumulative \$ in Millions)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	10-YR	Status of Project to Date
	FY 15/16	FY 15/16-16/17	FY 15/16-17/18	FY 15/16-18/19	FY 15/16-19/20	FY 15/16-24/25	
<b>Projects Completed:</b>							
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.
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 was implemented to more accurately collect data on toll transactions.

2019 STRATEGIC FINANCIAL PLAN

Initiatives (Cumulative \$ in Millions)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	10-YR	Status of Project to Date
	FY 15/16	FY 15/16-16/17	FY 15/16-17/18	FY 15/16-18/19	FY 15/16-19/20	FY 15/16-24/25	
<b>Projects Completed: (cont.)</b>							
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.
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 commenced in 2018 focused on absenteeism, health plan design and pension. The District has presented its Last, Best and Final offer to ATU.
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.
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.

2019 STRATEGIC FINANCIAL PLAN

Initiatives (Cumulative \$ in Millions)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	10-YR	Status of Project to Date
	FY 15/16	FY 15/16-16/17	FY 15/16-17/18	FY 15/16-18/19	FY 15/16-19/20	FY 15/16-24/25	
<b>Projects Completed: (cont.)</b>							
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.
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 legislative 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 taken: (1) Eliminated two supervisor positions (one vacant Bus Manager positions, one vacant Bridge Sergeant position); (2) Restructured HR Administrator position to Sr. HR Analyst; (3) Eliminate vacant HR Director position and restructured. As a practice, staff will continue to evaluate future opportunities as they may become available in staffing restructures.
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.
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		The District hired a consultant to develop a strategy for increasing off-peak Ferry ridership. Using the finalized report, the Marketing Department is working with the consultant to develop targeted marketing plans which will be used to execute strategies with a goal to increase off-peak ridership.

2019 STRATEGIC FINANCIAL PLAN

Initiatives (Cumulative \$ in Millions)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	10-YR	Status of Project to Date
	FY 15/16	FY 15/16-16/17	FY 15/16-17/18	FY 15/16-18/19	FY 15/16-19/20	FY 15/16-24/25	
<b>Projects Completed: (cont.)</b>							
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 implemented in early 2019. All new vehicles sold in CA now leave the dealers' lot with temporary license plates; and all used vehicles have either permanent or temporary license plates.
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 design is complete and will be advertised for construction early 2020.
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.
30 Review and implement multi-year toll increase plan when current plan ends in June 2018.				\$7.0	\$14.4	\$116.7	Board voted in December of 2018 for a new five-year toll plan.
33 Implementation of Clipper 2.0 reducing transaction costs to collect revenue				\$0.1	\$0.2	\$0.7	The Bay Area region awarded a contract in November for the Clipper 2.0 system. New features should be available as early as FY 20/21.
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.				\$-	\$-	\$-	The District purchased 67 hybrid/electric buses in 2019 replacing 14-year old buses. The new buses are about 20 percent more fuel efficient.
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 parking spaces. Additional bicycle parking added inside the paid area of the Terminal.
41 Evaluate providing direct staff resources to other local public agencies for a fee.					\$-	\$	District is currently providing customer service for Marin Transit and SMART.
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.

2019 STRATEGIC FINANCIAL PLAN

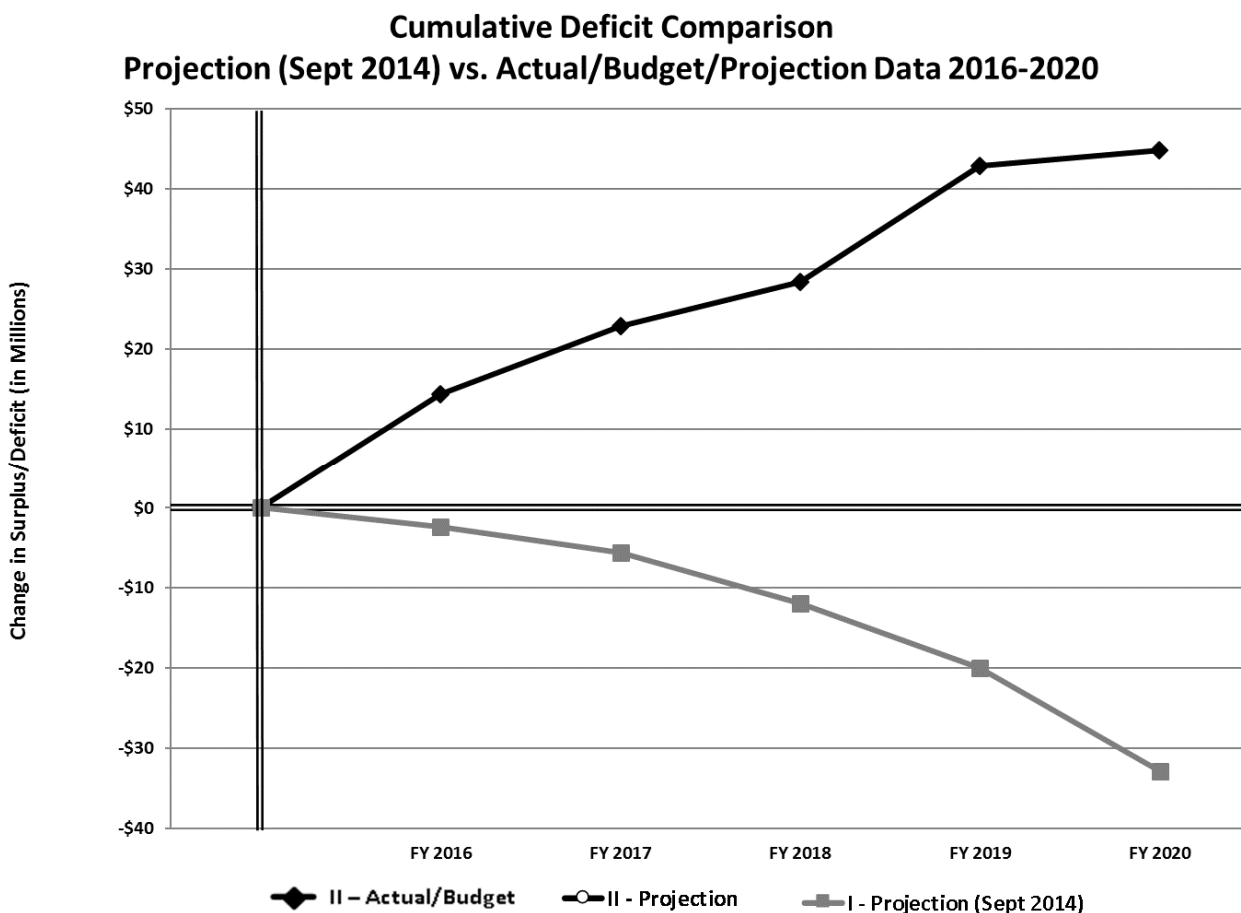
Initiatives (Cumulative \$ in Millions)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	10-YR	Status of Project to Date
	FY 15/16	FY 15/16-16/17	FY 15/16-17/18	FY 15/16-18/19	FY 15/16-19/20	FY 15/16-24/25	
<b>Projects Withdrawn or Deferred:</b>							
16 Implement Wi-Fi on the Ferry system. Increase ridership revenue 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.
21 Develop a comprehensive initiative for paid parking and tour bus access to the Bridge visitor areas to reduce congestion and increase revenue.	\$-	\$-	\$-	\$-	\$-	\$-	Currently staff is working on technologies to manage traffic and paid parking in this area. Given the changes in the partner agency, this initiative should be continued in a future plan.
23 When SMART operations begin, optimize bus service of competing bus trips in the same corridor.	\$0.1	\$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.
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.
34 Explore additional Partnership Projects with the Parks Conservancy.							Given the change in staffing in the partner agency, this initiative should be continued in a future plan.
35 Work with regional partners to increase bus travel speed in San Francisco to reduce operating costs.				\$0.2	\$0.3	\$1.1	Due to the delay in the Van Ness bus rapid transit project, this initiative is deferred. Staff continues to explore ways to improve bus speeds throughout the system but this initiative should be continued in a future plan.

