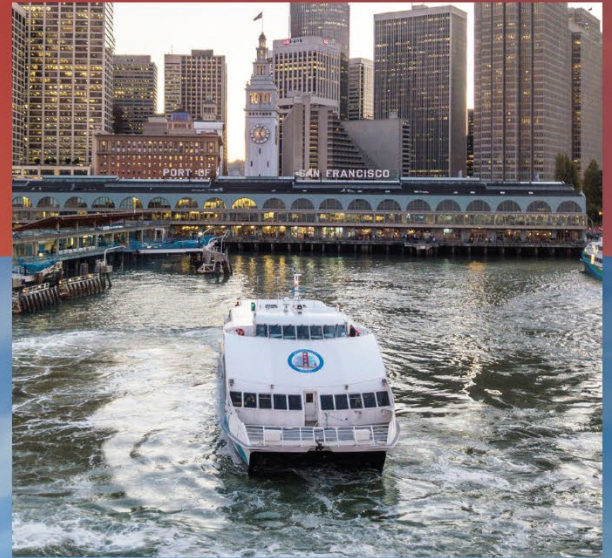


# PROPOSED BUDGET

FY 2026-2027



GOLDEN GATE BRIDGE,  
HIGHWAY & TRANSPORTATION  
DISTRICT

**GOLDEN GATE BRIDGE  
HIGHWAY AND TRANSPORTATION DISTRICT**

**FISCAL YEAR 26/27 PROPOSED BUDGET**

**Denis J. Mulligan, General Manager  
Jennifer H. Mennucci, Auditor-Controller**

**Prepared by the Finance Office:**

**Grant Martinez, Director of Budget and Financial Analysis  
Jacob Brown, Principal Capital & Grant Programs Analyst  
Kris Rogers, Finance Administrative Analyst  
Gandari Galindo, Consultant**

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Golden Gate Bridge  
Highway and Transportation District  
California**

For the Fiscal Year Beginning

**July 01, 2025**

*Christopher P. Morill*

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, 2025. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device. This award is valid for a period of one fiscal 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.





## Table of Contents

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### GENERAL MANAGER'S MESSAGE

General Manager's Message .....	9
District Organizational Chart.....	14
Golden Gate Bridge, Highway & Transportation District Profile.....	15

### FINANCIAL OVERVIEW

FY 26/27 Proposed Budget Financial Overview.....	18
District Financial Situation.....	23
Transit Funding Overview.....	33
Transit System Funding .....	35
Budget Planning and Development Process .....	41
FY 26/27 Proposed Budget Policies .....	44

### OPERATING & CAPITAL BUDGET SUMMARY

Operating Budget Summary.....	48
Operating Revenues .....	50
Operating Expenses.....	54
Capital Program Summary.....	66

### BRIDGE DIVISION

Bridge Division Profile .....	78
Bridge Division Organizational Chart.....	79
Bridge Division Status .....	80
FY 26/27 Bridge Division Goals and Projects.....	82
Changes from FY 25/26 Estimated Actual to FY 26/27 Proposed Budget .....	83
Bridge Division Operating Budget .....	85
Bridge Division Capital Budget .....	87
Bridge Division Personnel Summary by Department .....	93

### BUS DIVISION

Bus Division Profile.....	98
Bus Division Organizational Chart .....	99
Bus Division Status .....	100
FY 26/27 Bus Division Goals and Projects .....	102
Changes From FY 25/26 Estimated Actual to FY 26/27 Proposed Budget.....	103
Bus Division Operating Budget .....	105
Bus Division Capital Budget .....	107
Bus Division Personnel Summary by Department.....	112



**FERRY DIVISION**

Ferry Division Profile.....116  
Ferry Division Organizational Chart.....117  
Ferry Division Status.....118  
FY 26/27 Ferry Division Goals and Projects .....120  
Changes from FY 25/26 Estimated Actual to FY 26/27 Proposed Budget .....121  
Ferry Division Operating Budget.....123  
Ferry Division Capital Budget.....125  
Ferry Division Personnel Summary by Department.....132

**DISTRICT DIVISION**

District Division Profile and Status.....137  
FY 26/27 District Division Goals and Projects .....147  
Changes from FY 25/26 Estimated Actual to FY 26/27 Proposed Budget .....148  
District Division Operating Budget .....150  
District Division Capital Budget .....151  
District Division Personnel Summary by Department.....158

**APPENDICES**

Appendix A - Net Position Available for New Capital Projects or Operations.....167  
Appendix B - Commercial Paper Budgeting Covenant Certificate of the District .....171  
Appendix C - FY 25/26 Capital Program Accomplishments.....175  
Appendix D - Grant Funding Sources .....183  
Appendix E - 10-Year Capital Plan.....189  
Appendix F - Strategic Plan.....213  
Appendix G - Five- and Ten-Year Financial Projection.....227

We encourage you to download the electronic copy of this book which is available to all on our website: [www.goldengate.org](http://www.goldengate.org). All images, unless otherwise noted, are from the holdings of the Golden Gate Bridge, Highway and Transportation District. Images may not be used without permission from the GGBHTD.





General Manager's Message ..... 9  
District Organizational Chart.....14  
Golden Gate Bridge, Highway & Transportation District Profile.....15





## GENERAL MANAGER'S MESSAGE

The Golden Gate Bridge, Highway and Transportation District (District) manages travel in the Highway 101 corridor. All travel between San Francisco and the Redwood Empire (Marin and Sonoma) is via our Bridge, buses and ferries.

While operating vital bus and ferry service, the District's first priority is maintaining and protecting the Golden Gate Bridge. In late 2025, the District awarded the *Golden Gate Suspension Bridge Seismic Retrofit, Contract 1 – North and South Towers and North and South Side Spans*. This is a \$1 billion undertaking that is three times larger than any construction contract ever awarded by the District. The Notice to Proceed was issued to the construction contractor on January 5, 2026, and construction is expected to last about six years.



Work includes, among other things: strengthening the main towers; installation of 28 solid state Energy Dissipation Devices (EDD), retrofitting wind locks and rocker links, strengthening the stiffening trusses, replacement and retrofit of lateral bracing and longitudinal struts, and painting the South Tower above the roadway. Construction of the seismic retrofit will employ hundreds of highly skilled union workers across the building and construction trades.

