



Agenda Item No. (8)

To: Finance-Auditing Committee/Committee of the Whole  
Meeting of October 26, 2023

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 24/25 through FY 33/34. The projection reflects the maintenance of all current policy decisions – current operating service levels, the current capital project schedule and current revenue assumptions – over the period of the projection. It assumes that the cost will change over time with inflation and that revenues will change according to projections of traffic and transit patronage. *Future* policy decisions to change tolls, fares, and/or service levels are *not* included in this projection.

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

## II. Fiscal Strength of the District

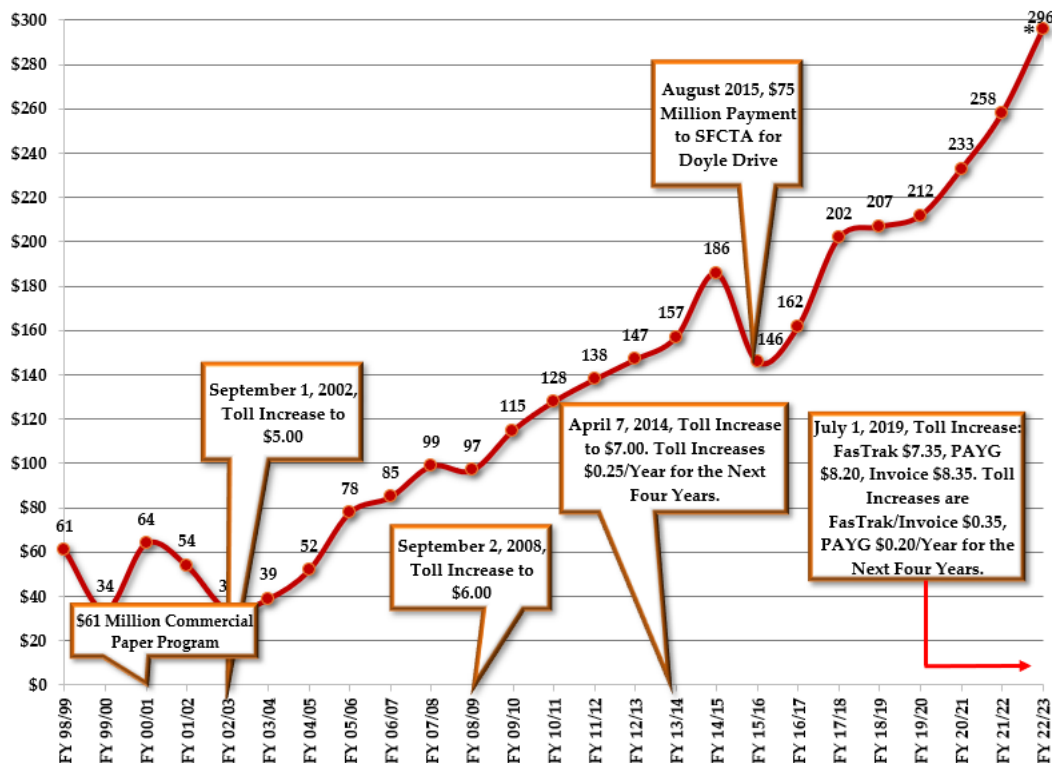
### Summary

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

### 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 the beginning of the year balances. See Appendix E for more details.

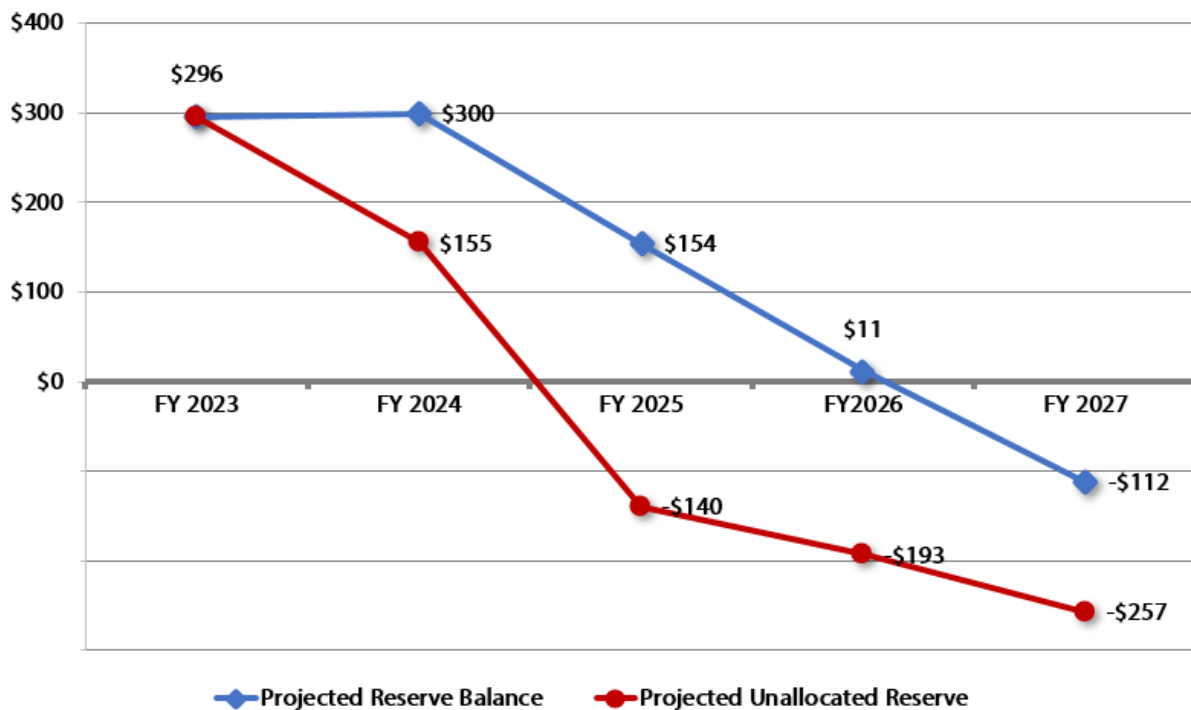
### Allocation of Reserves in Projection

Given the projected funding needs for capital projects and the liability, and operating reserves over the next few years, and the uncertainty of how much grant funding the District will actually receive, only a portion of the capital reserves are allocated in the FY 23/24 projection. Also, the amount of external (federal and/or state) funding for the final phase of the seismic retrofitting of the Bridge is still not finalized, which further supports a more conservative approach in allocating the

District's available capital reserve resources (see Appendix D and E for details). Additional funding for new capital projects in future years will need to be raised to fund the full ten-year capital plan in this projection. This projection assumes those funds will be raised but that will only be achieved if the operating budget is balanced.

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

The District accumulates reserves through its operating budget. Those reserves are set aside until the Board allocates them to fund the District's share of capital projects or to cover temporary operating budget shortfalls. After funds are allocated by the Board, they are spent out over one to several years depending on the particular project. The following graph represents an updated projection of how the current total of capital reserves would be allocated (Projected Unallocated Reserve line) and spent out (Projected Reserve Balance line) if capital projects are undertaken as laid out in the Ten-Year Capital Plan. The Projected Reserve Balance line in the graph below assumes the projected annual operating deficits that are described later in this report. If the District balances future annual operating budgets, the District can avoid having a Projected Reserve Balance below \$0.



Note: Graph amounts represent the 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. A balanced operating budget increases capital project reserves through three mechanisms: 1) the capital reserve contribution set aside; 2) depreciation expense; and 3) Bridge self-insurance against losses. The

tradeoffs between which capital projects to begin and when will be decided during future budget processes. (For more information regarding the capital contribution or reserve structure, see Appendix D and E).

In addition to the above, the District's reserves have increased due to its policy of utilizing one-time Federal Funds first in order to preserve toll revenue for future uses (and thereby increase the District reserves). In this projection, these "toll carryover" funds are included in the District's reserves. The decision in future years to spend these funds on operating costs or capital expenditures will not increase or decrease the projected five- and ten-year deficits. However, any reserve funds spent on reducing operating costs will be unavailable for capital expenditures.

### ***III. Current 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. The basis for the projected expenditures is the FY 23/24 Adopted Budget which provides the resources for the District to grow its transit service to meet a possible increase in customer demand. Specifically, there are sufficient resources budgeted to increase Bus commute service from approximately 20% of the pre-pandemic level to 60% of the pre-pandemic level and Larkspur ferry service from 60% of the pre-pandemic level to 75% of the pre-pandemic if customer demand warrants either of these increases.