2019 STRATEGIC FINANCIAL PLAN

Initiatives (Cumulative \$ in Millions)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	10-YR	Status of Project to Date
	FY 15/16	FY 15/16-16/17	FY 15/16-17/18	FY 15/16-18/19	FY 15/16-19/20	FY 15/16-24/25	
<b>Projects Withdrawn or Deferred: (Cont.)</b>							
38 Implementation of Clipper 2.0 eliminating cash collection on buses.				\$0.1		\$0.6	New Clipper 2.0 system is currently in the implementation 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.
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. Given its long term nature, this initiative should be considered in a future plan.
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	\$ 42.8	\$ 44.8	\$ 31.4	
NET CHANGE	\$ 18.1	\$ 32.8	\$ 45.7	\$ 76.2	\$ 95.2	\$ 224.6	

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Below is a graphical representation of the actual projection savings since September 2014; an overview of the District’s financial condition demonstrates the improvements to the District’s shortfall from that timeperiod.



**Annual Amounts**  
**(\$ in Millions)**

<b>Per Year Difference Surplus/(Shortfall)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
Actual/Current Projection	\$14.3	\$8.6	\$5.5	\$14.4	\$ 2.0
Projection (Sept. 2014)	(\$ 2.4)	(\$3.2)	(\$6.3)	(\$ 8.1)	(\$12.9)

Note: The Projection was developed in September 2014 and was used as the basis of discussion of the “Overview of the District’s Financial Condition and Impact of Economic Downturn.”

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**APPENDIX F**  
**FIVE- AND TEN-YEAR FINANCIAL PROJECTION**

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## APPENDIX F - FIVE- AND TEN-YEAR FINANCIAL PROJECTION



Agenda Item No. (7)

To: Finance-Auditing Committee/Committee of the  
Whole Meeting of September 26, 2019

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 20/21 through FY 29/30. 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 of Directors (Board) in the coming year and beyond. Those decisions will change the direction of the District as compared to this projection, i.e., increase or decrease the fiscal strength of the District and, correspondingly, its ability to serve the public.

**II. Fiscal Strength of the District**

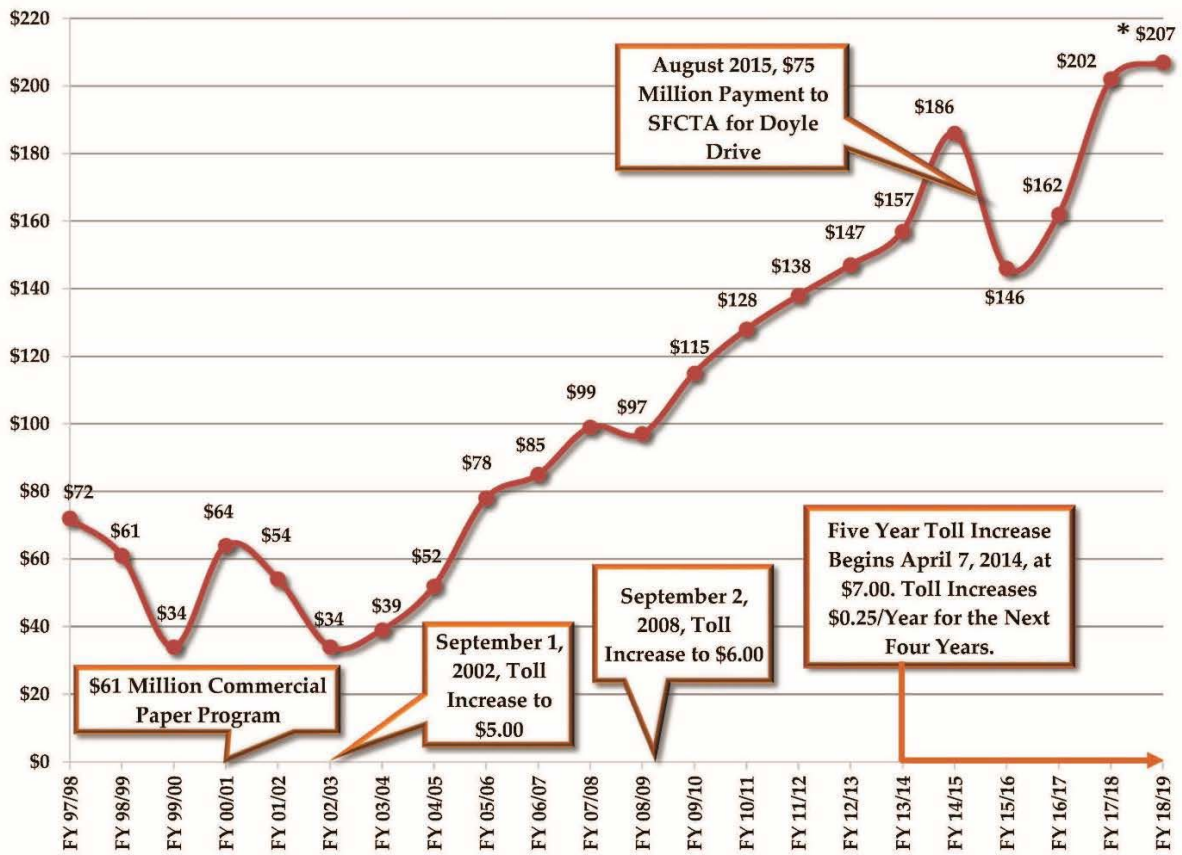
**Summary**

The fiscal strength of the District is best tracked by comparing the level of reserve funds available for operating and capital with the time period necessary for the projected needs of the District to exhaust those resources.

**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.

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



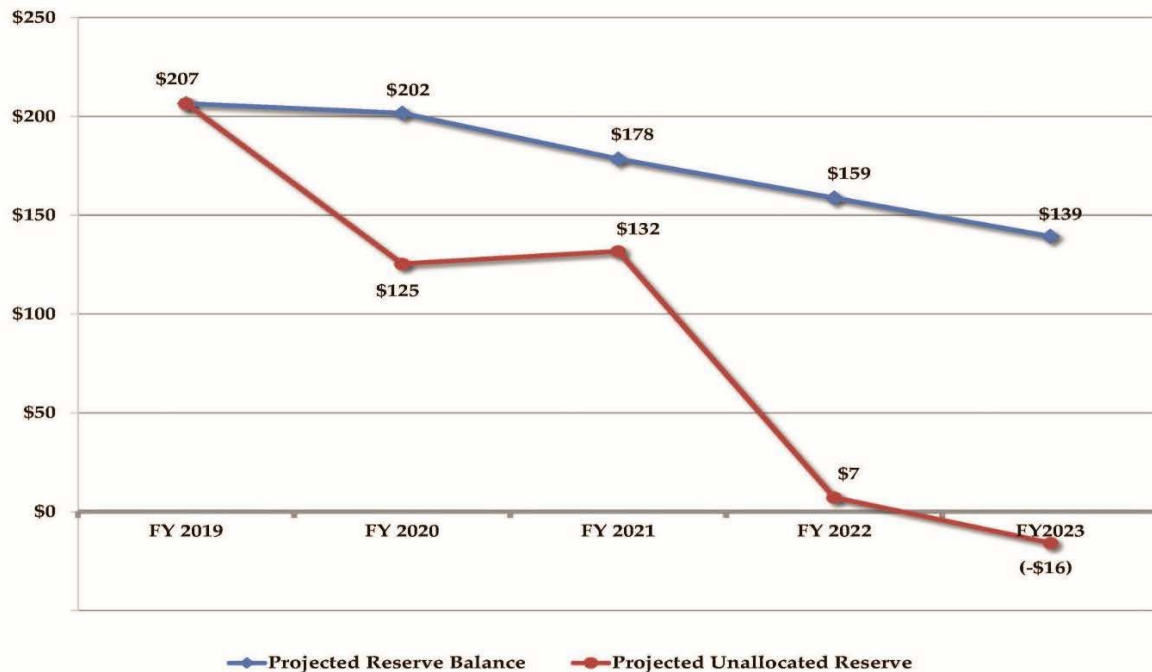
\*Note: Graph amounts represent beginning of the year balances. See Appendix E for more details.

**Use of Capital Reserves to Fund Capital Projects**

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 20/21 projection. Specifically, the undetermined funding status of the final phase of the seismic retrofit of the Bridge is unknown and the District has taken a more conservative approach in allocating its available capital reserve resources (see Appendix D and E for details). Additional funding to fund the full ten-year capital plan in this projection will need to be raised through the capital contribution transfer to reserves included in future operating budgets. Thus, if future operating budgets are balanced, then the estimated shortfall in this projection and the projected funding needs of the full ten-year capital plan will be met.

In addition to the Capital Project Reserves, the District holds reserves for operations, emergencies, Bridge self-insured losses, other legal liabilities, and debt service (See Appendix E). In this projection, 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 capital project. The following graph represents a projection of how the current total of capital reserves, as presented in the District’s FY 19/20 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.