The Project funding includes a \$400 million discretionary federal grant from the Federal Highway Administration's (FHWA) Bridge Investment Program (BIP) and \$200 million in FHWA formula funds from Caltrans Local Highway Bridge Program (HBP). Bridge tolls (District reserves) provide \$415 million, or about 40 percent of the total funding, protecting the Bridge for future generations.

This significant investment of toll revenues occurs while the District confronts strong fiscal headwinds. Today, during the morning commute, Bridge traffic is down about 25 percent below pre-pandemic levels. Toll revenues fund Bridge maintenance and operations, with surplus toll revenue providing the principal funding source for our bus and ferry service that removes thousands of cars from the Bridge, Highway 101 and the streets of San Francisco every day. Less commute traffic corresponds to less toll revenue available for our transit services.

The District's finances are thus tied to the success of downtown San Francisco. Today, over 30 percent of all office space in downtown San Francisco remains unleased. In response, the District continues to aggressively reduce expenses, including offering less commute transit service. For example, we are currently operating about 20 percent of our pre-pandemic express commute bus service.

The District has also taken steps to reduce fixed costs. For example, the District has reduced staffing through attrition, and the District currently employs about 40 percent fewer bus operators than it did before the pandemic.



## General Manager's Message

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Recognizing that we are in the customer service business, the District has been adding back bus and ferry service incrementally as customers return to traveling in the Golden Gate Corridor. However, the District is currently spending one-time Senate Bill 125 funds to maintain current transit service levels. That glide path ends when the last of the Senate Bill 125 money is spent in the fall of 2026.

Absent a return of commute Bridge traffic and associated toll revenues, the District will face a deficit in the upcoming Fiscal Year 26/27. A deficit budget requires spending down District reserves that have been set aside over many years for capital projects, such as the Golden Gate Bridge seismic retrofit. A limited, short-term spending of District reserves is an appropriate strategy while we await the renaissance of downtown San Francisco and the return of Bridge commuters. However, if San Francisco's recovery is delayed, Bridge traffic stagnates, and/or absent additional revenue, the District will need to revisit current bus and ferry service levels.

The District is committed to providing transit service in the Golden Gate Corridor and will not abandon bus and ferry service while addressing its financial challenges. The District may, however, need to scale back bus and ferry service, with service prioritized to remove the maximum number of vehicles from the Golden Gate Bridge without spending District reserves on transit operations in future years.

Additionally, travel in the Redwood Empire has evolved over time, particularly after the COVID-19 pandemic and with the advent of SMART. Recognizing this reality, the District embarked upon an effort with other transportation agencies to look at all bus, rail and ferry service connecting Sonoma, Marin and San Francisco as if it was all operated by one company. The effort looked to redesign and redeploy transit service consistent with this integrated approach.



The result is the Marin-Sonoma Coordinated Transit Service (MASCOTS) Plan, which was created to grow ridership and improve effectiveness of public transit services offered in the Highway 101 corridor. This is a collaborative project among nine transit and funding agencies to create a more connected, frequent transit network. MASCOTS service changes were implemented on April 12, 2026, and include:

- Increased SMART service to 48 trips on weekdays and 24 trips on weekends, with more frequent service that runs earlier in the morning, later in the evening, and fills midday service gaps.
- Increased Route 101 express service between San Rafael and San Francisco, now running every 30 minutes all day, with buses running every 15 minutes during weekday peak periods and roughly doubling previous service levels.
- Route 101 between Novato and Santa Rosa is replaced by increased SMART train service. Sonoma County riders can make connections to Golden Gate Transit or Ferry in Marin County to get to San Francisco.
- Route 120 replaced Routes 130 and 150 in southern Marin, starting at Strawberry Village and going to San Francisco via Sausalito every 30 minutes most of the day, with timed connections to/from Marin Transit Route 71 at Marin City.



- Streamlined commute bus service in Sonoma County into a single alignment with higher frequency and additional trips. Route 172 has buses running every 20-30 minutes during peak periods.
- Faster and more direct Route 580 trips with express service from Bellam Blvd. to Pt. Richmond, and more trips are added.

For the District, the MASCOTS Plan responds to both new travel patterns and looming fiscal challenges. Through MASCOTS, the District has redeployed limited transit resources to areas with highest ridership potential while improving service and customer experience along the Highway 101 Corridor through regional coordination with our transit partners.

While the District works to reduce operating expenses, we are also taking advantage of grant funding to improve our bus and ferry service in the near and long term. For example, the District's current fleet of seven ferry boats was built between 1976 and 2001. At its November 2025 meeting, the District's Board of Directors approved a contract to purchase two new ferries. The contract is 88 percent grant funded with 12 percent coming from tolls (District reserves). The two ferries currently under contract represent the initial phase of the District's fleet replacement program and will replace the MV Del Norte and MV Mendocino, two high-speed vessels that are more than 25 years old and scheduled for retirement within the next three years. Each new ferry will:



- Carry up to 500 passengers.
- Operate at speeds exceeding 35 knots.
- Consume 1/3 less fuel.
- Meet the latest California Air Resources Board (CARB) emissions standards.
- Significantly reduce nitrogen oxide and particulate matter emissions.
- Support U.S. manufacturing and shipbuilding.

Another grant funded project that will reduce operating costs is the *San Rafael Bus Parking Lot Improvements and Solar Panel Installation Project*. The large-scale solar installation went online in Spring 2026 and provides about 850 kilowatts (kW) of electricity at our San Rafael Bus Facility. This project was 80 percent grant funded with 20 percent coming from tolls (District reserves).



## General Manager's Message

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Additionally, in February 2026, the Federal Transit Administration (FTA) formally notified the District that it was the recipient of a discretionary grant for \$25.6 million for the relocation and replacement of the San Rafael Transit Center (SRTC). The SRTC was one of 34 projects in 19 states and Puerto Rico receiving funding from FTA's nationwide Bus and Bus Facilities grant program and was the third-largest award for the 2026 cycle.