	<b>Year 1 FY 24/25 Estimate (\$M)</b>	<b>Sub Total Year 1 – 5 Estimate (\$M)</b>	<b>Total Year 1 – 10 Estimate (\$M)</b>
Total Operating Expenditures with Capital Contribution (Based on FY23/24 Budget)	\$292	\$1,557	\$3,347
Total Operating Revenues	\$219	\$1,086	\$2,172
<b>Total Operating &amp; Capital Surplus/(Shortfall)</b>	<b>(\$73)</b>	<b>(\$471)</b>	<b>(\$1,175)</b>

The projected shortfall exists because projected expenses rise over the ten-year measurement period but many of the sources of revenue do not. The revenue sources will only increase through future public action. Over the ten-year measurement period, District expenditures are projected to increase by \$611M. The primary drivers of increases in expenditures include salary costs (\$124M), medical insurance costs (\$106M), and depreciation costs due to finishing of major projects in the ten-year timeframe (\$199M).

It is important to note that the current projection does not include any toll increases, as the last toll increase associated with the previously adopted five-year toll plan ended with the July 1, 2023 increase. There are approved scheduled increases in transit fares associated with the adopted five-

year transit fare policy during the ten-year projection period, so these increases are included in the projections.

The District assumes some growth in bridge traffic (~0.7% annual increase in southbound crossings for FY 24/25 – FY 26/27). Beyond that, the District is assuming southbound crossings will be flat at ~16.9M southbound crossings (i.e., 86% of pre-COVID southbound crossings). The District assumes some growth in bus ridership (~1.5% annually between FY 24/25 – FY 26/27 and ~0.4% annually FY 27/28 and beyond). By FY 33/34, the District is projecting bus ridership at ~1.4M (i.e., 46.8% of pre-COVID bus ridership). The District assumes some growth in ferry ridership (~0.6% annually between FY 24/25 – FY 26/27 and ~0.2% annually FY27/28 and beyond). By FY 33/34, the District is projecting ferry ridership at ~1.2M (i.e., 49.1% of pre-COVID ferry ridership). Combining modest growth with static toll pricing and moderate increases in transit pricing limits the future growth of revenue in the District’s operating divisions.

### ***Capital Contribution***

The FY 23/24 Adopted Budget was approved with the \$21M capital reserve contribution amount. A capital reserve contribution of \$21M is required to fund the projected ten-year capital plan.

The annually updated ten-year Capital Plan is the basis for determining the annual Capital Reserve Contribution need. As the projection moves forward one-year, new 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 \$587M compared to the \$620M projected one year ago. After accounting for funds contributed by depreciation, the use of \$70M in District reserves offset by projected increase in capital project costs and financing risk, the necessary capital contribution from District Operations is approximately \$210M or \$21M annually for the ten-year period (See Appendix D for detail).

### ***Comparison to the Previous Projection***

For comparison purposes, the projected five-year revenue over expense shortfall of \$471M is approximately \$48M higher than the \$423M presented in the previous projection of October 27, 2022. Similarly, the projected ten-year revenue over expense shortfall of \$1,175M is approximately \$77M higher than the \$1,098M presented in the previous projection. The \$77 million increase in the five- and ten-year projected shortfall is primarily due to the impacts of the COVID pandemic on operating revenues and expenditures and that there is only one year of scheduled toll increases and no scheduled fare increases in this projection. Please note that these projections do cover different periods of time. When comparing one projection to another, it is difficult to recognize the actual change in the projection unless one focuses on the same period in time.

To help illustrate how the current District projection compares to the previous District projection please see the table below. The table below shows that the \$77 million increase is due to adding a new 10<sup>th</sup> year FY 33/34 which has a greater deficit than the budget year FY 23/24 which is no longer in the projections offset by the slightly better financial situation of the remaining years in the projection.

**Impact on Current  
Projection Deficit (\$M)**

Net Difference - New 10th Year, Old First Year	(\$122)
Net Difference - Improvements in District Financial Situation	<u>\$45</u>
<b>Total</b>	<b>(\$77)</b>

***Alternative Scenario – Low Expenditure Growth***

The District considered an alternative scenario that tracks more closely with current service levels and associated expenses. The findings of the “Low Expenditure Growth” five- and ten-year projections for revenues and expenses are summarized in the following table. This projection is an attempt to show the District’s financial situation if it were to continue the current level of services into the future. The basis for the projected expenditures is actual expenditures from FY 22/23. The District has made a modest adjustment to the projected expenditures by estimating the costs of filling some positions that have been vacant due to the reduction in service brought on by the COVID pandemic. The basis for the projected revenues is the same as the current projection presented above (except that in the “Low Expenditure Growth” scenario investment income is modestly higher and some one-time Federal funding remains available to be used in FY 24/25).

	<b>Year 1 FY 24/25 Estimate (\$M)</b>	<b>Sub Total Year 1 – 5 Estimate (\$M)</b>	<b>Total Year 1 – 10 Estimate (\$M)</b>
Total Operating Expenditures with Capital Contribution (Based on FY22/23 Actuals)	\$253	\$1,348	\$2,893
Total Operating Revenues with One-Time Federal Funding	\$252	\$1,128	\$2,214
<b>Total Operating &amp; Capital Surplus/ (Shortfall)</b>	<b>(\$1)</b>	<b>(\$220)</b>	<b>(\$679)</b>

For comparison purposes, the projected five-year revenue over-expense shortfall of \$471M in the current projection is approximately \$251M higher than the \$220M deficit associated with the low expenditure growth scenario. Similarly, the projected ten-year revenue over expense shortfall of \$1,175M in the current projection is approximately \$496M higher than the \$679M deficit associated with the low expenditure growth scenario.

***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 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 24/25 through FY 33/34 Ten-Year Capital Projection, provided in Appendix C, identifies a \$2.0 billion capital need over the next ten years requiring a District contribution of \$587M. 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%	\$ 1,175	\$ 0
Grant Funding Level 50%	\$ 1,411	\$ 236
Grant Funding Level 30%	\$ 1,657	\$ 482

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

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

<b>Capital Project Detail</b>	<b>10 - Year Total</b>
<b>Bridge Seismic Retrofit:</b> Phase IIIB Design/Construction	\$952
<b>Bridge Access Systems:</b> North End Access Systems	\$20
South Approach & Arch Access Systems	\$20
<b>Safety/Security Enhancements:</b> Suicide Deterrent-Construction	\$47
<b>Paint/Erosion Rehabilitation:</b> N. Tower /Fort Point Paint Rehab	\$39
<b>Improvements:</b> Permanent Toll Collection Gantry	\$30
<b>Roadway Rehabilitation:</b> Bridge Pavement Repair	\$35

***V. Next Steps***

The Board of Directors is undertaking a strategic planning process which is scheduled to be completed in the winter of 2023/2024. This plan will lay out a work plan for staff to balance the District's finances over the long term.

**Fiscal Impact**

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

- Appendices:**
- A. Projection and Revenue Detail
  - B. Assumptions
  - C. Ten-Year Capital Plan Projection
  - D. Capital Contribution Calculation
  - E. Reserve Structure



**Appendix A**  
**Golden Gate Bridge, Highway & Transportation District Operating Budget Projection**  
**Five-Year and Ten-Year Financial Projections FY 24/25 - FY 33/34**  
**All Figures Rounded to (\$000)**