***How Reserves Are Funded***

New reserves are accumulated if future operating budgets are balanced. In FY 19/20, the operating budget will provide approximately \$30.8 million for the capital project reserves through three mechanisms; 1) the capital reserve contribution set aside of \$21 million in the FY 19/20 Operating Budget; 2) depreciation expense; and, 3) Bridge self-insurance against losses. The District is projected to have no operating deficit this year and therefore would be able to make a small contribution to fund reserves for future capital projects. The tradeoffs between which capital projects to begin, and when, will be decided 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.

	<b>Year 1 FY 20/21 Estimate</b>	<b>Sub Total Year 1 – 5 Estimate</b>	<b>Total Year 1 – 10 Estimate</b>
Total Operating with Capital Contribution	\$235	\$1,287	\$2,771
<u>Total Operating Revenue</u>	<u>\$241</u>	<u>\$1,274</u>	<u>\$2,598</u>
<u>Total Operating &amp; Capital Surplus (Shortfall)</u>	<u>\$6</u>	<u>(\$13)</u>	<u>(\$173)</u>

For comparison purposes, the projected ten-year revenue over expense shortfall of \$173 million is approximately \$167 million lower than the \$340 million presented in the previous projection of September 28, 2018. 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 toll revenue due to the approved 5-year toll increase.

The projected shortfall exists because projected expenses increase over the 10-year measurement period but many of the sources of revenue do not. The revenue sources that do not increase automatically year to year will only increase through future public action. The current 10-year shortfall is primarily made up of:

- Increases in salaries, assuming a consistent CPI which attributes for approximately \$106 million;
- Medical benefits assume a historical increase of approximately 5.8% contributing to \$65 million;
- Pension contributions, using the actuarial assumptions, make up an additional \$23 million; and,
- Depreciation, due to finishing major projects in the 10-year timeframe, contributes \$80 million.

The increase in expenses are partially offset by the approved 5-year toll increase contributing an additional \$158 million in revenue over the 10-year period (See Appendices A and B for more details). It is important to note that the 5-year toll plan was originally projected to raise approximately \$100 million over 5 years. Given the subsequent decline in Bridge traffic, it is now projected to generate at least \$18 million less than originally projected. In addition, the projection assumes another 0.5% - 1% decline in traffic, which will reduce the revenues an additional \$6.2 million over 5 years.

### ***Capital Contribution***

Each year during the budget process, the ten-year Capital Plan is updated. The new ten-year Capital Plan becomes the basis for the annual Capital Reserve Contribution. As the projection moves one year forward in time, 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 \$475 million compared to the \$529 million projected last year. After accounting for funds contributed by depreciation, the use of \$80 million in District reserves, increased 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 C and Appendix D for more 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 \$13 million compared to \$74 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 (2020-2029) between the new projection and the previous projection, the new projection shows:

- A \$2 million surplus for 5 years, which is \$76 million better than the previous projection; and,
- A \$123 million shortfall for 10 years, which is \$216 lower than 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 20/21 through FY 29/30 Ten-Year Capital Projection, provided in Appendix C, identifies a \$1.6 billion capital need over the next ten years requiring a District contribution of \$475 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:

<b>Capital Revenue Assumption Scenarios (In Millions)</b>	<b>10 Year Resource Need</b>	<b>Variance from 80% Funding Level</b>
Grant Funding Level approx. at 80%	\$ 173	\$ 0
Grant Funding Level 50%	\$ 363	\$ 190
Grant Funding Level 30%	\$ 563	\$ 390

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

**BRIDGE DIVISION**  
(All numbers in thousands)

<b>Capital Project Detail</b>	<b>10 - Year Total</b>
<b>Bridge Seismic Retrofit</b>	
Phase IIIB Design/Construction	\$644,140
<b>Bridge Access Systems:</b>	
North End Access Systems	\$20,000
South Approach & Arch Access Systems	\$19,992
<b>Safety/Security Enhancements:</b>	
Suicide Deterrent-Construction	\$92,899
<b>Paint/Erosion Rehabilitation:</b>	
North Tower Paint Rehabilitation	\$30,000
<b>Roadway Rehabilitation:</b>	
Bridge Pavement Repair	\$30,000
<b>Toll Collection:</b>	
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 in October.

### **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

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Golden Gate Bridge, Highway & Transportation District Operating Budget Projection  
Five-Year and Ten-Year Financial Projections FY 2021 - FY 29/30

All Figures Rounded to (\$000)

80% Grant Funded

	Year 1 FY 2021 Estimate	Year 2 FY 2022 Estimate	Year 3 FY 2023 Estimate	Year 4 FY 2024 Estimate	Year 5 FY 2025 Estimate	Year 6 FY 2026 Estimate	Year 7 FY 2027 Estimate	Year 8 FY 2028 Estimate	Year 9 FY 2029 Estimate	Year 10 FY 2030 Estimate	Total 5 Year Estimate	Total 10 Year Estimate
<b>Agency Expense:</b>												
Salaries (Gross of Capitalization & ICAP)	\$ 86,800	\$ 88,900	\$ 91,000	\$ 93,100	\$ 95,200	\$ 97,300	\$ 99,500	\$ 101,700	\$ 104,100	\$ 106,400	\$ 455,000	\$ 964,000
Fringe Benefits (incl PR Taxes)	72,600	75,800	79,000	82,000	85,200	88,200	91,200	94,000	96,500	98,400	394,600	855,400
Professional Services	25,400	26,000	26,700	27,300	27,900	28,500	29,200	29,800	30,500	31,200	133,300	282,500
Fuel & Related Taxes	11,700	11,800	12,000	12,200	12,400	12,600	12,800	13,000	13,200	13,400	61,100	129,600
Repair & Operating Supplies	10,200	10,400	10,700	10,900	11,200	11,400	11,700	11,900	12,200	12,500	53,400	113,100
Insurance, Taxes & Permits	6,000	6,900	7,000	7,200	7,400	7,500	7,700	7,900	8,000	8,200	35,200	74,500
Purchased Transportation	2,000	2,100	2,100	2,200	2,200	2,300	2,300	2,400	2,500	2,500	10,600	22,600
Staff Development	1,400	1,400	1,500	1,500	1,600	1,600	1,600	1,700	1,700	1,700	7,300	15,600
Leases & Rentals	600	600	700	700	700	700	700	700	800	800	3,000	7,000
Debt Service-Interest Expense	2,200	2,500	2,800	3,100	3,100	3,100	3,100	3,100	3,100	3,000	13,700	29,100
Depreciation	11,100	12,300	16,200	20,700	22,700	23,400	24,300	25,600	26,300	27,100	83,000	209,700
<b>Total Expenses</b>	<b>\$ 230,700</b>	<b>\$ 238,800</b>	<b>\$ 249,900</b>	<b>\$ 261,200</b>	<b>\$ 269,900</b>	<b>\$ 275,100</b>	<b>\$ 282,500</b>	<b>\$ 290,500</b>	<b>\$ 298,400</b>	<b>\$ 306,100</b>	<b>\$ 1,250,500</b>	<b>\$ 2,703,100</b>
<b>Known Changes:</b>												
Salaries/Fringes-known spending experience adjustment	(4,800)	(3,600)	(2,400)	(2,400)	(2,500)	(2,600)	(2,600)	(2,700)	(2,700)	(2,800)	(15,700)	(28,100)
Capitalized Labor	(4,800)	(4,800)	(5,000)	(5,100)	(5,200)	(5,400)	(5,500)	(5,600)	(5,700)	(5,900)	(25,000)	(53,100)
ICAP	(3,200)	(3,300)	(3,400)	(3,500)	(3,600)	(3,600)	(3,700)	(3,800)	(3,900)	(4,000)	(17,000)	(36,000)
Medical & Workers Compensation adjustment	(2,000)	(2,100)	(2,200)	(2,400)	(2,500)	(2,700)	(2,900)	(3,000)	(3,200)	(3,400)	(11,200)	(26,400)
Federal Health Excise Tax (ACA)	-	1,200	2,600	3,000	3,400	3,900	4,400	4,900	5,600	6,200	10,200	35,200
Commercial Paper Principal Pymts	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,400)	(6,000)	(12,000)
Debt Service Expense Savings	(300)	(500)	(800)	(1,000)	(1,300)	(2,000)	(2,300)	(4,500)	(5,100)	(3,700)	(3,900)	(21,500)
Depreciation - delay in the completion of Capital Projects	(16,300)	(14,400)	(12,400)	(12,600)	(12,900)	(13,600)	(13,800)	(15,900)	(16,200)	(13,400)	(68,600)	(141,500)
<b>Total Known Changes</b>	<b>\$ 214,400</b>	<b>\$ 224,400</b>	<b>\$ 237,500</b>	<b>\$ 245,600</b>	<b>\$ 257,000</b>	<b>\$ 261,500</b>	<b>\$ 268,700</b>	<b>\$ 274,600</b>	<b>\$ 282,200</b>	<b>\$ 292,700</b>	<b>\$ 1,181,900</b>	<b>\$ 2,581,600</b>
<b>Sub-Total Expense</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 105,000</b>	<b>\$ 210,000</b>
<b>Capital Contribution</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expense</b>	<b>\$ 235,400</b>	<b>\$ 245,400</b>	<b>\$ 268,500</b>	<b>\$ 268,600</b>	<b>\$ 275,000</b>	<b>\$ 282,500</b>	<b>\$ 289,700</b>	<b>\$ 295,600</b>	<b>\$ 303,200</b>	<b>\$ 313,700</b>	<b>\$ 1,286,900</b>	<b>\$ 2,771,600</b>
<b>Total Operating Revenue</b>	<b>\$ 241,000</b>	<b>\$ 248,500</b>	<b>\$ 255,800</b>	<b>\$ 263,800</b>	<b>\$ 264,400</b>	<b>\$ 264,800</b>	<b>\$ 264,400</b>	<b>\$ 264,700</b>	<b>\$ 265,000</b>	<b>\$ 265,900</b>	<b>\$ 1,273,500</b>	<b>\$ 2,598,300</b>
<b>Total Net Surplus/(Deficit)</b>	<b>\$ 5,600</b>	<b>\$ 3,100</b>	<b>\$ (2,700)</b>	<b>\$ (6,800)</b>	<b>\$ (13,600)</b>	<b>\$ (17,700)</b>	<b>\$ (25,300)</b>	<b>\$ (30,900)</b>	<b>\$ (38,200)</b>	<b>\$ (47,800)</b>	<b>\$ (13,400)</b>	<b>\$ (173,300)</b>
<b>Bridge Expense</b>	<b>\$ 85,400</b>	<b>\$ 88,700</b>	<b>\$ 93,800</b>	<b>\$ 97,700</b>	<b>\$ 100,500</b>	<b>\$ 101,300</b>	<b>\$ 103,400</b>	<b>\$ 106,000</b>	<b>\$ 108,100</b>	<b>\$ 114,000</b>	<b>\$ 466,100</b>	<b>\$ 998,900</b>
<b>Transit Expense</b>	<b>\$ 150,000</b>	<b>\$ 166,700</b>	<b>\$ 164,700</b>	<b>\$ 171,900</b>	<b>\$ 177,500</b>	<b>\$ 181,200</b>	<b>\$ 186,300</b>	<b>\$ 189,600</b>	<b>\$ 195,100</b>	<b>\$ 199,700</b>	<b>\$ 820,800</b>	<b>\$ 1,772,700</b>