The SRTC is Marin County's busiest regional transit hub, serving 9,000 daily trips. The Transit Center connects various local, regional, commuter and airport transit services and is where buses connect East Bay riders to the North Bay, providing key access to jobs in Marin and Sonoma, as well as access to jobs in San Francisco for residents from throughout the North Bay counties.

The District is coordinating with the City of San Rafael, Marin Transit, the Transportation Authority of Marin (TAM), SMART and various community-based organizations to replace the existing Transit Center with a new facility that will ensure a first-class customer experience for people riding and transferring between the train and local and regional bus trips. The new SRTC will also provide improved street access and connectivity along with safety improvements for the public and employees.

The Final EIR (FEIR) has been completed for the SRTC in accordance with the provisions of the California Environmental Quality Act (CEQA) and was certified by the District's Board of Directors in December 2022. The District has conducted 11 community engagement meetings to inform the preliminary engineering, which was completed in 2025. Once federal environmental review is complete, the project will advance to final design and property acquisition.

While working to reduce costs across the District, our commitment to saving lives remains unchanged. Since January 1, 2024, the Golden Gate Bridge has had a continuous physical suicide barrier installed the full length of the 1.7-mile-long Bridge. The purpose of the Net is to reduce the number of deaths associated with individuals jumping off the Bridge. Calendar year 2025 saw an 87 percent reduction in deaths at the Golden Gate Bridge compared to annual average for the 20 years before the Net was completed.

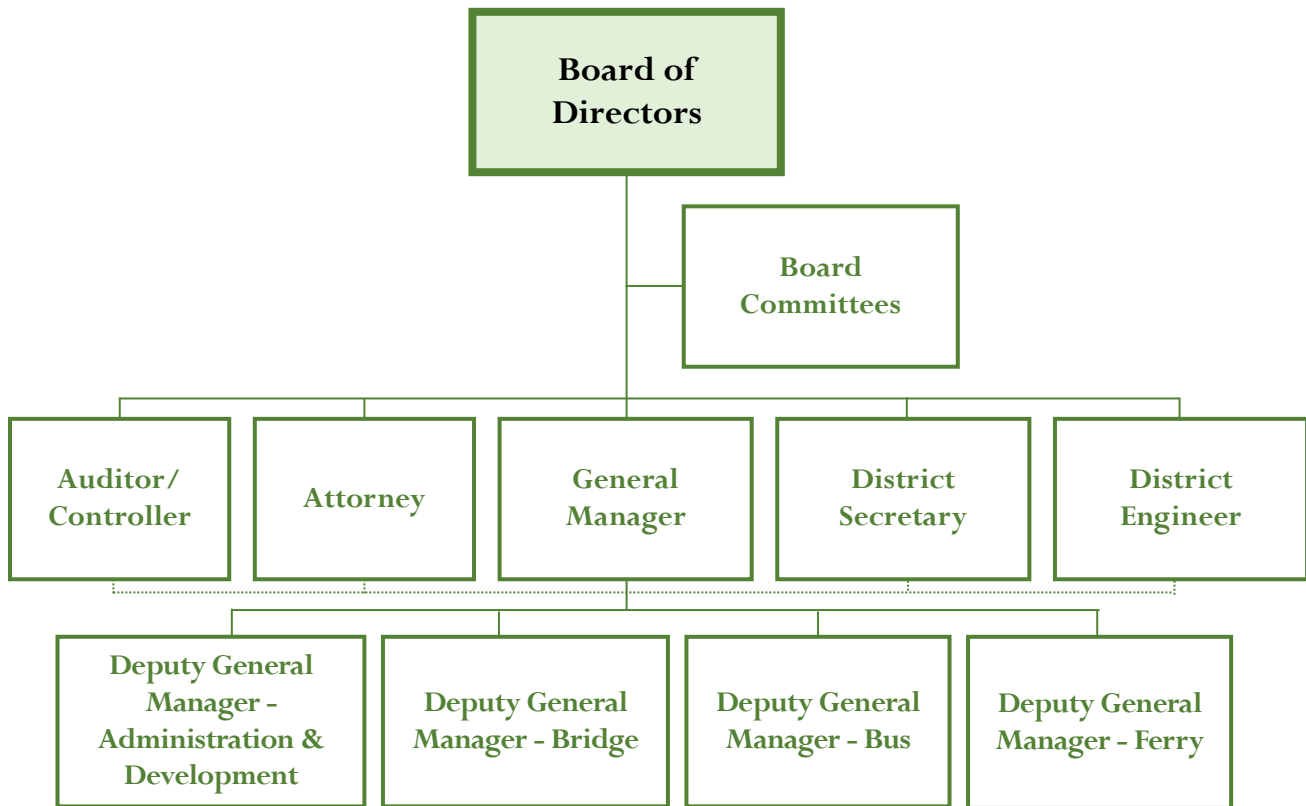
Working together with our partner agencies, Bridge users, and bus and ferry riders ensures our collective success. I would like to sincerely thank and recognize our employees who help keep people moving safely by Bridge, Bus and Ferry. Lastly, I want to thank our customers for their continued support.

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 that 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 the 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. Approximately 840 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, a 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. On December 13, 2021, the District commenced operating a new ferry service between San Francisco and Angel Island State Park. Today, the fleet is comprised of seven vessels serving nearly 2.5 million passengers annually (pre-COVID passenger data).

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. 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, 2022, marked GGT's 50th anniversary. GGT serves 4.8 million regional and local customers annually (pre-COVID passenger data) with an active fleet of 176 clean diesel and diesel/electric hybrid buses.

Since its opening to traffic on May 28, 1937, the Golden Gate Bridge has been recognized as an engineering marvel with one of the longest suspension spans ever built. With its graceful art deco styling and inspiring natural setting, it is an international icon and a destination for millions of annual visitors.





FY 26/27 Proposed Budget Financial Overview .....18

District Financial Situation .....23

Transit Funding Overview .....33

Transit System Funding.....35

Budget Planning and Development Process.....41

FY 26/27 Proposed Budget Policies .....44



## **FY 26/27 PROPOSED BUDGET FINANCIAL OVERVIEW**

The FY 26/27 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. This year's budget reflects the Board's continued commitment to fiscal discipline, service continuity, and strategic investment in core infrastructure. It provides a framework to balance near-term service demands with long-term financial stability while maintaining sufficient flexibility to respond to uncertain revenue trends and operational needs.