80% Grant Funded

	Year 1 <u>FY 2025</u> <u>Estimate</u>	Year 2 <u>FY 2026</u> <u>Estimate</u>	Year 3 <u>FY 2027</u> <u>Estimate</u>	Year 4 <u>FY 2028</u> <u>Estimate</u>	Year 5 <u>FY 2029</u> <u>Estimate</u>	Year 6 <u>FY 2030</u> <u>Estimate</u>	Year 7 <u>FY 2031</u> <u>Estimate</u>	Year 8 <u>FY 2032</u> <u>Estimate</u>	Year 9 <u>FY 2033</u> <u>Estimate</u>	Year 10 <u>FY 2034</u> <u>Estimate</u>	Total 5 Year <u>Estimate</u>	Total 10 Year <u>Estimate</u>
<b>Agency Expense:</b>												
Salaries	\$ 94,972	\$ 96,966	\$ 99,002	\$ 101,180	\$ 103,507	\$ 105,888	\$ 108,324	\$ 110,815	\$ 113,364	\$ 115,971	\$ 495,627	\$ 1,049,989
Fringe Benefits (Incl PR Taxes)	\$ 79,500	\$ 80,621	\$ 83,077	\$ 86,486	\$ 91,011	\$ 94,194	\$ 97,317	\$ 100,587	\$ 104,011	\$ 107,599	\$ 420,695	\$ 924,401
Professional Services	\$ 36,307	\$ 37,069	\$ 37,848	\$ 38,680	\$ 39,570	\$ 40,480	\$ 41,411	\$ 42,363	\$ 43,338	\$ 44,335	\$ 189,473	\$ 401,400
Fuel & Related Taxes	\$ 12,919	\$ 13,190	\$ 13,467	\$ 13,763	\$ 14,080	\$ 14,404	\$ 14,735	\$ 15,074	\$ 15,421	\$ 15,775	\$ 67,419	\$ 142,828
Repair & Operating Supplies	\$ 10,625	\$ 10,848	\$ 11,076	\$ 11,320	\$ 11,580	\$ 11,846	\$ 12,119	\$ 12,398	\$ 12,683	\$ 12,974	\$ 55,449	\$ 117,468
Insurance, Taxes & Permits	\$ 10,824	\$ 11,052	\$ 11,284	\$ 11,532	\$ 11,797	\$ 12,068	\$ 12,346	\$ 12,630	\$ 12,920	\$ 13,218	\$ 56,488	\$ 119,671
Purchased Transportation	\$ 2,074	\$ 2,118	\$ 2,162	\$ 2,210	\$ 2,261	\$ 2,313	\$ 2,366	\$ 2,420	\$ 2,476	\$ 2,533	\$ 10,825	\$ 22,933
Staff Development	\$ 1,190	\$ 1,215	\$ 1,240	\$ 1,268	\$ 1,297	\$ 1,327	\$ 1,357	\$ 1,388	\$ 1,420	\$ 1,453	\$ 6,209	\$ 13,154
Leases & Rentals	\$ 1,058	\$ 1,080	\$ 1,102	\$ 1,127	\$ 1,153	\$ 1,179	\$ 1,206	\$ 1,234	\$ 1,262	\$ 1,291	\$ 5,519	\$ 11,692
Debt Service-Interest Expense	\$ 2,373	\$ 2,220	\$ 2,135	\$ 2,135	\$ 2,135	\$ 2,135	\$ 2,135	\$ 2,135	\$ 2,135	\$ 2,135	\$ 10,998	\$ 21,673
Depreciation	\$ 19,162	\$ 24,686	\$ 28,502	\$ 29,076	\$ 31,713	\$ 36,002	\$ 35,249	\$ 35,964	\$ 35,453	\$ 36,347	\$ 133,138	\$ 312,153
<b>Sub-Total Expense</b>	<b>\$ 271,003</b>	<b>\$ 281,064</b>	<b>\$ 290,895</b>	<b>\$ 298,776</b>	<b>\$ 310,103</b>	<b>\$ 321,835</b>	<b>\$ 328,565</b>	<b>\$ 337,008</b>	<b>\$ 344,483</b>	<b>\$ 353,630</b>	<b>\$ 1,451,842</b>	<b>\$ 3,137,362</b>
<b>Capital Contribution</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>Total Expense</b>	<b>\$ 292,003</b>	<b>\$ 302,064</b>	<b>\$ 311,895</b>	<b>\$ 319,776</b>	<b>\$ 331,103</b>	<b>\$ 342,835</b>	<b>\$ 349,565</b>	<b>\$ 358,008</b>	<b>\$ 365,483</b>	<b>\$ 374,630</b>	<b>\$ 1,556,842</b>	<b>\$ 3,347,362</b>
<b>Total Operating Revenue</b>	<b>\$ 218,639</b>	<b>\$ 216,820</b>	<b>\$ 215,794</b>	<b>\$ 217,414</b>	<b>\$ 217,504</b>	<b>\$ 217,457</b>	<b>\$ 217,394</b>	<b>\$ 217,320</b>	<b>\$ 217,238</b>	<b>\$ 217,149</b>	<b>\$ 1,086,170</b>	<b>\$ 2,172,729</b>
<b>Total Net Surplus/(Deficit)</b>	<b>\$ (73,364)</b>	<b>\$ (85,244)</b>	<b>\$ (96,101)</b>	<b>\$ (102,362)</b>	<b>\$ (113,600)</b>	<b>\$ (125,378)</b>	<b>\$ (132,170)</b>	<b>\$ (140,687)</b>	<b>\$ (148,245)</b>	<b>\$ (157,481)</b>	<b>\$ (470,671)</b>	<b>\$ (1,174,633)</b>
<b>Bridge Expense</b>	<b>\$ 111,957</b>	<b>\$ 116,771</b>	<b>\$ 120,338</b>	<b>\$ 123,118</b>	<b>\$ 126,899</b>	<b>\$ 133,367</b>	<b>\$ 135,843</b>	<b>\$ 141,194</b>	<b>\$ 143,795</b>	<b>\$ 147,016</b>	<b>\$ 599,082</b>	<b>\$ 1,300,297</b>
<b>Transit Expense</b>	<b>\$ 180,046</b>	<b>\$ 185,293</b>	<b>\$ 191,557</b>	<b>\$ 196,658</b>	<b>\$ 204,205</b>	<b>\$ 209,468</b>	<b>\$ 213,722</b>	<b>\$ 216,814</b>	<b>\$ 221,688</b>	<b>\$ 227,614</b>	<b>\$ 957,760</b>	<b>\$ 2,047,065</b>

**Appendix A**  
**Golden Gate Bridge, Highway & Transportation District Operating Budget Projection**  
**Five-Year and Ten-Year Financial Projections FY 24/25 - FY 33/34**

**Revenue Detail**  
**All Figures Rounded to (\$000)**

<u>Revenue Categories</u>	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total	Total
	<u>FY 2025</u> <u>Estimate</u>	<u>FY 2026</u> <u>Estimate</u>	<u>FY 2027</u> <u>Estimate</u>	<u>FY 2028</u> <u>Estimate</u>	<u>FY 2029</u> <u>Estimate</u>	<u>FY 2030</u> <u>Estimate</u>	<u>FY 2031</u> <u>Estimate</u>	<u>FY 2032</u> <u>Estimate</u>	<u>FY 2033</u> <u>Estimate</u>	<u>FY 2034</u> <u>Estimate</u>	<u>5 Year</u> <u>Estimate</u>	<u>10 Year</u> <u>Estimate</u>
Bridge Tolls	\$ 146,574	\$ 147,628	\$ 148,682	\$ 148,682	148,682	\$ 148,682	\$ 148,682	\$ 148,682	\$ 148,682	\$ 148,682	\$ 740,250	\$ 1,483,662
Transit Fares	19,101	19,597	20,077	20,529	20,619	20,687	20,738	20,776	20,805	20,827	99,923	203,757
Investment Income	7,825	3,695	-	-	-	-	-	-	-	-	11,520	11,520
Other (Incl Adv. & Leases)	3,372	3,372	3,372	3,372	3,372	3,372	3,372	3,372	3,372	3,372	16,859	33,718
RM2 Local funding	2,355	2,355	2,355	2,355	2,355	2,355	2,355	2,355	2,355	2,355	11,775	23,550
Local Funds (MCTD Contract)	12,209	12,221	12,587	12,965	12,965	12,965	12,965	12,965	12,965	12,965	62,945	127,767
Federal/State/Local Funds	25,381	26,130	26,899	27,689	27,689	27,574	27,461	27,348	27,237	27,127	133,788	270,535
<b>Sub-Total</b>	<b>\$ 216,817</b>	<b>\$ 214,998</b>	<b>\$ 213,972</b>	<b>\$ 215,592</b>	<b>\$ 215,682</b>	<b>\$ 215,635</b>	<b>\$ 215,572</b>	<b>\$ 215,498</b>	<b>\$ 215,416</b>	<b>\$ 215,327</b>	<b>\$ 1,077,060</b>	<b>\$ 2,154,509</b>
<b>Known Changes</b>												
Non-Transit Revenue Adjustment	\$ 333	\$ 333	\$ 333	\$ 333	333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 1,665	\$ 3,330
RM2/RM3 Local Funding	\$ 1,489	\$ 1,489	\$ 1,489	\$ 1,489	1,489	\$ 1,489	\$ 1,489	\$ 1,489	\$ 1,489	\$ 1,489	\$ 7,445	\$ 14,890
<b>Total Known Changes</b>	<b>\$ 1,822</b>	<b>\$ 1,822</b>	<b>\$ 1,822</b>	<b>\$ 1,822</b>	<b>\$ 1,822</b>	<b>\$ 1,822</b>	<b>\$ 1,822</b>	<b>\$ 1,822</b>	<b>\$ 1,822</b>	<b>\$ 1,822</b>	<b>\$ 9,110</b>	<b>\$ 18,220</b>
<b>Total Operating Revenue</b>	<b>\$ 218,639</b>	<b>\$ 216,820</b>	<b>\$ 215,794</b>	<b>\$ 217,414</b>	<b>\$ 217,504</b>	<b>\$ 217,457</b>	<b>\$ 217,394</b>	<b>\$ 217,320</b>	<b>\$ 217,238</b>	<b>\$ 217,149</b>	<b>\$ 1,086,170</b>	<b>\$ 2,172,729</b>
Bridge Revenue	\$ 154,637	\$ 151,562	\$ 148,921	\$ 148,921	148,921	\$ 148,921	\$ 148,921	\$ 148,921	\$ 148,921	\$ 148,921	\$ 752,961	\$ 1,497,563
Transit Revenue	\$ 64,002	\$ 65,258	\$ 66,873	\$ 68,493	68,583	\$ 68,536	\$ 68,474	\$ 68,400	\$ 68,317	\$ 68,229	\$ 333,210	\$ 675,166

## Appendix B

### Golden Gate Bridge, Highway and Transportation District Five- and Ten-Year Financial Projection for FY 24/25 – FY 33/34

#### CATEGORY ASSUMPTIONS

##### Operating Revenue

**General Assumption: The FY 23/24 Budgeted amounts have been used as the basis for all revenue and expense projections.**

##### Bridge Tolls

In FY22-23, southbound traffic increased by 2.6% from the previous fiscal year. The FY23/24 Adopted Budget projects southbound traffic will increase by 1.4% from the previous fiscal year. Moving beyond this fiscal year, the projection assumes an additional 120,000 annual southbound crossings for FY24/25 – FY26/27 (i.e., approximately 0.7% annual increases). The projection fixes this level of southbound traffic (16.9 million southbound crossings) for the remainder of the projection period (FY27/28– FY33/34). There are no toll revenue increases for all projected years. Prior to the COVID pandemic, there was a long-term trend of decreases in southbound crossings. This projection provides an offset to this long-term trend with potential increases in southbound traffic coming out of the COVID pandemic before flattening out.