Golden Gate Bridge, Highway & Transportation District Operating Budget Projection  
Five-Year and Ten-Year Financial Projections FY 20/21 - FY 29/30

Revenue Detail

All Figures Rounded to (\$000)

Revenue Categories	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total	Total
	FY 2021 Estimate	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	5 Year Estimate	10 Year Estimate
Bridge Tolls	\$ 158,900	\$ 165,500	\$ 172,100	\$ 178,700	\$ 178,700	\$ 178,700	\$ 178,700	\$ 178,700	\$ 178,700	\$ 178,700	\$ 863,900	\$ 1,747,400
Transit Fares	36,800	37,300	37,300	37,300	37,300	37,300	37,300	37,300	37,300	37,300	186,000	372,500
Investment Income	5,200	5,600	6,200	6,800	7,400	7,700	7,900	6,800	7,000	7,900	31,200	67,900
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)	1,400	1,400	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	7,300	14,800
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)	10,900	10,900	10,900	10,900	10,900	10,900	10,900	10,900	10,900	10,900	54,500	109,000
Federal/State/Local Funds	25,400	25,400	25,400	25,400	25,400	25,400	25,400	25,400	25,400	25,400	127,000	254,000
<b>Sub-Total Revenue</b>	<b>\$ 242,700</b>	<b>\$ 250,200</b>	<b>\$ 257,600</b>	<b>\$ 264,800</b>	<b>\$ 265,400</b>	<b>\$ 265,800</b>	<b>\$ 265,400</b>	<b>\$ 264,900</b>	<b>\$ 265,200</b>	<b>\$ 266,100</b>	<b>\$ 1,280,700</b>	<b>\$ 2,608,100</b>
<b>Known Changes:</b>												
Decline in SB Traffic	\$ (1,500)	\$ (1,500)	\$ (1,600)	\$ (800)	\$ (800)	\$ (800)	\$ (800)	\$ -	\$ -	\$ -	\$ (6,200)	\$ (7,800)
Means Based Fare Adjustment	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (1,000)	\$ (2,000)
<b>Total Known Changes</b>	<b>\$ (1,700)</b>	<b>\$ (1,700)</b>	<b>\$ (1,800)</b>	<b>\$ (1,000)</b>	<b>\$ (1,000)</b>	<b>\$ (1,000)</b>	<b>\$ (1,000)</b>	<b>\$ (200)</b>	<b>\$ (200)</b>	<b>\$ (200)</b>	<b>\$ (7,200)</b>	<b>\$ (9,800)</b>
<b>Total Revenue</b>	<b>\$ 241,000</b>	<b>\$ 248,500</b>	<b>\$ 255,800</b>	<b>\$ 263,800</b>	<b>\$ 264,400</b>	<b>\$ 264,800</b>	<b>\$ 264,400</b>	<b>\$ 264,700</b>	<b>\$ 265,000</b>	<b>\$ 265,900</b>	<b>\$ 1,273,500</b>	<b>\$ 2,598,300</b>
Bridge Revenue	\$ 163,000	\$ 170,000	\$ 177,200	\$ 185,200	\$ 185,800	\$ 186,100	\$ 185,700	\$ 186,000	\$ 186,200	\$ 187,100	\$ 881,200	\$ 1,812,300
Transit Revenue	\$ 78,000	\$ 78,500	\$ 78,600	\$ 78,600	\$ 78,600	\$ 78,700	\$ 78,700	\$ 78,700	\$ 78,800	\$ 78,800	\$ 392,300	\$ 786,000

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**Golden Gate Bridge, Highway and Transportation District  
Five- and Ten-Year Financial Projection for FY 20/21 – FY 29/30**

## CATEGORY ASSUMPTIONS

### Operating Revenue

**General Assumption: The FY 19/20 Adopted Budget has been used as the basis for all revenue and expense projections.**

#### Bridge Tolls

Bridge southbound traffic is projected to remain flat over 10 years. The Board of Directors approved a new five-year fare plan effective July 2019. Though Bridge southbound traffic remains flat, the revenue increases for the first four years and remain flat for all the other years. A revenue reduction is assumed due to the historical trend in southbound traffic and is shown separately in the “Known Changes”.

#### Bus Transit

Regional Bus passengers are projected to remain flat over 10 years. The Board of Directors approved a new five-year fare plan effective July 2017. Though bus passengers remain flat, the revenue is projected to increase 2% in the first two years and remain flat for all the other years. Marin Transit contract revenue is assumed at the same level of service.

#### Ferry Transit

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 passengers remain flat, the revenue is projected to increase 2% in the first two years and remain flat for all the other years.

#### Local Funds

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).

#### State Funding

All State Transit Assistance (STA) and Transportation Development Act (TDA) funding is based on current trend on funds received and includes funding from SB1.

#### Federal Funding

No Federal operating funding is assumed for this projection.

#### Investment Income

Interest on investment is projected to be 2.35% 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 20/21 – FY 29/30**

**CATEGORY ASSUMPTIONS**

Other Revenue

Other Revenue is based on a projected average CPI rate ranging from 2.20% to 2.43%. This revenue includes leases, advertising, parking meters, ferry concessions, and parking fees.

**Known Changes**

Bridge toll revenue

Due to the historical decline of southbound traffic, the projection assumes to decrease southbound traffic 1% for the first three years, ½ % for the next four years and 0% for the last three years.

Means-Based Fare

The projection assumes a reduction in Transit fare revenue for fare discount provided to low-income riders.