The Proposed Budget was developed with conservative estimates on traffic and ridership despite continual growth year over year as overall volume remains well below pre-pandemic levels. The budget is developed between December and early April based on the policy objectives of the Board and the current assumptions for the District's businesses at the time.

In the Bay Area, transportation agencies continue to be significantly affected, coming out of the pandemic reporting tens of thousands to millions of dollars in losses each week. Since March 2020, there has been, and still is, uncertainty as to how quickly the District's customers, thus revenues, will return to their previous levels. Although there has been consistent growth, the District still has not seen substantial demand across its modes of transportation necessary to return to its historical levels of service. The District's fee-for-service financial model is based on the usage of its services and has demonstrated its vulnerability to the scenario brought on by the pandemic. The lower levels of traffic and transit ridership means there is insufficient revenue to fund transit service at pre-pandemic levels for projected levels in FY 26/27.

The FY 26/27 Proposed Budget assumes a continued modest increase in traffic and ridership but still requires the use of reserve funds to balance the budget. Despite proactive reductions that are proposed in the coming year, the FY 26/27 Proposed Budget continues to predict that the District will be required to make substantial changes to reduce expenditures and/or increase its revenues to achieve a balanced budget in future years. Until that happens or travel to San Francisco significantly rises, continued use of District reserve funds will be necessary. The use of reserves should be viewed as a temporary measure that buys time for long-term structural corrections as most of the reserves have been set aside to fund the District's capital improvement program. In the absence of new recurring revenues or reduced expenditure commitments, future budgets will require difficult tradeoffs to ensure ongoing financial stability.

The FY 26/27 Proposed Budget includes a projected carryover from the final allocation of one-time state operating assistance from Senate Bills 125 (SB125) as the District has taken steps to stretch these funds as much as possible. After paying back reserves used in FY 25/26 and a projected carryover of \$12.7 million of SB 125 funds, an estimated \$34.4 million in District Reserves will be required to balance the FY 26/27 Proposed Budget. The long-term use of District reserve funds to cover operating expenses is not sustainable because those funds are essential for maintenance, improvements and replacement of the District's capital assets such as the bridge, maintenance facilities, terminals, buses and ferries.

The FY 26/27 Proposed Budget is built with conservative growth assumptions for transit ridership and bridge traffic but also with the ability to allow the District to monitor the changes in customer demand and adjust its level of service accordingly. Staff will work with the Board to determine what changes in expenses and revenues are necessary to keep the structural deficit as small as possible to keep reserve use to a minimum while meeting the needs of customers.



The FY 26/27 Proposed Budget revenues and expenses each total \$540.1 million and are comprised of:

- Revenues
  - Operating Budget
    - \$252.4 million in total operating revenues
    - \$12.7 million in SB 125 Carryover
    - \$34.4 million in District reserves
  - Capital Budget
    - \$167.8 in government grants
    - \$72.8 million in District reserves
- Expenses
  - Operating Budget
    - \$299.5 million in total operating expenses
  - Capital Budget
    - \$240.6 million in total capital expenses

The FY 26/27 Proposed Budget includes a decrease in operating revenues of \$36.6 million primarily due to a reduction in projected interest earned and the last allocation of SB125 funding received in the prior fiscal year, which is partially offset by an increase in toll and fare revenues. The FY 26/27 expenses are projected to be higher by \$31 million due to funding current vacancies, increased salary costs from cost-of-living adjustment, pension, and debt service costs.

The following section is an overview of the FY 26/27 Proposed Budget and a summary of the development process.

## Overview of Operating Budget

The FY 26/27 Proposed Operating Budget of \$299.5 million is \$31 million, or 11.5%, more than the FY 25/26 Estimated Actual expenses of \$268.5 million.

District revenue is estimated to be \$252.4 million, a decrease of approximately \$36.6 million, or -12.7%, from the FY 25/26 Estimated Actual revenue of \$289.1 million. The decrease is primarily due to the one-time state operating assistance from SB 125 (-\$34.6 million) received in the prior fiscal year, increased Toll Revenue (\$5.5 million), along with a projected decrease in Investment Income from earned interest (-\$5.3 million). The District projects there will be \$12.7 million carried over in SB 125 funds that will be used for transit operations in the FY 26/27 Proposed Budget to reduce the deficit.

The Proposed Operating Budget projects to utilize \$34.4 million of the District’s financial reserves. This is primarily due to continuing to fund transit operations at levels that exceed current operating income. Bridge traffic remains down compared to pre-pandemic level, and as the primary funding source for transit there is less toll dollars available to fund transit. The spending of District Reserves on operating expenses is not sustainable over the long term.

The District completed a District-wide Strategic Plan approved by the Board in May of 2024, which was revised in June of 2025. The Budget includes the status of active initiatives from that Strategic Plan. In addition, progress on each of the Strategic Plan initiatives are reviewed and updated annually by the District’s Board each fall.



## Financial Overview

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The FY 26/27 Proposed Budget contains funding for the projected service levels in the Bridge, Bus, Ferry, and District operations. District reserves will be used to balance the budget this year if expenses exceed actual revenues and Bridge traffic continues to remain stagnant. Staff will need to work with the Board to implement new long-term 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 26/27 Proposed Capital Budget includes total anticipated expenditures of \$240.6 million, funded with \$72.8 million in District funds and \$167.8 million in federal, state, and local grant funds. It supports the implementation of 69 projects (11 new, 54 continuing, and 4 capital equipment projects) necessary to maintain existing services and facilities and to implement high-priority safety and security projects. The \$240.6 million Proposed Capital Budget is allocated to the following projects: Bridge Division Projects (64%); Bus Division (3%); Ferry Division (31%); and District Division projects (2%). The primary drivers of the overall capital budget are Seismic Retrofit towers and side spans project getting well underway and two new ferry vessels beginning. Grant leverage, project readiness, and long-term system needs were key drivers of funding allocations across divisions. The Proposed Capital Budget was developed using FY 25/26 project expenditures (see Appendix C). Eleven projects were completed in FY 25/26.