##### Bus Transit

In FY22-23, bus ridership increased by 26.0% from the previous fiscal year. The FY23/24 Adopted Budget projects bus ridership will increase by 2.5% from the previous fiscal year. Moving beyond this fiscal year, the projection assumes moderate growth averaging 1.5% annually between FY24/25 – FY26/27, while bus ridership growth for FY27/28 and beyond averages around 0.4% annually. Transit fare increases are assumed through FY27/28 in accordance with the adopted transit fare policy. Prior to the COVID pandemic, there was a long-term trend of decreases in transit ridership. This projection provides an offset to this long-term trend with potential increases in transit coming out of the COVID pandemic before flattening out.

##### Ferry Transit

In FY22-23, ferry ridership increased by 67.4% from the previous fiscal year. The FY23/24 Adopted Budget projects ferry ridership will increase by 0.6% from the previous fiscal year. Moving beyond this fiscal year, the projection assumes moderate growth averaging 0.6% annually between FY24/25 – FY26/27, while ferry ridership growth for FY27/28 and beyond averages around 0.2% annually. Transit fare increases are assumed through FY27/28 in accordance with the adopted transit fare policy. Prior to the COVID pandemic, there was a long-term trend of decreases in transit ridership. This projection provides an offset to this long-term trend with potential increases in transit coming out of the COVID pandemic before flattening out.

##### Local Funds

The District continues to maintain the inter-agency agreement with Marin Transit for local fixed route bus service. This agreement has a range of potential amounts that the District can anticipate annually. At this time, it is anticipated that Marin Transit will purchase an additional 75,000 revenue hours annually, and thus the high estimates for revenues are used through FY27/28 and fixed out through the remainder of the projection period. This projection assumes Marin Transit contract revenue at the same level of service. The amount of RM2 budgeted in FY23/24 is used in the 10-year projection.

##### State Funding

For State Transit Assistance (STA) and Transportation Development Act (TDA), the estimate is based on data provided by the Metropolitan Transportation Commission (MTC) and industry trends. MTC projects STA annual growth at ~2.7% through 2028. Beyond FY27/28, the District anticipates STA revenues level off and begin decline due to electric vehicle adoption. All other inputs (population, revenue, and service shares) are held constant. For TDA, MTC projects a ~2.7% through 2028. Beyond FY27/28, the District anticipates TDA revenues will remain flat throughout the remainder of the projection.

## Appendix B

### Golden Gate Bridge, Highway and Transportation District Five- and Ten-Year Financial Projection for FY 24/25 – FY 33/34

#### CATEGORY ASSUMPTIONS

##### Federal Funding

It is assumed in the projection that no one-time Federal COVID relief funding will be used in FY24/25 and beyond.

##### Investment Income

Interest on investment is projected based on estimated investment portfolio balance and associated interest growth rates.

##### Other Revenue

Other Revenue is based on the amount budgeted in FY23/24, which is used as the projection the following 10 years.

#### Operating Expense

##### CPI Rates

Projected CPI rates are based on projections provided by the Congressional Budget Office (CBO). Projected rates for 2024 – 2034 range from 2.1 – 3.0%.

##### Salaries

Salary increases for non-Bus Operators are based on current negotiated (and agreed upon) increases of wage rates for the FY23/24. Beyond FY23/24, CPI rate projections are used to estimate increases in salaries for the remaining years of the projection. Salary increases for Bus Operators are based on current negotiated (and agreed upon) increases of wage rates for the FY23/24 and FY24/25. Beyond FY24/25, CPI rate projections are used to estimate increases in salaries for the remaining years of the projection.

## Appendix B

### Golden Gate Bridge, Highway and Transportation District Five- and Ten-Year Financial Projection for FY 24/25 – FY 33/34

#### CATEGORY ASSUMPTIONS

##### Pension

PERS Pension (Employer Responsibility) is based on CalPERS actuarial estimates of 36.6%, 33.2%, 32.3%, 32.8%, 35.2% and 34.9% for the years FY24/25 through FY29/30 respectively. This projection assumes that pension cost continues to remain flat for the years of FY 29/30 - FY 33/34. This projection assumes that the ATU pension rate (34.5%) continues to remain flat for the years of FY24/25-FY33/34. IBU & MEBA pension rates (23.15% and 16.6% respectively) continue to remain flat for the years of FY24/25-FY33/34.

##### Medical Insurance

Projection assumes increase of 5.8% - 6.8% for the years FY23/24 – FY33/34 based on Segal Health Plan Cost Trend Survey Report, "What are the Projected Health Plan Cost Trends for 2024?" and the Center for the Medicare/Medicaid Office of the Actuary projections for Health Insurance increases.

##### OPEB

Projections assumes a 1.91% annual increase over the 10-year projection.

##### Workers' Compensation

Workers' Compensation is based on five-year average (FY18/19 – FY22/23) and are projected to increase based on CPI rates.

##### Debt Service Payment

Projection assumes debt services expenses between \$2.1 million - \$2.5 million annually based on outstanding commercial paper balance and associated interest rates (between 3.5% and 4.1% for FY23/24 – FY33/34)

##### All other expenses not mentioned above

Projection assumes use CPI-U projected rates of inflation from CBO.

##### Depreciation

Projection assumes depreciation schedule that is based on the completion dates assumed in the 10-year Capital Plan.

#### KNOWN CHANGES

##### RM2/RM3 Local Funding

Local operating assistance revenue is revised significantly upwards based on recent updates provided by MTC to the District.

##### Non-Transit Revenue Adjustment

Non-transit revenues (e.g., parking revenues, advertising, concessions) are revised modestly upwards based on recent history and trends.

THIS PAGE INTENTIONALLY LEFT BLANK

**Appendix C**  
**Golden Gate Bridge, Highway and Transportation District**  
**Five-Year and Ten-Year Financial Projections FY 24/25 - FY 33/34**

			10-Year Projected Capital Need (Thousands)								
			Year 1	Year 2	Year 3	Year 4	Year 5	Years 6 - 10			
	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-2034	Total 10-Year Projected Capital Need	Total Capital Plan	
BRIDGE DIVISION											
Grant Funded	111,123	15,000	77,850	184,172	163,471	162,598	154,020	107,420	849,530	975,653	
District Funded	74,537	16,016	62,029	62,915	45,628	45,829	59,757	100,012	376,169	466,722	
TOTAL	185,660	31,016	139,879	247,087	209,098	208,426	213,777	207,432	1,225,699	1,442,375	
BUS DIVISION											
Grant Funded	2,431	1,962	40,404	49,320	39,987	28,852	13,625	56,011	228,199	232,592	
District Funded	8,211	2,688	13,779	12,680	10,328	7,483	3,564	15,833	63,667	74,566	
TOTAL	10,642	4,650	54,183	62,000	50,315	36,335	17,189	71,844	291,866	307,158	
FERRY DIVISION											
Grant Funded	19,890	2,174	34,204	71,278	48,432	25,380	24,294	122,666	326,254	348,318	
District Funded	12,887	1,798	30,092	22,268	19,730	6,742	6,149	31,041	116,021	130,706	
TOTAL	32,778	3,973	64,296	93,545	68,162	32,122	30,443	153,707	442,275	479,025	
DISTRICT DIVISION											
Grant Funded	944	50	84	3,200	-	-	-	-	3,284	4,278	
District Funded	9,511	3,104	7,857	6,758	2,404	3,901	1,140	9,460	31,520	44,134	
TOTAL	10,454	3,154	7,941	9,958	2,404	3,901	1,140	9,460	34,804	48,412	
ACROSS ALL DIVISIONS											
Grant Funded	134,388	19,186	152,542	307,970	251,890	216,829	191,940	286,096	1,407,267	1,560,841	
District Funded	105,146	23,605	113,757	104,621	78,089	63,955	70,609	156,346	587,378	716,129	
GRAND TOTAL	239,534	42,791	266,299	412,590	329,979	280,784	262,549	442,443	1,994,644	2,276,970	