**Operating Expense**

CPI Rates

Projected CPI rates are based on estimates provided by California’s Legislative Analyst’s Office (LAO), MTC and Congressional Budget Office (CBO). Projected rates for FY 21/22 - FY 22/23 are based on an average of all rates. Projected rates for FY 23/24-FY2028/29 are based on MTC and CBO projections which average 2.3%. The projected CPI rate from MTC for FY29/30 is 2.2%.

Salaries

Salary increases for non-Bus Operators are based on CPI rate projections. No salary increase is included for ATU-represented employees. 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 34.6%, 35.8%, 36.5%, 36.4%, 36.7% and 32.5% for the years FY20/21 through FY25/26 respectively. This projection assumes that pension cost continues to remain flat for the years of FY 26/27 - FY 29/30. Pension rate for Bus Operator (ATU) is 22.165% for FY 19/20. This projection assumes that the ATU pension rates continue to remain flat for the years of FY 20/21 - FY 29/30.

Medical Insurance

Medical insurance is based on Centers for Medicare & Medicaid Services, Office of the Actuary rates of 5.6%, 5.8%, 5.9%, 5.9%, 5.9%, and 5.7% for FY20-21-FY25/26 respectively. The rate 5.5% is used from FY26/27 to FY29-30. An adjustment based on a three-year average is shown separately in the “Known Changes”.

Workers’ Compensation

Workers’ Compensation is based on CPI rates. An adjustment based on a five-year average is shown separately in the “Known Changes”.

Debt Service Payment

Assumes an interest rate increase of 0.5% per year reaching a cap of 5.0% in year 4.

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**Golden Gate Bridge, Highway and Transportation District  
Five- and Ten-Year Financial Projection for FY 20/21 – FY 29/30**

## **CATEGORY ASSUMPTIONS**

### 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, ZEB Infrastructure, Refurbishment, Engine Rebuilt, Repower and Capital Improvements of various vessels, Purchase New Ferry Vessel, Channel Dredging, Gangway & Piers-Design, Sausalito Gangway & Piers and IS related projects. For the last five years, major capital projects that are assumed completed are Bridge Pavement Repair, Bus Lot Campus Redevelopment, SRTC Relocation, MV Del Norte-End of Useful Life Replacement, Warehouse Security & Storage Project, Gangway & Piers-Larkspur/San Francisco and SF Ferry Terminal Improvements.

### All other expenses not mentioned above

Projection assumes an average CPI increase of 2.20% - 2.43% depending on the year based on LAO, MTC and CBO.

## **Known Changes**

### Salary/Fringe Benefits

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

### 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 67.88% of Engineering capitalized labor expense.

### Medical and Workers Compensation Benefits

The projection assumes medical is based on three-year average and workers compensation is based on five-year average.

### ACA

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

### Commercial Paper Principal

Payments to the Commercial Paper Debt Principal will begin in FY 29/30, following completion of the Seismic Retrofit project. Per the original indenture agreement, projected payments are based on the payment of \$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 3.54% 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.

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GGBHTD 10-YEAR CAPITAL PLAN  
FY 2021 - FY 2030

/KEY - 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)										Line Item Total
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
<b>AGENCY SUMMARY</b>																	
<b>BRIDGE DIVISION</b>																	
GRANT FUNDED	681,548	681,548	-	762,533	39,493	41,492	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	307,881	356,918	26,558	22,578	22,905	23,617	35,145	34,789	36,587	52,611	29,179	22,343	12,405	-	356,918
TOTAL	989,429	989,429	307,881	1,119,451	65,951	64,071	54,345	94,818	152,130	151,696	152,644	180,718	50,289	32,654	18,526	-	1,119,451
<b>BUS DIVISION</b>																	
GRANT FUNDED	189,987	189,987	-	257,788	44,029	22,172	3,781	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	51,092	59,616	4,621	3,503	1,260	3,737	5,942	5,798	16,744	3,188	3,340	8,670	1,120	400	59,616
TOTAL	241,079	241,079	102,184	317,404	48,651	25,674	5,041	16,950	33,467	17,590	75,000	15,028	15,750	53,350	3,879	2,000	317,404
<b>FERRY DIVISION</b>																	
GRANT FUNDED	284,449	284,449	-	452,303	22,990	9,548	33,245	44,678	4,520	7,418	26,157	59,177	45,288	24,404	15,504	135,316	452,303
DISTRICT FUNDED	79,879	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	33,829	134,167
TOTAL	364,328	364,328	159,758	586,471	37,755	15,243	44,639	54,528	12,271	10,940	32,271	74,706	56,685	30,580	19,455	169,145	586,471
<b>DISTRICT DIVISION</b>																	
GRANT FUNDED	2,936	2,936	-	4,165	406	822	452	80	400	960	44	800	100	-	-	-	4,165
DISTRICT FUNDED	36,226	36,226	36,226	50,864	4,598	3,830	4,839	8,784	3,122	1,135	3,411	3,130	3,920	2,100	1,400	6,210	50,864
TOTAL	39,162	39,162	36,226	55,029	5,005	4,652	5,291	8,864	4,485	2,095	3,455	3,930	4,020	2,100	1,400	6,210	55,029
<b>AGENCY TOTAL</b>																	
GRANT FUNDED	1,158,921	1,158,921	-	1,476,789	106,918	74,034	100,768	79,928	108,572	137,097	200,514	199,924	78,907	79,395	24,384	136,916	1,476,789
DISTRICT FUNDED	475,078	475,078	475,078	601,565	50,443	35,606	55,845	42,800	39,490	45,224	63,856	74,458	47,836	39,289	18,876	40,439	601,565
TOTAL	1,633,999	1,633,999	950,156	2,078,355	157,361	109,640	156,613	122,728	148,063	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

/KEY - 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)										Line Item Total			
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10				
<b>BRIDGE DIVISION</b>																				
<b>GGB SEISMIC RETROFIT</b>																				
<i>Seismic: Design</i>																				
1923 - Seismic Phase III B CM/GC (BR-0064)	7,862	7,862		9,862		2,000														9,862
<i>Seismic: Construction</i>																				
1528 - GGB Wind Retrofit (BR-0027)	2,321	2,321		11,860	4,539	5,000														11,860
0000 - Seismic Phase III B Construction (BR-0023)	621,000	509,220	111,780	621,000																621,000
0000 - Seismic Phase III B Construction (Financing) (BR-0059)	35,000	28,000	7,000	35,000																35,000
<b>BRIDGE IMPROVEMENTS/REHABILITATION</b>																				
<b>Safety/Security Enhancements</b>																				
0805 - South Approach & Pier Security Improvements (BR-0020)	3,738	2,991	748	5,000	1,162	100				1,738										5,000
1118 - Suicide Deterrent - Design (BR-0018)	27		27	5,433	5,466	50														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									1,560
<b>Bridge Access Systems</b>																				
1922 - Technical Svcs for Bridge Access Systems (BR-0062)	400		400	400						50	50									400
9826 - Main Cable Access (BR-0003)	9,614		9,614	13,180	2,066	1,500				4,000	1,614									13,180
0000 - South Approach & Arch Access Systems (#1521) (BR-0002)	19,992		19,992	20,000	8						500									20,000
0000 - North End Access Systems (#1522) (BR-0030)	20,000		20,000	20,000																20,000
<b>Improvements/Rehab</b>																				
0000 - Electrical Service to North Approach (BR-0007)	3,960		3,960	3,960																3,960
0000 - Roadway Lighting (BR-0008)	100		100	100																100
<b>Paint/Erosion Rehab</b>																				
1822 - North Tower Pier Shore Protection Des/Env (BR-0051)	399		399	500	1	100														500
0000 - North Tower Paint Rehab (BR-0009)	30,000	24,000	6,000	30,000																30,000
0000 - Fort Point Arch Paint Rehab (BR-0010)	7,500	6,000	1,500	7,500																7,500
0000 - North Tower Pier Shore Protection Construction (BR-0052)	1,000		1,000	1,000						1,000										1,000
<b>Roadway Rehab</b>																				
1722 - Toll Plaza Pavement Overlay (BR-0057)	2,905		2,905	3,500	95	500					905									3,500
1424 - Deck Paving Investigation (BR-0013)	150		150	150						75										150
0000 - Bridge Pavement Repair (BR-0011)	30,000	15,000	15,000	30,000							500	15,000								30,000
<b>Structure Rehab</b>																				
0000 - Cable Band Rehab Construction (BR-0022)	8,200	6,560	1,640	8,200																8,200
0000 - Cable Band Rehab Design (BR-0021)	400	320	80	400						200	200									400
<b>FACILITIES REHABILITATION</b>																				
<b>Grounds and Roads</b>																				
1920 - Alexander Avenue Slope Strengthening Des/Env (BR-0060)	400		400	500		100														500
0000 - Alexander Avenue Pavement Rehabilitation (#1421) (BR-0033)	2,987		2,987	2,987	13					200	200									3,000
0000 - Alexander Avenue Slide Repair - Design/Env (BR-0054)	500		500	500						100	300									500
0000 - Employee Parking Lots & Tunnel Rehab (BR-0032)	2,900		2,900	2,900																2,900
0000 - Merchant Road Rehabilitation (BR-0031)	1,800		1,800	1,800																1,800
0000 - Alexander Avenue Slide Repair - Construction (BR-0055)	850		850	850																850