## 10-Year Capital Plan

Through a District-wide effort in the Fall of 2024, the 10-Year Capital Plan was reassessed. Staff performed facility assessments at the following District locations: Bridge facilities, Larkspur and San Francisco Ferry Terminals, the San Rafael Transit Center, D1 San Rafael, D2 Novato, D3 Santa Rosa, and D4 San Francisco. The state of good repair of the buildings and surrounding assets were examined, and ideas for increased operational efficiency, safety, and more were discussed. Projects were developed out of the identified work and prioritized based on safety, customer service, revenue generation, state of good repair, Operating Budget impact, and other appropriate criteria.

For FY 26/27 the 10-Year Capital Plan prioritized the number of projects spanning each year of the Capital Plan. The duration of each project was also projected by taking into account the average number of years it takes for each Division to complete a project and its magnitude.

Identified highest priority projects were included in the FY 26/27 Proposed Capital Budget. Projects that were identified as a priority but are pending availability of staff resources were included in the FY 26/27 Capital Project List. See Appendix E for the list of projects and estimated cash flow included in the 10-Year Capital Plan.

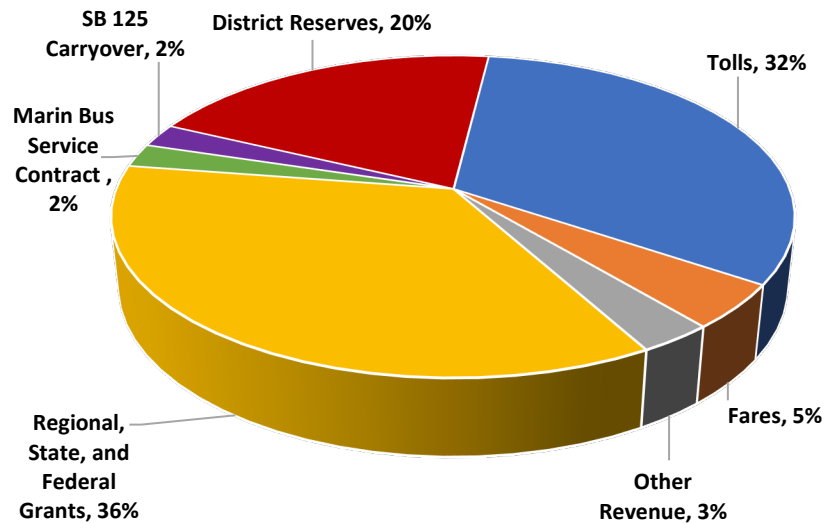
## Use of Reserves

The FY 26/27 Proposed Budget is projected to utilize \$107.6 million in District Reserves. The Capital Budget is estimated to use \$73.2 million of that District reserve amount. The Operating Budget is projected to require \$34.4 million in District Reserves. The FY 26/27 Proposed Budget includes \$40 million in transfers to reserves, which partially offsets refilling the reserves, resulting in a net reserve decrease of \$67.1 million.



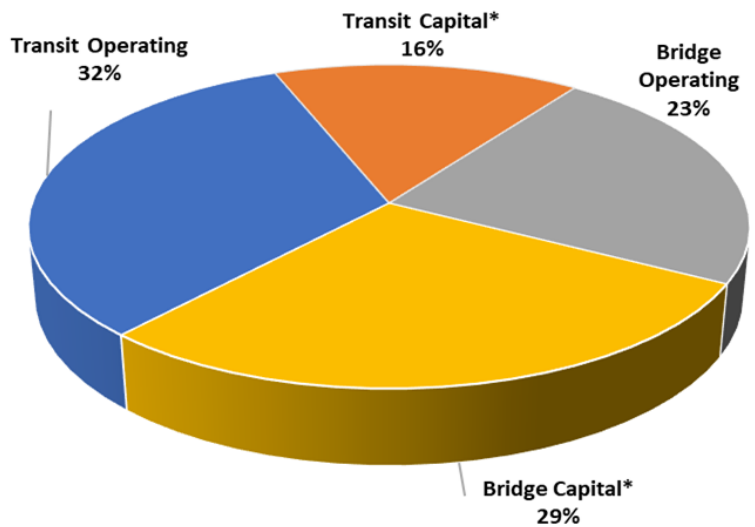
**REVENUE SOURCES  
FY 26/27 PROPOSED OPERATING AND CAPITAL BUDGET  
(IN MILLIONS)**

Source of Revenues	
Tolls	\$175.2
Fares	\$24.2
Other Revenue	\$16.5
Regional, State, and Federal Grants	\$191.7
Marin Bus Service Contract	\$12.7
SB 125 Carryover	\$12.7
District Reserves	\$107.1
<b>Total</b>	<b>\$540.1</b>



**EXPENSE ALLOCATION  
FY 26/27 PROPOSED OPERATING AND CAPITAL BUDGET  
(IN MILLIONS)**

Type of Expense	
Transit Operating	\$175.1
Transit Capital*	\$85.2
Bridge Operating	\$124.4
Bridge Capital*	\$155.4
<b>Total</b>	<b>\$540.1</b>