BRIDGE DIVISION										
GGB SEISMIC RETROFIT	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total 10-Year Projected Capital Need	Total Capital Plan
SEISMIC DESIGN										
1923 - Golden Gate Suspension Bridge Seismic Retrofit – Phase IIIB CM/GC	2,138	1,500	3,000	3,224	-	-	-	-	6,224	9,862
SEISMIC CONSTRUCTION										
0000 - Seismic Phase IIIB Construction	-	-	65,200	195,700	173,900	173,900	173,900	87,400	870,000	870,000
0000 - Seismic Phase IIIB Construction (Financing)	-	-	2,000	14,000	21,000	23,000	13,000	3,000	76,000	76,000
1528 - GGB Wind Retrofit	10,540	500	820	-	-	-	-	-	820	11,860

BRIDGE IMPROVEMENTS/REHABILITATION	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total 10-Year Projected Capital Need	Total Capital Plan
SAFETY/SECURITY										
0000 - Fixed CMS North Approach (#1620)	-	-	-	500	1,060	-	-	-	1,560	1,560
0805 - SDS Rescue Training Net	85	200	640	-	-	-	-	-	640	925
2321 - North Anchorage House Security	155	-	-	845	-	-	-	-	845	1,000
1524 - South Approach & Pier Security Improvements	1,162	-	-	1,000	2,838	-	-	-	3,838	5,000
1526 - Suicide Deterrent - Construction	150,023	20,000	30,000	17,490	-	-	-	-	47,490	217,513

			10-Year Projected Capital Need (Thousands)							
	FY23 & Prior Years	FY24 Budget	Year 1 FY2025	Year 2 FY2026	Year 3 FY2027	Year 4 FY2028	Year 5 FY2029	Years 6 - 10 FY2030-2034	Total 10-Year Projected Capital Need	Total Capital Plan
BRIDGE ACCESS SYSTEMS										
1922 - Technical Svcs for Bridge Access Systems	-	-	-	-	50	50	50	250	400	400
2220 - Fort Point Arch Maintenance Access Project	-	600	5,400	-	-	-	-	-	5,400	6,000
0000 - North End Access Systems (#1522)	-	-	-	-	-	500	5,000	14,500	20,000	20,000
0000 - South Approach & Arch Access Systems (#1521)	8	-	-	-	-	500	5,000	14,492	19,992	20,000
IMPROVEMENTS/REHAB										
0000 - Laneworker Shack	-	-	-	-	-	221	27	-	248	248
0000 - Roadway Lighting	-	-	-	-	-	100	-	-	100	100
2221 - South Approach Viaduct Stringer Rehab	-	500	5,500	-	-	-	-	-	5,500	6,000
2420 - Main Cable Rehabilitaion Project CM/GC	-	500	266	-	-	-	-	-	266	766
0000 - Permanent Toll Collection Gantry & Pavement Rehab	-	-	-	-	-	-	5,000	25,000	30,000	30,000
PAINT EROSION REHAB										
0000 - North Tower Pier Shore Protection Construction	-	-	-	-	1,000	-	-	-	1,000	1,000
0000 - Fort Point Arch Paint Rehab	-	-	-	-	1,000	4,500	2,000	-	7,500	7,500
0000 - North Tower Paint Rehab	-	-	-	-	-	-	500	29,500	30,000	30,000
1822 - North Tower Pier Shore Protection Des/Env	1	-	-	499	-	-	-	-	499	500
ROADWAY REHAB										
1424 - Bridge Deck Roadway Pavement Rehabilitation Investigation	-	-	1,534	-	-	-	-	-	1,534	1,534
0000 - Bridge Pavement Repair	-	-	500	500	500	500	5,000	23,000	30,000	30,000
1722 - Toll Plaza Pavement Overlay	271	500	1,000	2,357	-	-	-	-	3,357	4,127
INFORMATION TECHNOLOGY	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total 10-Year Projected Capital Need	Total Capital Plan
TOLL PLAZA BUILDINGS										
0000 - Ballistic Glass and Blast Mitigation	-	-	1,008	-	-	-	-	-	1,008	1,008
2422 - Board Room PA System Upgrade	-	150	-	-	-	-	-	-	-	150
0000 - South Visitor Plaza Restrooms Improvement - Construction	-	-	-	-	2,000	1,000	-	-	3,000	3,000
1820 - Toll Plaza Gantry - Construction	1,951	1,500	3,000	3,813	-	-	-	-	6,813	10,264
2020 - Bridge Admin Office Improvements	2	-	120	-	-	-	-	-	120	122
1821 - IS Data Center Seismic Retrofit and Rehabilitation Design Project	112	-	1,326	-	-	-	-	-	1,326	1,438
0000 - Maintenance Shop Retrofit & Roof Rehab	-	-	1,190	500	-	-	-	-	1,690	1,690
0000 - Purchasing & Stores Bldg & Roof Rehab	-	-	760	100	-	-	-	-	860	860
0000 - Round House Roof Rehab	-	-	-	-	-	-	300	290	590	590
0000 - Toll Plaza Administration Bldg Rehab	-	-	100	800	2,100	-	-	-	3,000	3,000
MAINTENANCE FACILITIES										
0000 - Fuel Station Upgrade and Rehabilitation	-	-	720	100	-	-	-	-	820	820
0000 - Wash Rack Replacement	-	-	-	-	300	455	-	-	755	755
IMPROVEMENTS/REHAB										



			10-Year Projected Capital Need (Thousands)							
	FY23 & Prior Years	FY24 Budget	Year 1 FY2025	Year 2 FY2026	Year 3 FY2027	Year 4 FY2028	Year 5 FY2029	Years 6 - 10 FY2030-2034	Total 10-Year Projected Capital Need	Total Capital Plan
2121 - Toll Plaza Admin Bldg Elevator Replacement	1,379	100	55	-	-	-	-	-	55	1,534
0000 - Toll Plaza Admin Bldg Entrance Doors	-	-	30	-	-	-	-	-	30	30
0000 - Toll Plaza Admin Bldg Main Entry Railing	-	-	60	-	-	-	-	-	60	60
2120 - Trailer F Replacement	-	-	145	-	-	-	-	-	145	145
GROUNDS AND ROADS										
2423 - Alexander Avenue Rehabilitation Design Project	-	100	905	1,188	-	-	-	-	2,093	2,193
0000 - Alexander Avenue Slide Repair - Construction	-	-	200	200	450	-	-	-	850	850
0000 - Employee Parking Lots & Tunnel Rehab	-	-	-	-	400	1,300	600	-	2,300	2,300
0000 - Merchant Road Rehabilitation	-	-	-	-	-	400	1,400	-	1,800	1,800
INFORMATION SYSTEMS/TECHNOLOGY	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total 10-Year Projected Capital Need	Total Capital Plan
2421 - District-wide Radio Project	-	700	11,300	-	-	-	-	-	11,300	12,000
0000 - Security Systems	-	-	100	100	500	-	-	-	700	700
1525 - Toll System Upgrade	7,559	1,000	1,000	2,172	-	-	-	-	3,172	11,731
CAPITAL EQUIPMENT	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total 10-Year Projected Capital Need	Total Capital Plan
xx29 - Capital Equipment Bridge	10,274	3,166	2,000	2,000	2,000	2,000	2,000	10,000	20,000	33,439
BRIDGE DIVISION										
TOTAL	185,660	31,016	139,879	247,087	209,098	208,426	213,777	207,432	1,225,699	1,442,375
BUS DIVISION										
REVENUE VEHICLES	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total 10-Year Projected Capital Need	Total Capital Plan
0000 - Replace Fare Collection Equipment	-	-	-	-	500	1,000	4,000	-	5,500	5,500
0000 - Demand Response Vehicle Replacement	-	-	-	-	-	679	679	-	1,358	1,358
0000 - Security Systems	-	-	-	-	-	-	-	1,000	1,000	1,000
0000 - Bus Radio Upgrade	-	-	2,000	-	-	-	-	-	2,000	2,000
2433 - ZEB Over-the-Road (OTR) Coaches & Charging Equipment	-	1,000	9,500	-	-	-	-	-	9,500	10,500
0000 - Phase 2: ZEB Over-the-Road (OTR) Coaches & Charging/Fueling Equipment	-	-	-	24,000	-	-	-	-	24,000	24,000
0000 - Phase 3: ZEB Over-the-Road (OTR) Coaches & Charging/Fueling Equipment	-	-	-	-	24,000	-	-	-	24,000	24,000
0000 - Phase 4: ZEB Over-the-Road (OTR) Coaches & Charging/Fueling Equipment	-	-	-	-	-	24,000	-	-	24,000	24,000
0000 - Phase 5: ZEB Over-the-Road (OTR) Coaches & Charging/Fueling Equipment	-	-	-	-	-	-	-	37,500	37,500	37,500