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JKKEY - 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)										Line Item Total
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
<b>BRIDGE DIVISION</b>																	
<b>Maintenance Facilities</b>																	
0000 - Toll 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
<b>Toll Plaza Buildings</b>																	
2020 - Bridge Admin Office Improvements (BR-0063)	-	-	-	122	-	122	-	-	-	-	-	-	-	-	-	-	122
1820 - Toll Plaza Gantry - Construction (BR-0058)	5,988	5,988	5,988	7,564	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	2,400	30,000	30,000	-	-	-	-	-	-	-	-	-	-	-	-	30,000
0000 - Toll Plaza Administration Bldg Rehab (BR-0040)	1,690	-	1,690	1,690	-	-	500	1,190	-	-	-	-	-	-	-	-	1,690
0000 - Maintenance Shop Retrofit & Roof Rehab (BR-0041)	590	-	590	590	-	-	-	-	-	-	-	-	-	-	-	-	590
0000 - Round House Roof Rehab (BR-0044)	860	-	860	860	-	-	100	760	-	-	-	-	-	-	-	-	860
0000 - Purchasing & Stores Bldg & Roof Rehab (BR-0045)	3,000	-	3,000	3,000	-	-	-	2,000	1,000	-	-	-	-	-	-	-	3,000
0000 - South Visitor Plaza Restrooms Improvement - Construction (BR-0006)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>INFORMATION SYSTEMS/TECHNOLOGY</b>																	
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	1,224	-	-	-	-	-	-	-	5,942
<b>CAPITAL EQUIPMENT</b>																	
<b>Tools and Equipment</b>																	
X29 - 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
<b>TOTAL</b>	<b>989,429</b>	<b>681,548</b>	<b>307,881</b>	<b>1,119,451</b>	<b>65,951</b>	<b>64,071</b>	<b>101,609</b>	<b>54,345</b>	<b>94,818</b>	<b>152,130</b>	<b>152,644</b>	<b>180,718</b>	<b>50,289</b>	<b>32,654</b>	<b>18,526</b>	<b>-</b>	<b>1,119,451</b>

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/WKY - 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)										Line Item Total
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
<b>BUS DIVISION</b>																	
<b>REVENUE VEHICLES</b>																	
<b>Revenue Vehicle Improvements</b>																	
0000 - Replace Fare Collection Equipment (BUS-0034)	5,500	4,565	935	5,500	-	272	-	-	-	-	-	-	-	-	-	-	5,500
1532 - MG USB Outlets (BUS-0032)	-	-	-	428	156	-	-	-	-	-	-	-	-	-	-	-	428
<b>Revenue Vehicle Replacements</b>																	
0000 - Demand Response Vehicle Replacement (BUS-0039)	1,358	1,154	204	1,358	-	-	-	-	-	-	-	-	-	-	-	-	1,358
0000 - ZEB Over-the-Road (OTR) Coaches (BUS-0038)*	79,317	67,419	11,898	79,317	-	-	-	9,567	-	-	-	-	-	-	-	45,000	79,317
0000 - Replace Conventional Over-the-Road (OTR) Coaches (BUS-0037)	37,000	31,450	5,550	37,000	-	-	-	-	18,000	-	-	-	-	-	-	-	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
<b>Safety/Security</b>																	
0000 - Security Systems (BUS-0044)	1,000	800	200	1,000	-	12	-	-	-	-	-	-	-	-	-	1,000	1,000
1434 - Security Systems - Bus Security Cameras (BUS-0045)	-	-	-	-	-	12	-	-	-	-	-	-	-	-	-	-	12
<b>Systemwide</b>																	
1932 - Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis (BUS-0054)	-	-	-	-	-	125	-	-	-	-	-	-	-	-	-	-	125
<b>FACILITIES REHABILITATION</b>																	
<b>D-1 - San Rafael</b>																	
1431 - Recurite D1 Employee Parking Lot & Solar Panels (BUS-0002)	2,854	2,283	571	5,130	276	2,000	-	-	-	-	-	-	-	-	-	-	5,130
1931 - Bus Division Office Improvements (BUS-0053)	-	-	-	420	82	358	-	-	-	-	-	-	-	-	-	-	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
0000 - Replace Steam Bay Waste Water Recycling System (F11) (BUS-0012)	284	227	57	284	-	-	-	-	-	-	-	-	-	-	-	-	284
0000 - Injector Room Ventilation (BUS-0016)	35	28	7	35	-	-	-	-	-	-	-	-	-	-	-	-	35
0000 - Extend/Add Mezzanine (FY10; FY11; FY12) (BUS-0019)	115	-	115	115	-	-	-	-	-	-	-	-	-	-	-	-	115
0000 - Elevator for D1 HD Shop Building (BUS-0018)	650	520	130	650	-	-	-	-	-	-	-	-	-	-	-	-	650
0000 - D-1 New Warehouse: Parts and Records Storage (FY10) (BUS-0017)	225	180	45	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
0000 - D-1 IT Dispatch Office Rehab (BUS-0009)	800	640	160	800	-	-	-	-	-	-	-	-	-	-	-	-	800
0000 - D-1 Fuel Island Building Rehab: Concrct 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
0000 - D-1 Drainage Improvements Warehouse Area (BUS-0014)	25	20	5	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	-	-	-	-	-	400
0000 - D-1 Bus Lot Campus Redev. Ph2: Construction (BUS-0011)	25,000	20,000	5,000	25,000	-	-	-	-	-	-	1,000	10,000	-	-	-	-	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	-	-	-	-	-	-	100	-	-	-	-	-	91
0000 - Bus Lot Landscapes (BUS-0056)	100	-	100	100	-	-	-	-	-	-	-	-	-	-	-	-	100
0000 - Automatic Door/Enclosure by Driver's Room (FY11; FY12) (BUS-0043)	150	120	30	150	-	-	-	-	-	-	-	-	-	-	-	-	150
0000 - D-1 ZEB Infrastructure (BUS-0059)	11,320	9,056	2,264	11,320	-	-	-	-	250	10,000	-	-	-	-	-	500	11,320
<b>D-2 - Novato</b>																	
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	-	-	-	-	-	-	440	-	-	-	-	-	760
0000 - D-2 Pavement Rehabilitation (BUS-0022)	1,700	1,360	340	1,700	-	-	-	-	-	-	300	600	-	-	-	-	1,700
0000 - D-2 Wash Rack Improvements (BUS-0021)	840	672	168	840	-	-	-	-	-	-	320	520	-	-	-	-	840
0000 - D-2 ZEB Infrastructure (BUS-0060)	1,000	800	200	1,000	-	-	-	-	-	1,000	-	-	-	-	-	-	1,000

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JKKEY - Project Name (10Yr 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)										Line Item Total	
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		Future Years
<b>BUS DIVISION</b>																		
<b>D-3- Santa Rosa</b>																		
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
<b>D-4- San Francisco</b>																		
1933 - SF Curb Cut Bus Stop Improvements (BUS-0057)	20	-	20	50	-	30	-	-	-	-	-	-	-	-	-	-	-	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
<b>R-7- San Rafael Transit Center</b>																		
0000 - SRTC Relocation PS&E/CON (BUS-0029)	45,000	30,000	15,000	45,000	-	-	-	-	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	-	-	-	-	591	-	-	-	-	-	-	2,065
<b>Systemwide</b>																		
0000 - Install LED Yard Lighting at Bus Facilities (BUS-0031)	138	138	-	138	-	-	-	-	-	-	-	-	-	-	-	-	-	138
0000 - ZEB Smart Charging System (BUS-0064)	250	200	50	250	-	-	-	-	250	-	-	-	-	-	-	-	-	250
<b>INFORMATION SYSTEMS/TECHNOLOGY</b>																		
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
<b>CAPITAL EQUIPMENT</b>																		
XX39 - Capital Equipment (BUS-0001)	3,500	-	3,500	3,600	-	100	-	350	350	350	350	350	350	350	350	350	350	3,600
<b>TOTAL</b>	<b>241,079</b>	<b>189,987</b>	<b>51,092</b>	<b>317,404</b>	<b>48,651</b>	<b>25,674</b>	<b>5,074</b>	<b>4,991</b>	<b>16,950</b>	<b>33,467</b>	<b>17,590</b>	<b>75,000</b>	<b>15,028</b>	<b>53,350</b>	<b>3,879</b>	<b>2,000</b>	<b>317,404</b>	
*ZEB project cost assumes that 1.5 ZEB coaches will be needed to replace each conventional coach.																		