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



**FY 26/27 PROPOSED OPERATING AND CAPITAL BUDGET  
THREE-YEAR COMPARISON (IN MILLIONS)**

	Actual FY 24/25	Estimated Actual FY 25/26	Proposed Budget FY 26/27
<b>Revenue</b>			
Bridge Tolls	\$161.1	\$169.7	\$175.2
Transit Fares	\$22.3	\$23.9	\$24.2
Other*	\$45.1	\$35.4	\$29.2
Operating Assistance	\$26.2	\$60.1	\$23.9
<b>Operating Revenue Subtotal</b>	<b>\$254.7</b>	<b>\$289.1</b>	<b>\$252.5</b>
Capital Grants	\$84.9	\$86.1	\$167.8
<b>Total Revenue</b>	<b>\$339.6</b>	<b>\$375.2</b>	<b>\$420.3</b>
<b>Expenses</b>			
Labor and Fringes	\$153.5	\$155.3	\$177.6
Services/Supplies/Other	\$68.0	\$77.8	\$83.2
Contribution to Capital & Other Reserves	\$41.0	\$35.4	\$38.7
<b>Operating Expenses Subtotal</b>	<b>\$262.5</b>	<b>\$268.5</b>	<b>\$299.5</b>
<b>Capital Project Expense</b>	<b>\$147.2</b>	<b>\$115.8</b>	<b>\$240.6</b>
<b>Total Expenses</b>	<b>\$409.7</b>	<b>\$384.3</b>	<b>\$540.1</b>
<b>Subtotal Net Revenue Over/(Under) Expense</b>	<b>\$(70.1)</b>	<b>\$(9.1)</b>	<b>\$(119.8)</b>
<b>Reserves Payback from SB125</b>	<b>\$7.8</b>	<b>\$(7.8)</b>	<b>\$-</b>
<b>SB 125 Carryover</b>	<b>\$-</b>	<b>\$(12.7)</b>	<b>\$12.7</b>
<b>Total Revenue Over/(Under) Total Expense Before Reserves</b>	<b>\$(62.3)</b>	<b>\$(29.6)</b>	<b>\$(107.1)</b>
Reserve Funding for Capital Projects	\$62.3	\$29.6	\$72.7
Reserve Funding Operating Deficit	\$-	\$-	\$34.4
<b>Total Revenue Over/(Under) Total Expense</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

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

	Actual FY 24/25	Estimated Actual FY 25/26	Proposed Budget FY 26/27
Total Revenue Over/(Under) Total Expense	\$(62.3)	\$(29.7)	\$(107.1)
<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	\$20.0	\$14.4	\$17.7
<b>Subtotal Transfers to Reserves</b>	<b>\$42.3</b>	<b>\$36.7</b>	<b>\$40.0</b>
<b>Impact on Reserves</b>	<b>\$(20.0)</b>	<b>\$7.0</b>	<b>\$(67.1)</b>

\*Other revenue consists of Investment Income, Advertising, Contract Revenue, Parking, Regional Measure 2 (RM2), and Regional Measure 3 (RM3) funding.

\*\*See Capital Contribution section on page 61 for more detail.



## DISTRICT FINANCIAL SITUATION

### Financial Reserves: Impact of Fiscal Year 25/26 (Unaudited)

As of June 30, 2026, the District is estimating to finish the FY 25/26 operating budget year (which includes a \$21 million transfer to the capital reserves) with a surplus of \$12.7 million of revenue over actual expenses from SB 125 funds that will be used for transit operations in FY 26/27. A primary driver of the projected positive revenue over expenses for the fiscal year is the receipt of the last allocation of one-time SB 125 funds. However, please note that if the operating deficit exceeds \$21 million, this contribution commitment will not be fully funded in FY 26/27.

Though travel into San Francisco remains at a lower level than prior to the pandemic with the morning southbound commute being significantly lower than pre-pandemic levels, the District's long-term financial situation is strong because the Board has taken steps to increase revenues and decrease expenses. Those actions include the Board approving a 5-year toll increase plan of \$0.50 per year for most drivers, in which July 1, 2026 will be the third year of the plan, and a moderate 5-year fare increase plan, which July 1, 2026 will be the fourth year of the fare plan. Actions to decrease expenses have focused on setting transit service at service levels based on customer demand from the change in commute patterns brought on by the pandemic. In April 2026, through extensive coordination with local transit agencies, implemented the MASCOTS pilot to align service with customer demand.

The strong reserve position maintained by the District will be essential in continuing to fund FY 26/27 Capital projects as well as future projects. As shown in the tables in this budget, the use of one-time state funds from SB125 will carry over from the prior fiscal year and is projected to be completely exhausted by the end of calendar year 2026. If bridge patronage and transit ridership do not significantly increase, additional policy changes to reduce expenses and increase revenues will need to be evaluated and implemented by the Board to balance future operating budgets.

### Impact of FY 26/27 Proposed Budget

The FY 26/27 Proposed Budget was developed to continue the Board's efforts toward achieving long-term financial sustainability and to maintain sufficient reserves to complete its capital plan. 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. Customer demand has remained lower post-pandemic, which necessitates the use of District reserves to fund the shortfall in transit services. The FY 26/27 Proposed Operating Budget projects the use of \$34.4 million in District Reserves to balance the operating budget. The Capital Budget is estimated to spend \$73.2 million in District reserve funds.