	10-Year Projected Capital Need (Thousands)									Total Capital Plan
	FY23 & Prior Years	FY24 Budget	Year 1 FY2025	Year 2 FY2026	Year 3 FY2027	Year 4 FY2028	Year 5 FY2029	Years 6 - 10 FY2030-2034	Total 10-Year Projected Capital Need	
<b>INFORMATION SYSTEMS</b>	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total 10-Year Projected Capital Need	Total Capital Plan
2230 - Automated Passenger Counting (APC)/NTD Cert Software	10	100	40	-	-	-	-	-	40	150
2231 - Safety Management System (SMS) Software	-	100	-	-	-	-	-	-	-	100
<b>FACILITIES REHABILITATION</b>	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total 10-Year Projected Capital Need	Total Capital Plan
0000 - Install LED Yard Lighting at Bus Facilities	-	-	-	-	-	-	-	138	138	138
2430 - Novato (D-2) and Santa Rosa (D-3) Satellite Operations Control Centers (OCCs)	-	110	-	-	-	-	-	-	-	110
0000 - ZEB Smart Charging System	-	-	1,000	1,500	-	-	-	-	2,500	2,500
<b>R7 SRTC</b>										
2431 - San Rafael Transit Center Final Design, Property Acquisition, and Construction	-	500	25,000	15,000	13,000	606	-	-	53,606	54,106
1717 - SRTC Replacement Design/Env (Planning Dept)	2,335	150	2,173	-	-	-	-	-	2,173	4,658
<b>D1 SAN RAFAEL</b>										
0000 - Automatic Door/Enclosure by Driver's Room (FY11; FY12)	-	-	-	-	-	-	-	150	150	150
1931 - Bus Division Office Improvements	130	25	355	-	-	-	-	-	355	510
0000 - Bus Main Shop Heaters Replacement	-	-	-	-	-	-	-	91	91	91
2330 - D1 Bird Netting	-	20	-	-	-	-	-	-	-	20
0000 - D-1 Body Shop, Storage Bldg and Fuel Island Bldg Roof Rehab and Painting	-	-	-	-	1,965	-	-	-	1,965	1,965
2131 - D-1 Bus Admin Bldg Roof and HVAC Rehab, Fire Alarm System Upgrade, New Front Door Enclosure & New Radio Rm Windows	-	500	619	-	-	-	-	-	619	1,119
0000 - D-1 Bus Lot Campus Redev, Ph2-Construction	-	-	-	-	-	-	-	25,000	25,000	25,000
0000 - D-1 Bus Lot Campus Redev. Ph1-Planning Study	-	-	-	-	-	200	200	-	400	400
0000 - D-1 Bus Lot Pavement Rehabilitation	-	-	-	5,250	-	500	-	-	5,750	5,750
0000 - D-1 Fire Alarm System Upgrade	-	-	-	-	-	-	-	300	300	300
0000 - D-1 Fuel Island Building Rehab: Concrct Apron/Roof/Paint	-	-	750	100	-	-	-	-	850	850
0000 - D-1 IT Dispatch Office Rehab	-	-	-	-	-	-	-	800	800	800
0000 - D-1 Main Shop Roof Replacement	-	-	-	-	-	-	-	2,000	2,000	2,000
0000 - D-1 Main Shop Utility Rehab	-	-	2,650	-	-	-	-	-	2,650	2,650
0000 - D1 ZEB Infrastructure	-	-	4,000	10,000	5,000	5,000	9,960	-	33,960	33,960
0000 - Extend/Add Mezzanine (FY10; FY11; FY12)	-	-	-	-	-	-	-	115	115	115
1431 - Resurface D1 Employee Parking Lot & Solar Panels	675	500	3,955	-	-	-	-	-	3,955	5,130
2130 - Zero Emission Bus (ZEB) Infrastructure Design	-	200	500	1,300	-	-	-	-	1,800	2,000
<b>D2 NOVATO</b>										

			10-Year Projected Capital Need (Thousands)								
	FY23 & Prior Years	FY24 Budget	Year 1 FY2025	Year 2 FY2026	Year 3 FY2027	Year 4 FY2028	Year 5 FY2029	Years 6 - 10 FY2030-2034	Total 10-Year Projected Capital Need	Total Capital Plan	
2435 - D-2 Dispatch & Fuel Island Bldg Roof Rehab	-	250	341	-	-	-	-	-	341	591	
2132 - D-2 Pavement & Remediation	6,679	400	-	-	-	-	-	-	-	7,079	
0000 - D-2 Wash Rack Improvements	-	-	-	-	-	2,000	2,000	-	4,000	4,000	
0000 - D2 ZEB Infrastructure	-	-	-	1,500	1,500	-	-	-	3,000	3,000	
D3 SANTA ROSA											
0000 - D-3 Bus Security Improvements	-	-	-	-	-	-	-	1,500	1,500	1,500	
0000 - D-3 Dispatch & Fuel Island Bldg Roof and Restroom Rehab	-	-	950	-	-	-	-	-	950	950	
0000 - D-3 Wash Rack Improvements	-	-	-	-	1,000	2,000	-	-	3,000	3,000	
0000 - D3 ZEB Infrastructure	-	-	-	1,500	1,500	-	-	-	3,000	3,000	
D4 SAN FRANCISCO											
0000 - D-4 Pavement Rehabilitation	-	-	-	-	-	-	-	1,500	1,500	1,500	
0000 - D4 ZEB Infrastructure	-	-	-	1,500	1,500	-	-	-	3,000	3,000	
CAPITAL EQUIPMENT	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34		Total	
xx39 - Capital Equipment Bus	813	795	350	350	350	350	350	1,750	3,500	5,108	
BUS DIVISION											
TOTAL	10,642	4,650	54,183	62,000	50,315	36,335	17,189	71,844	291,866	307,158	
FERRY DIVISION											
REVENUE VEHICLES	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total 10-Year Projected Capital Need	Total Capital Plan	
2445 - Del Norte Replacement for CARB	-	50	442	29,000	-	-	-	-	29,442	29,492	
2342 - Ferry Fleet & Infrastructure Electrification Concept	-	100	400	-	-	-	-	-	400	500	
2341 - FY23-30 Ferry Vessel Rehab/DD (Catamarans)	130	100	3,000	3,000	3,000	3,000	2,400	4,000	18,400	18,630	
0000 - M.S. Marin Ramp & Gangways Vessel Modifications (#1640)	-	-	1,340	-	-	-	-	-	1,340	1,340	
1940 - Purchase New Vessel	489	100	8,000	10,000	11,411	-	-	-	29,411	30,000	
0000 - Replace High-Speed Catamarans (CARB mandate)	-	-	19,000	30,000	30,000	15,000	-	-	94,000	94,000	
0000 - Spaulding DPF Retrofit (CARB mandate)	-	-	-	-	-	-	2,500	5,000	7,500	7,500	
2240 - Spaulding Tier IV Repower (CARB mandate)	219	100	11,900	5,781	-	-	-	-	17,681	18,000	
INFORMATION TECHNOLOGY	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total 10-Year Projected Capital Need	Total Capital Plan	
0084 - Ferry Berthing Area, San Quentin State Prison	-	-	-	-	-	500	4,500	-	5,000	5,000	
0503 - Gangway & Piers - Design	9,409	300	500	1,654	-	-	-	-	2,154	11,863	
0086 - New Ferry Slip, Mission Bay	-	-	-	-	200	7,725	-	-	7,925	7,925	
LARKSPUR FERRY TERMINAL											
0028 - Admin/Service Bldg Roof, Paint Exterior (Restrooms already completed)	-	-	-	500	2,500	-	-	-	3,000	3,000	
0000 - Design/Install Swing Mooring Apparatus	-	-	-	-	100	-	-	-	100	100	
0000 - EV Charger Upgrades	-	-	200	-	-	-	-	-	200	200	
0000 - Ferry Administration Building Office Renovation	-	-	35	240	-	-	-	-	275	275	