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							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		Future Years	
<b>FERRY DIVISION</b>																			
<b>REVENUE VEHICLES</b>																			
<b>MS San Francisco</b>																			
0000 - M/S San Francisco Repower & Capital Improvement (FER-0042)	5,725	4,580	1,145	7,475	-	-	1,685	-	785	-	-	-	-	-	-	785	1,750	25,000	25,000
0000 - M/S San Francisco: End of Useful Life Replacement (FER-0043)	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>MS Marin</b>																			
0000 - M.S. Marin Ramp & Gangways Vessel Modifications (#1640) (FER-0019)	1,340	1,072	268	1,340	-	-	500	500	340	-	-	-	-	-	-	-	-	-	1,340
0000 - M/S Marin: End of Useful Life Replacement (FER-0041)	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,000
0000 - M/S Marin: Repower & Capital Improvements (FER-0040)	3,440	2,752	688	3,440	-	-	585	585	1,685	-	-	-	-	-	-	585	-	3,440	3,440
1741 - M.S. Marin Repower & Dry Dock (FER-0015)	-	-	-	13,334	11,639	1,696	-	-	-	-	-	-	-	-	-	-	-	-	13,334
<b>MS Sonoma</b>																			
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 - M/S Sonoma: End of Useful Life Replacement (FER-0045)	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,000
0000 - M/S Sonoma Repower & Capital Improvements (FER-0044)	4,205	3,364	841	5,890	-	-	565	-	585	-	-	-	-	-	-	585	-	1,685	5,890
<b>MV Mendocino</b>																			
0000 - MV Mendocino: End of Useful Life Replacement (FER-0051)	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,000
0000 - MV Mendocino Repower & Capital Improvements (FER-0050)	6,230	4,984	1,246	6,230	-	-	-	-	1,070	-	-	-	-	-	-	920	-	-	6,230
<b>MV Del Norte</b>																			
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	-	-	-	-	-	-	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
<b>MV Napa</b>																			
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	-	1,000	8,630
0000 - MV Napa: End of Useful Life Replacement (FER-0053)	-	-	-	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
<b>MV Golden Gate</b>																			
0000 - MV Golden Gate Repower & Capital Improvements (FER-0048)	7,580	6,064	1,516	15,160	-	-	-	-	1,000	-	-	-	-	-	-	1,000	-	7,580	15,160
0000 - MV Golden Gate: End of Useful Life Replacement (FER-0049)	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,000
0000 - MV Golden Gate: Structural Modifications (#1440) (FER-0020)	100	80	20	100	-	-	100	-	-	-	-	-	-	-	-	-	-	-	100
<b>Multiple Vessel</b>																			
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
<b>Systemwide</b>																			
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
<b>FACILITIES REHABILITATION</b>																			
<b>Systemwide</b>																			
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	3,670	-	-	100	200	1,000	1,370	-	-	-	-	-	-	-	-	3,670
0000 - Ferry Berthing Area, San Quentin State Prison (FER-0084)	1,190	952	238	1,190	-	-	100	500	500	-	-	-	-	-	-	-	-	-	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

/KEY - 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)										Line Item Total	
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		Future Years
<b>FERRY DIVISION</b>																		
<b>Larkspur Ferry Terminal</b>																		
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	-	-	3,000	3,000	3,000	4,300	400	-	-	-	-	-	-	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	-	-	900	-	500	4,500	5,000	15,000	-	-	-	-	-	40,000
0000 - Oil Boom Platform Berth 3 (FER-0032)	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	1,331	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	-	-	-	-	-	-	-	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
<b>San Francisco Ferry Terminal</b>																		
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	-	-	300	2,500	-	2,000	800	-	-	-	-	-	-	2,800
0000 - SFFT Security Gate (FER-0063)	300	300	300	300	-	-	300	-	-	-	-	-	-	-	-	-	-	300
0000 - Waiting Area Roof Rehab (FER-0037)	1,200	960	240	1,200	-	-	100	200	200	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
<b>Sausalito Ferry Terminal</b>																		
1441 - Gangways & Piers - Sausalito Construction (FER-0005)	11,384	9,107	2,277	11,300	16	100	3,000	8,384	-	-	-	-	-	-	-	-	-	11,500
0000 - Sausalito Terminal Environmental Mitigation (FER-0039)	100	-	100	100	-	-	100	-	-	-	-	-	-	-	-	-	-	100
<b>Corte Madera Marsh</b>																		
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
<b>INFORMATION SYSTEMS/TECHNOLOGY</b>																		
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
<b>CAPITAL EQUIPMENT</b>																		
XX49 - Capital Equipment (FER-0001)	750	-	750	2,500	-	1,750	75	75	75	75	75	75	75	75	75	75	75	2,500
<b>TOTAL</b>	<b>364,329</b>	<b>284,449</b>	<b>79,879</b>	<b>586,471</b>	<b>37,755</b>	<b>15,243</b>	<b>44,639</b>	<b>54,528</b>	<b>31,810</b>	<b>7,715</b>	<b>10,940</b>	<b>33,271</b>	<b>74,706</b>	<b>56,685</b>	<b>30,580</b>	<b>19,455</b>	<b>169,145</b>	<b>586,471</b>