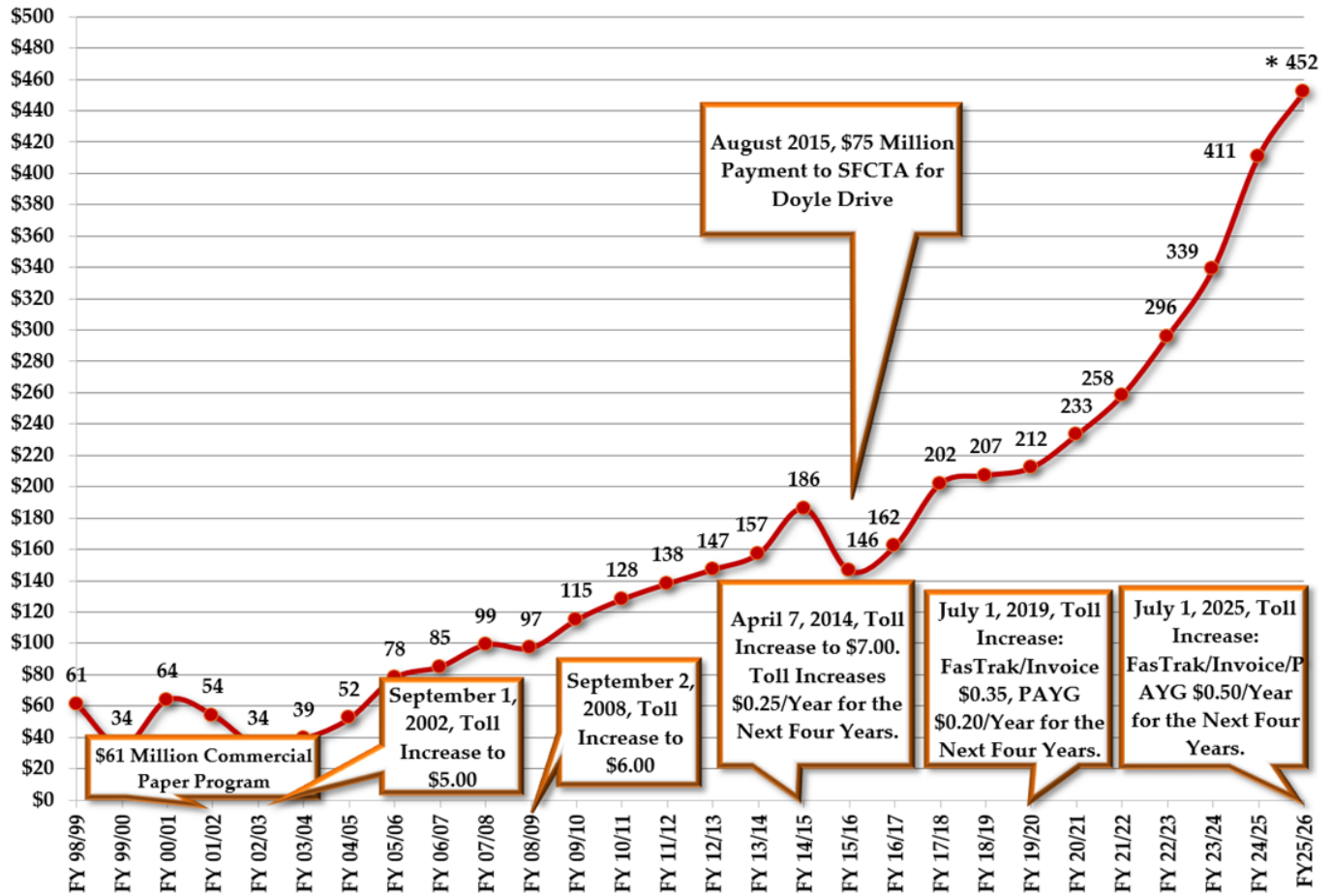
The use of District reserves to pay for operating expenses is not sustainable. Future operating budget expenses will need to be sustained by annual revenues from the operating budget. However, the District's share of the capital budget is intended to be funded by reserves. Capital budgets are designed 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. However, since the operating budget is not projected to be balanced even with the use of the remaining one-time state funds, it is expected that the



**Financial Overview**

entire \$21 million will not be available to transfer to capital. As shown in the graph on the next page, District Reserves have been increasing over the past decade, which has been necessary for the start of the seismic retrofit and the significant cost that comes with the project.

**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, do not represent GASB 68 and GASB 75 accounting changes and include toll revenue carryover funds. See Appendix A for more details.

Any surplus funds produced by the operating budget are put into the District’s reserves 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 usually spent over several years depending on the particular multi-year spending pattern of the capital budget. The “Projected Reserves for Capital Projects” graph on the following page represents a projection of how the current total of capital reserves as presented in the graph above 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 E). Several factors have a significant impact on the rate at which reserves are allocated and thus impact the amount of reserves available. These factors include acquiring additional operating and capital grant funds and/or delaying or eliminating projects from the 10-Year Capital Plan. If District reserves are spent to pay for operating expenses, as currently

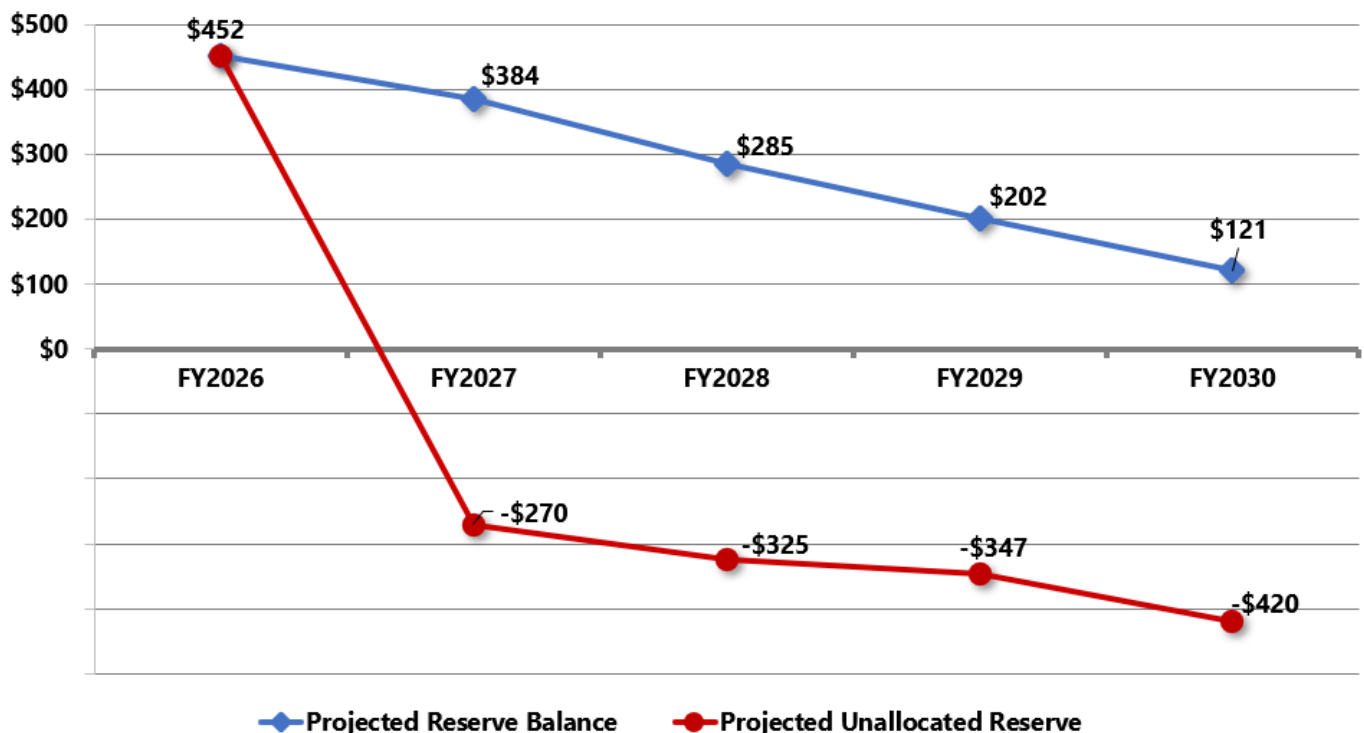


shown in the FY 26/27 Proposed Budget, those funds would not be available for meeting the District’s capital project needs and would bring forward in time the complete spend out of the available reserves.