	10-Year Projected Capital Need (Thousands)									Total Capital Plan
	FY23 & Prior Years	FY24 Budget	Year 1 FY2025	Year 2 FY2026	Year 3 FY2027	Year 4 FY2028	Year 5 FY2029	Years 6 - 10 FY2030-2034	Total 10-Year Projected Capital Need	
0000 - Gangways & Piers - Larkspur Construction	-	-	-	-	-	-	-	80,000	80,000	80,000
0076 - Larkspur Ferry Kiosk Restoration and Refurbishment	-	-	120	100	100	-	-	-	320	320
2042 - Larkspur Ferry Service and Parking Expansion Env. Clearance and Prelim. Design Study	973	500	2,718	-	-	-	-	-	2,718	4,192
2340 - Larkspur Ferry Terminal (LFT) Berth and Channel Dredging - Construction	14,325	500	-	-	-	-	-	-	-	14,825
0000 - Larkspur Ferry Terminal Berth 1 Mooring Piling Project	-	-	200	180	1,150	-	-	-	1,530	1,530
2141 - Larkspur Ferry Terminal Fuel System Rehabilitation	39	100	1,861	-	-	-	-	-	1,861	2,000
2441 - Larkspur Terminal Fuel Hose Replacement	-	98	-	-	-	-	-	-	-	98
2442 - LFT Berth 1 Berthing Arrangment Feasibility	-	100	167	-	-	-	-	-	167	267
0000 - LFT Berth 1 Main Deck Boarding Float	-	-	35	515	6,690	-	-	-	7,240	7,240
0000 - LFT Parking Garage	-	-	1,700	300	-	-	500	37,500	40,000	40,000
0000 - LFT Rehab Main Parking Lot & Overflow Lot	-	-	-	-	-	-	-	1,800	1,800	1,800
0000 - LFT Terminal Truss Rehab and Painting	-	-	-	-	-	-	468	3,532	4,000	4,000
0000 - LFT Water Line and Utilities Rehab	-	-	500	500	-	-	-	-	1,000	1,000
0075 - Modify Slip #3, Larkspur Ferry Terminal (ADA)	-	-	1,000	-	-	-	-	-	1,000	1,000
0000 - Rehab Parking Lot	-	-	-	-	300	1,200	-	-	1,500	1,500
0027 - Terminal Bldgs and Waiting Area Rehab (Kiosks)	-	-	200	1,500	1,100	-	-	-	2,800	2,800
<b>SAN FRANCISCO FERRY TERMINAL</b>										
0000 - Gangways & Piers - San Francisco Construction	-	-	-	-	-	3,500	20,000	21,500	45,000	45,000
0000 - Rehab Former Ticket Office Bldg	-	-	-	-	2,000	800	-	-	2,800	2,800
0078 - San Francisco Ferry Terminal Improvements	-	-	200	200	500	322	-	-	1,222	1,222
2251 - San Francisco Ferry Terminal Security Improvements	42	100	1,400	-	-	-	-	-	1,400	1,542
2444 - SFFT Inner Berth Hydraulics Rehabilitation	-	500	494	-	-	-	-	-	494	994
2443 - SFFT Outer Berth Rehabilitation	-	500	4,774	-	-	-	-	-	4,774	5,274
<b>SAUSALITO FERRY TERMINAL</b>										
1441 - Gangways & Piers - Sausalito Construction	25	500	3,000	10,000	9,035	-	-	-	22,035	22,560
<b>CORTE MADERA MARSH</b>										
2041 - Corte Madera Marsh Restoration Construction	1,905	100	1,035	-	-	-	-	-	1,035	3,040
<b>SAFETY/SECURITY ENHANCEMENTS</b>										
2440 - LFT Fixed Boom Service Life Extension Project	-	90	-	-	-	-	-	-	-	90

	FY23 & Prior Years	FY24 Budget	10-Year Projected Capital Need (Thousands)						Total 10-Year Projected Capital Need	Total Capital Plan
			Year 1 FY2025	Year 2 FY2026	Year 3 FY2027	Year 4 FY2028	Year 5 FY2029	Years 6 - 10 FY2030-2034		
<b>CAPITAL EQUIPMENT</b>	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total 10-Year Projected Capital Need	Total Capital Plan
xx49 - Capital Equipment Ferry	5,221	135	75	75	75	75	75	375	750	6,106

<b>FERRY DIVISION</b>										
<b>TOTAL</b>	<b>32,778</b>	<b>3,973</b>	<b>64,296</b>	<b>93,545</b>	<b>68,162</b>	<b>32,122</b>	<b>30,443</b>	<b>153,707</b>	<b>442,275</b>	<b>479,025</b>

<b>DISTRICT DIVISION</b>										
<b>INFORMATION SYSTEMS/TECHNOLOGY</b>	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total 10-Year Projected Capital Need	Total Capital Plan
1812 - Asset and Vehicle Fluid Mgmt System	817	150	33	-	-	-	-	-	33	1,000
0000 - Asset and Vehicle Fluid Mgmt System (10-YP)	-	-	250	-	-	250	-	250	750	750
2010 - Asset Management Strategic Program	611	-	100	100	174	-	-	-	374	985
0000 - Avtec VPGate Refresh	-	-	20	-	-	-	-	-	20	20
0000 - Bus Wifi	-	-	-	250	-	-	-	-	250	250
0000 - Business Intelligence	-	-	-	-	500	750	-	-	1,250	1,250
2213 - Business Intelligence (BI) Analysis and Transportation Statistics Reporting Solution	462	450	138	-	-	-	-	-	138	1,050
0000 - CAD/AVL System Refresh	-	-	50	1,050	-	-	-	-	1,100	1,100
2312 - CAD-AVL Improvements for Bus Division	29	50	41	-	-	-	-	-	41	120
2114 - Computer Aided Dispatch (CAD)/Automatic Vehicle Location (AVL) Clipper Integration	944	50	-	-	-	-	-	-	-	994
1815 - Customer Service Incident System (Marketing)	-	-	-	45	-	-	-	-	45	45
0000 - Cyber Security	-	-	-	-	80	475	-	-	555	555
2212 - Cyber Security Strategic Plan and Mitigations	247	100	703	-	-	-	-	-	703	1,050
2210 - Data Loss Prevention	-	-	30	200	200	776	-	-	1,206	1,206
0000 - Data Storage System	-	-	-	-	-	600	-	-	600	600
0000 - Disaster Recovery	-	-	250	-	250	-	250	-	750	750
0000 - District Web Site Re-Design w/Mobile App	-	-	220	-	-	-	-	-	220	220
1816 - Document Management System	261	90	200	249	-	-	-	-	449	800
2311 - Enterprise Systems Interface Improvements	33	-	100	61	-	-	-	-	161	194
0000 - Exacom Voice Recorder Refresh	-	-	40	-	-	-	-	-	40	40
2214 - Facilities Ventilation Assessment, Rehabilitation and Improvements Project	80	100	2,390	-	-	-	-	-	2,390	2,570
1960 - Farebox System Upgrade	196	86	447	-	-	-	-	-	447	730
1810 - Financial/HR/Payroll Management System	2,048	150	500	2,302	-	-	-	-	2,802	5,000
0000 - Financial/HR/Payroll Management System Procurement	-	-	-	-	500	500	-	1,000	2,000	2,000
2410 - Indoor and Outdoor Wireless Network Access	-	500	-	-	-	-	-	-	-	500
2015 - Intranet Redesign	83	68	-	-	-	-	-	-	-	150
1912 - Manage Detection and Response Services	268	25	67	-	-	-	-	-	67	360

			10-Year Projected Capital Need (Thousands)							
	FY23 & Prior Years	FY24 Budget	Year 1	Year 2	Year 3	Year 4	Year 5	Years 6 - 10	Total 10-Year Projected Capital Need	Total Capital Plan
			FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-2034		
0000 - Network Security	-	-	230	-	-	-	-	-	230	230
0000 - Redundant Network / Systems	-	-	150	-	350	150	-	-	650	650
0000 - Replace Network Equipment	-	-	-	-	-	-	740	-	740	740
2411 - Replace Server Equipment	-	450	-	-	-	-	-	-	-	450
1916 - San Rafael A&D Admin Office Improvements	217	-	254	-	-	-	-	-	254	471
2211 - Technology Disaster Recovery Plan	385	50	565	-	-	-	-	-	565	1,000
0000 - Technology Improvements	-	-	-	250	-	250	-	500	1,000	1,000
2412 - Technology Improvements	-	300	-	-	-	-	-	-	-	300
0000 - Time Keeping System	-	-	55	1,000	-	-	-	-	1,055	1,055
0000 - Transit Scheduling System	-	-	50	3,000	-	-	-	-	3,050	3,050
1712 - Transit Scheduling System	2,839	100	127	-	-	-	-	-	127	3,066
2017 - Video Conferencing	72	25	202	-	-	-	-	-	202	299
FACILITIES REHABILITATION	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total 10-Year Projected Capital Need	Total Capital Plan
0002 - A&D Admin Bldg Remodel/Rehab	-	-	-	1,300	200	-	-	-	1,500	1,500
0000 - Office Facility Renovation/Consolidation	-	-	-	-	-	-	-	6,960	6,960	6,960
2110 - On-Site Medical Trailer Infrastructure	46	100	529	-	-	-	-	-	529	675
2113 - Trailer B Remodel	-	-	51	-	-	-	-	-	51	51
CAPITAL EQUIPMENT	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total 10-Year Projected Capital Need	Total Capital Plan
xx19 - Capital Equipment District	817	310	150	150	150	150	150	750	1,500	2,627
DISTRICT DIVISION										
TOTAL	10,454	3,154	7,941	9,958	2,404	3,901	1,140	9,460	34,804	48,412