GGBHTD 10-YEAR CAPITAL PLAN  
FY 2021 - FY 2030

/KEY - Project Name (10Yr 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)										Line Item Total
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
<b>DISTRICT DIVISION</b>																	
<b>FACILITIES REHABILITATION</b>																	
0000 - A&D Admin Building Remodel/Rehabs (DIST-0002)	1,500	-	1,500	1,500	-	-	200	1,300	-	-	-	-	-	-	-	-	1,500
0000 - Office Facility Renovation/Consolidation (DIST-0003)	750	-	6,960	7,710	-	-	100	100	500	-	-	-	-	-	-	-	6,210
0000 - Security Systems (DIST-0046)	700	560	140	700	-	-	-	-	-	-	-	-	-	-	-	-	700
<b>INFORMATION SYSTEMS/TECHNOLOGY</b>																	
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	1,522	-	-	-	-	-	-	-	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	-	-	-	-	-	-	-	-	-	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	100	50	100	-	-	-	-	-	-	-	-	-	150
1911 - Cyber Security Improvements (DIST-0065)	210	-	210	360	179	229	210	-	-	-	-	-	-	-	-	-	360
1912 - Manage Detection and Response Services (DIST-0066)	210	-	210	360	179	229	210	-	-	-	-	-	-	-	-	-	360
1913 - Disaster Recovery Improvements (2019) (DIST-0067)	92	-	92	269	27	150	92	-	-	-	-	-	-	-	-	-	269
1914 - Technology Improvements (2019) (DIST-0068)	75	-	75	155	80	80	75	-	-	-	-	-	-	-	-	-	155
2013 - Electronic Timekeeping System Upgrade (DIST-0075)	-	-	-	456	202	254	-	-	-	-	-	-	-	-	-	-	456
1916 - San Rafael A&D Admin Office Improvements (DIST-0070)	299	-	299	299	-	-	299	-	-	-	-	-	-	-	-	-	299
0000 - Video Conferencing (DIST-0053)	1,200	960	240	1,200	-	-	-	-	1,200	-	-	-	-	-	-	-	1,200
0000 - Transit Scheduling System (DIST-0018)	1,055	844	211	1,055	-	-	-	-	-	-	-	-	-	-	-	-	1,055
0000 - Telephone System Upgrade (DIST-0026)	2,550	-	2,550	2,550	-	-	-	-	-	-	-	-	-	-	-	-	2,550
0000 - Technology Improvements (DIST-0052)	600	-	600	600	-	-	250	-	250	-	-	-	-	-	-	-	600
0000 - Replace Server Equipment (DIST-0024)	600	-	600	600	-	-	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	-	-	-	-	-	-	-	650
0000 - Radio System Upgrade (DIST-0016)	2,000	-	2,000	2,000	-	-	-	-	500	-	-	-	-	-	-	-	2,000
0000 - Radio Subscriber Upgrade (DIST-0066)	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	-	-	169	-	-	-	-	-	-	-	-	-	319
0000 - IVR replacement (DIST-0036)	200	-	200	200	-	-	200	-	-	-	-	-	-	-	-	-	200
0000 - Internet of Things for all Divisions (DIST-0050)	750	-	750	750	-	-	200	-	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	-	-	-	-	-	-	-	-	-	-	-	-	2,000
0000 - Ferry Passenger Information Systems (DIST-0030)	250	200	50	250	-	-	-	-	125	-	-	-	-	-	-	-	250
0000 - Exacom Voice Recorder Refresh (DIST-0044)	40	-	40	40	-	-	-	-	40	-	-	-	-	-	-	-	40
0000 - Document Management System (DIST-0025)	540	-	540	540	-	-	-	-	70	-	-	-	-	-	-	-	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	-	-	-	-	-	-	-	1,000
2014 - IS Strategic Planning (DIST-0073)	75	-	75	150	-	-	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	-	-	-	-	-	-	-	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	-	-	-	-	-	-	-	500
0000 - Avrec VGate Refresh (DIST-0043)	20	-	20	20	-	-	20	-	-	-	-	-	-	-	-	-	20
0000 - Asset and Vehicle Fluid Mgmt System (DIST-0054)	465	-	465	465	-	-	465	-	-	-	-	-	-	-	-	-	465
1812 - Asset and Vehicle Fluid Mgmt System (DIST-0022)	372	-	372	372	-	-	372	-	-	-	-	-	-	-	-	-	372
2011 - Email to Office 365 Migration (DIST-0077)	125	-	125	125	-	-	125	-	125	-	-	-	-	-	-	-	125
2010 - Asset Management Strategic Program (DIST-0078)	785	-	785	785	-	-	200	-	785	-	-	-	-	-	-	-	785
<b>CAPITAL EQUIPMENT</b>																	
XX19 - Capital Equipment (DIST-0001)	1,500	-	1,500	1,755	-	255	150	150	150	150	150	150	150	150	150	150	1,755
<b>TOTAL</b>	<b>39,162</b>	<b>2,936</b>	<b>36,226</b>	<b>55,029</b>	<b>5,005</b>	<b>4,652</b>	<b>5,291</b>	<b>8,864</b>	<b>4,485</b>	<b>3,522</b>	<b>2,095</b>	<b>3,455</b>	<b>3,930</b>	<b>4,020</b>	<b>2,100</b>	<b>1,400</b>	<b>55,029</b>

**Golden Gate Bridge, Highway and Transportation District  
Five-Year and Ten-Year Financial Projections FY 20/21 - FY 29/30  
CAPITAL CONTRIBUTION REQUIRED TO FUND PROJECTED CAPITAL PLAN - Assumes Bridge Capital is 80% Grant Funded**

All Figures Rounded to (\$000)

	Year 1	Year 2	Year 3	Year 4	Year 5	SubTotal	Year 6	Year 7	Year 8	Year 9	Year 10	Total
	FY 2021 Estimate	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate	Year 1 - 5 Estimate	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	Year 1 - 10 Estimate
DISTRICT GRANTS	\$55,846	\$42,799	\$39,490	\$47,404	\$45,224	\$230,763	\$83,856	\$74,458	\$47,835	\$39,289	\$18,876	\$475,077
	\$100,767	\$79,928	\$108,572	\$149,430	\$137,097	\$575,794	\$200,514	\$189,924	\$13,907	\$79,395	\$24,384	1,158,918
<b>TOTAL</b>	<b>\$156,613</b>	<b>\$122,727</b>	<b>\$148,062</b>	<b>\$196,834</b>	<b>\$182,321</b>	<b>\$806,587</b>	<b>\$284,370</b>	<b>\$274,382</b>	<b>\$126,742</b>	<b>\$118,684</b>	<b>\$43,260</b>	<b>\$1,633,996</b>
<b>District Portion Of the Capital Requirement</b>	<b>\$55,850</b>	<b>\$42,800</b>	<b>\$39,490</b>	<b>\$47,400</b>	<b>\$45,220</b>	<b>\$230,760</b>	<b>\$63,860</b>	<b>\$74,460</b>	<b>\$47,840</b>	<b>\$39,290</b>	<b>\$18,880</b>	<b>\$475,090</b>
Additional Capital Contribution Required to Fund Projected Capital Plan	45,040	31,010	24,060	27,740	23,770	\$ 151,620	42,440	52,510	26,760	18,040	(4,490)	\$ 286,880
Average of the 10 Year Capital Contribution	\$28,700	\$28,700	\$28,700	\$28,700	\$28,700	\$ 143,500	\$28,700	\$28,700	\$28,700	\$28,700	\$28,700	\$ 287,000

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Year 1 - 5	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Year 1 - 10
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
<b>Re-Stated: Fund District Capital through Reserves</b>												
District Funded Capital Projects net of Depreciation	\$45,000	\$31,000	\$24,100	\$27,700	\$23,800	\$ 151,600	\$42,400	\$52,500	\$26,800	\$18,000	(\$4,500)	\$ 287,000
Use Reserves to Fund District Projects*	8,000	8,000	8,000	8,000	8,000	40,000	8,000	8,000	8,000	8,000	8,000	80,000
Additional Capital Contribution Required to Fund Projected Capital Plan with Reserves	37,000	23,000	16,100	19,700	15,800	\$ 111,600	34,400	44,500	18,800	10,000	(12,500)	207,000
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 \$80 million in capital contribution reserves will be released to fund capital projects during this 10-year projection period. \$8 million per year will be released from unrestricted reserves. The entire reserve balance is not allocated to fund capital projects due to the District is conservatively using the reserve due to the uncertainty of grant fundings for upcoming major capital projects. Thus, the capital contribution remains at \$21 million per year. The \$21 million is distributed to each Division according to its percentage share of District Funded capital projects. The annual capital contribution amount is calculated by taking the sum of the District funded portion of the capital program, less 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 due to the District is conservatively using the reserve due to the uncertainty of grant fundings for upcoming major capital balance projects.

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**GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT  
NET POSITION AVAILABLE FOR NEW CAPITAL PROJECTS OR OPERATIONS - FY 19/20 BUDGET**

Category		Estimated Balance 7/1/2019
<b>Available Net Position before Long Term Deferred Outflows, Liabilities, Deferred inflows, Board Designated Reserves and Other Reserves (Note 1)</b>	[A]	(45,500,000)
<b>Long Term Deferred Outflows, Liabilities &amp; Deferred Inflows (Note 2)</b>		
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
<b>Subtotal Long Term Deferred Outflows, Liabilities &amp; Deferred Inflows</b>	[B] \$	294,600,000
<b>Available Net Position before Board Designated Reserves and Other Reserves</b>	[A+B] \$	249,100,000
<b>Fiscal Year 2019 Board Designated Reserves and Other Reserves</b>		
Operating Reserve (Note 3)	\$	(17,300,000)
Emergency Reserve (Note 4)		(8,100,000)
Bridge Self Insurance Loss Reserve		(17,200,000)
<b>Subtotal: Fiscal Year 2019 Board Designated Reserves and Other Reserves</b>	[C] \$	(42,600,000)
<b>Net Position (Reserves) Available Before Committed Capital Projects</b>	[A]+[B]+[C] \$	206,500,000
<b>Fiscal Year 2019 Committed Capital Projects (District Funded Portion Only)</b>		
Capital Plan Reserve (Note 4)		
<b>Committed Capital Projects (District-funded portion only):</b>		
Bridge	\$	(81,100,000)
Transit		(30,900,000)
<b>Subtotal: Fiscal Year 2019 Committed Capital Projects (District Funded Portion Only)</b>	[D] \$	(112,000,000)
<b>Net Position Available for New Capital Projects or Operations as of 6/30/19</b>	[A]+[B]+[C]+[D] \$	94,500,000

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

See Numbered Notes on the following page.

## APPENDIX E – 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, 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 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 FY19/20's operating budget with 7.5% less FY18/19's Operating Reserve.
- Note 7: Change in Emergency Reserve is calculated by multiplying FY19/20's operating budget with 3.5% less FY1/19's Emergency Reserve.
- Note 8: Change in Bridge Self-Insurance Loss Reserve is calculated by subtracting FY19/20's reserve from FY18/19's reserve.