**Appendix D**  
**Golden Gate Bridge, Highway and Transportation District**  
**Five-Year and Ten-Year Financial Projections FY 24/25 - FY 33/34**

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

All Figures Rounded to (\$000)

	Year 1 <u>FY 2025</u> <u>Estimate</u>	Year 2 <u>FY 2026</u> <u>Estimate</u>	Year 3 <u>FY 2027</u> <u>Estimate</u>	Year 4 <u>FY 2028</u> <u>Estimate</u>	Year 5 <u>FY 2029</u> <u>Estimate</u>	Year 6 <u>FY 2030</u> <u>Estimate</u>	Year 7 <u>FY 2031</u> <u>Estimate</u>	Year 8 <u>FY 2032</u> <u>Estimate</u>	Year 9 <u>FY 2033</u> <u>Estimate</u>	Year 10 <u>FY 2034</u> <u>Estimate</u>	Total 5 Year <u>Estimate</u>	Total 10 Year <u>Estimate</u>
DISTRICT	\$113,757	\$104,621	\$78,089	\$63,955	\$70,609	\$77,048	\$36,973	\$18,675	\$16,725	\$6,925	\$431,031	\$587,378
GRANTS	<u>152,542</u>	<u>307,970</u>	<u>251,890</u>	<u>216,829</u>	<u>191,940</u>	<u>128,033</u>	<u>64,764</u>	<u>43,700</u>	<u>36,900</u>	<u>12,700</u>	<u>1,121,171</u>	<u>1,407,267</u>
<b>TOTAL</b>	<b>\$266,299</b>	<b>\$412,590</b>	<b>\$329,979</b>	<b>\$280,784</b>	<b>\$262,549</b>	<b>\$205,081</b>	<b>\$101,737</b>	<b>\$62,375</b>	<b>\$53,625</b>	<b>\$19,625</b>	<b>\$1,552,202</b>	<b>\$1,994,644</b>
<b>District Portion Of the Capital Requirement</b>	<b>\$113,760</b>	<b>\$104,620</b>	<b>\$78,090</b>	<b>\$63,950</b>	<b>\$70,610</b>	<b>\$77,050</b>	<b>\$36,970</b>	<b>\$18,680</b>	<b>\$16,730</b>	<b>\$6,930</b>	<b>\$431,030</b>	<b>\$587,390</b>
Total Depreciation Included in the Budget	19,162	24,686	28,502	29,076	31,713	36,002	35,249	35,964	35,453	36,347	133,138	312,153
Additional Capital Contribution Required to Fund Projected Capital Plan	94,598	79,934	49,588	34,874	38,897	41,048	1,721	(17,284)	(18,723)	(29,417)	297,892	275,237
Average of the 10 Year Capital Contribution	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$137,500	\$ 275,000

<b>Re-Stated: Fund District Capital through Reserves</b>	<u>FY 2025</u>	<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>	<u>FY 2029</u>	<u>FY 2030</u>	<u>FY 2031</u>	<u>FY 2032</u>	<u>FY 2033</u>	<u>FY 2034</u>	<u>Year 1 - 5</u>	<u>Year 1 - 10</u>
District Funded Capital Projects net of Depreciation	\$94,600	\$79,900	\$49,600	\$34,900	\$38,900	\$41,000	\$1,700	(\$17,300)	(\$18,700)	(\$29,400)	\$297,900	\$ 275,000
Use Reserves to Fund District Projects*	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>	<u>35,000</u>	<u>70,000</u>
Additional Capital Contribution Required to Fund Projected Capital Plan with Reserves	87,600	72,900	42,600	27,900	31,900	34,000	(5,300)	(24,300)	(25,700)	(36,400)	262,900	205,000
Average of the 10 Year Capital Contribution	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	105,000	\$ 210,000

\* 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 \$70 million in capital contribution reserves will be released to fund capital projects during this 10-year projection period. \$7 million per year will be released from unrestricted reserves. 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. Coming out of the COVID pandemic, the District continues to limit use of reserve funds to other projects while the full funding plan for the seismic retrofit of the bridge is still being developed.

THIS PAGE INTENTIONALLY LEFT BLANK



**Appendix E**  
**GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT**  
**NET POSITION AVAILABLE FOR NEW CAPITAL PROJECTS OR OPERATIONS - FY 23/24 BUDGET**

Category	Estimated Balance 7/1/2023
<b>Available Net Position before Long Term Deferred Outflows, Liabilities, Deferred Inflows, Board Designated Reserves and Other Reserves (Note 1)</b>	<b>\$ 88,600,000</b>
<b>Long Term Deferred Outflows, Liabilities, Deferred Inflows (Note 2)</b>	
CalPERS Retirement Pension Deferred Outflows, Deferred Inflows & Liability	\$ 89,900,000
Golden Gate Transit Amalgamated Retirement Pension Deferred Outflows, Liabilities & Deferred Inflows	103,000,000
District Other Post Employment Benefits (OPEB) Deferred Outflows, Liabilities & Deferred Inflows	65,000,000
<b>Subtotal: Long Term Deferred Outflows, Liabilities &amp; Deferred Inflows</b>	<b>\$ 257,900,000</b>
<b>Available Net Position before Board Designated Reserves and Other Reserves</b>	<b>\$ 346,500,000</b>
 <b>Fiscal Year 2023 Board Designated Reserves and Other Reserves</b>	
Operating Reserve (Note 3)	\$ (19,300,000)
Emergency Reserve (Note 4)	(9,000,000)
Bridge Self Insurance Loss Reserve (Note 5)	(22,400,000)
<b>Subtotal: Fiscal Year 2023 Board Designated Reserves and Other Reserves</b>	<b>\$ (50,700,000)</b>
<b>Net Position (Reserves) Available Before Committed Capital Projects</b>	<b>\$ 295,800,000</b>
 <b>Fiscal Year 2023 Committed Capital Projects (District-funded portion only):</b>	
Bridge	\$ (50,100,000)
Transit	(64,900,000)
<b>Subtotal: Fiscal Year 2023 Total Committed Capital Projects (District-funded portion only)</b>	<b>\$ (115,000,000)</b>
<b>Net Position Available for New Capital Projects or Operations as of 6/30/23</b>	<b>\$ 180,800,000</b>

Category	Estimated Balance 7/1/2024
<b>Beginning Net Position Available for New capital Projects or Operations</b>	<b>\$ 180,800,000</b>
Add Budgeted net Income/Loss for Fiscal Year 2024 (Note 7 & 8)	\$ 33,600,000
<b>Available Net Position before Board Designated Reserves and Other Reserves</b>	<b>\$ 214,400,000</b>
<b>Change in Fiscal Year 2024 Board Designated Reserves and Other Reserves</b>	
Change in Operating Reserve (Note 6 & 9)	\$ (1,100,000)
Change in Emergency Reserve (Note 10)	\$ (500,000)
Change in Bridge Self Insurance Loss Reserve (Note 11)	\$ (1,300,000)
<b>Subtotal: Change in Fiscal Year 2024 Board Designated Reserves and Other Reserves</b>	<b>\$ (2,900,000)</b>
<b>Net Position (Reserves) Available Before Committed Capital Projects</b>	<b>\$ 211,500,000</b>
<b>Fiscal Year 2024 Committed Capital Projects (District Funded Portion Only)</b>	
Bridge	\$ (17,294,000)
Transit	\$ (7,282,000)
<b>Subtotal: Fiscal Year 2024 Committed Capital Projects (District Funded Portion Only)</b>	<b>\$ (24,576,000)</b>
<b>Net Position Available for New Capital Projects or Operation as of 6/30/24</b>	<b>\$ 186,924,000</b>

**NOTES:**

1. Adjusted to exclude funded Capital Reserve Contributions, Bridge Self-Insurance reserves and restricted Local, State and Federal grant funds for capital projects. Also reflects the FY 2023 budget being balanced due to the infusion of Federal CRRSAA & ARPA monies.
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 where the agency is not legally responsible for them. The District is not legally responsible for the Golden Gate Transit Amalgamated Retirement Plan.
3. Board Policy funds the operating reserve at 7.5% of budget or to cover the expected operating deficit,
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.
5. The Bridge Self-Insurance Reserve (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.
6. To fund reserves to required contribution levels, additional contributions will be made.
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.
8. FY 23/24 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.
9. Change in Operating Reserve is calculated by multiplying FY 23/24's operating budget with 7.5% less FY
10. Change in Emergency Reserve is calculated by multiplying FY 23/24's operating budget with 3.5% less FY
11. Change in Bridge Self-Insurance Loss Reserve is calculated by subtracting FY 23/24's reserve from FY