In accordance with GASB 68, CalPERS Net Pension Liability (NPL) is recognized each fiscal year. The District reserve totals in these graphs do not include the impact of the GASB 68 requirement. The reason is that the District assumes that those funds are set aside to cover liabilities that are decades into the future and that the District is on track to pay down those liabilities using yearly operating revenue or Trust investment earnings so will not need to use current reserve funds for that purpose. Also, in accordance with GASB 68, ATU NPL is recognized each fiscal year. The ATU pension is independent, thus the District is not legally liable for the NPL. The ATU Pension Trust’s financial reports show the NPL. Nonetheless, GASB 68 requires the District to report the ATU Pension Trust’s NPL so it is clearly noted in the District’s Annual Comprehensive Financial Report. In both CalPERS and ATU 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, net Other Postemployment Benefits (OPEB) liability is recognized as effective June 30, 2025. The District reserve totals in these graphs do not include the impact of the GASB 75 requirement. The reason being is 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 with operating budget earnings or Trust investment earnings 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  
STARTING FY 26/27 (ALL NUMBERS IN MILLIONS)**



\*Note: Graph amounts represent beginning of the year balances, do not represent GASB 68 and GASB 75 accounting changes and include toll revenue carryover funds.



## **Board Restricted Reserves**

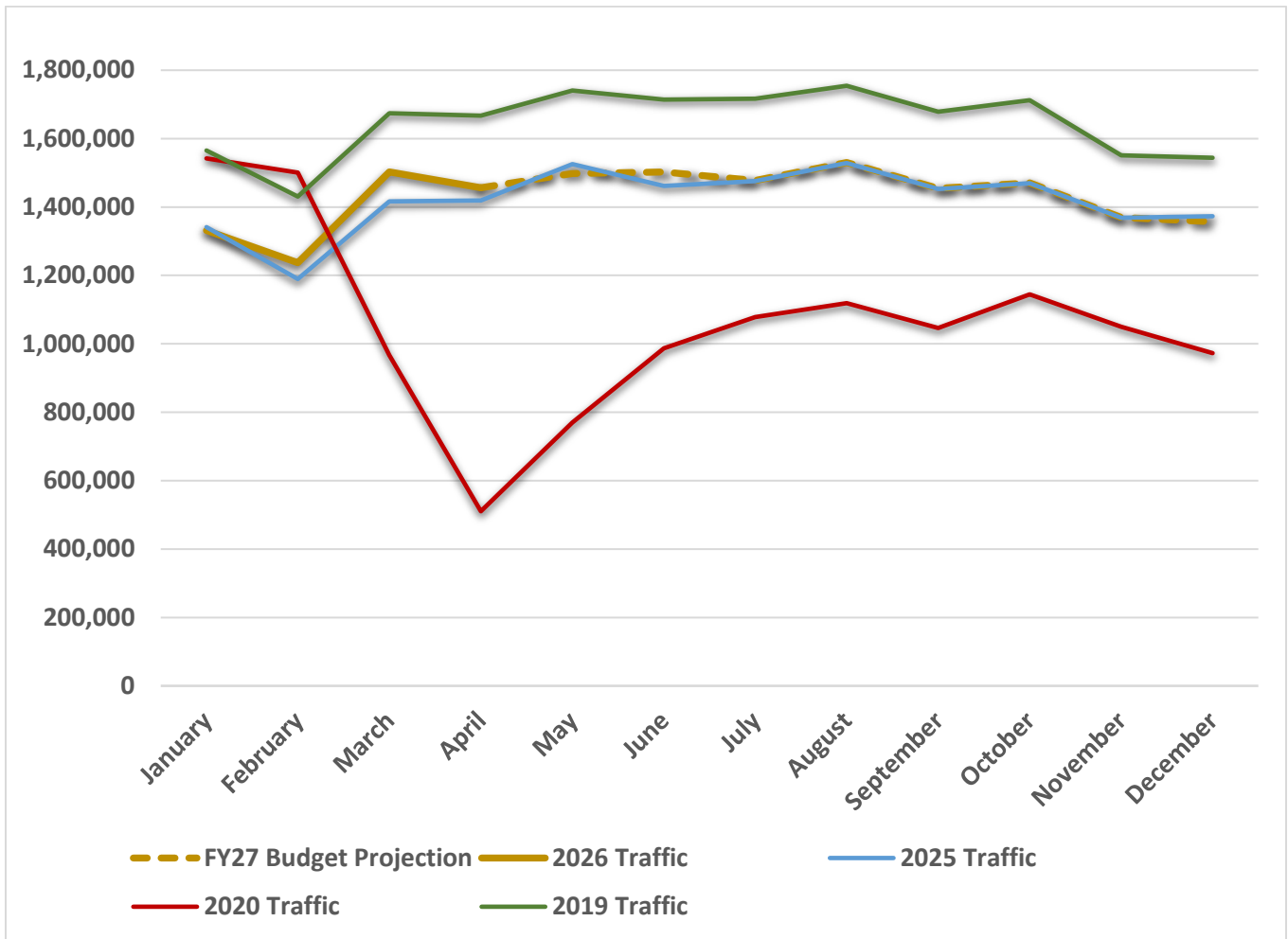
The Board has created four designated reserves: Bridge Self-Insurance Reserve (BSIR), Capital Plan Reserve, Operating Reserve, and Emergency Reserve. The latter three are discussed in footnotes in Appendix A. The BSIR was created by the Board in FY 05/06. The BSIR was intended to be built up to a minimum of \$25 million and would be used to offset the need to insure the loss of toll revenue in the event of damage to the bridge that reduced toll revenue collection. This budget includes a \$1.3 million contribution, based on the Board's annual approval to contribute to this reserve, for a total of \$26.3 million in FY 26/27 to fund the reserve in place of purchasing insurance.



## Impacts on Bridge Traffic Patterns

The following graph shows the monthly change in southbound traffic. Using the first month of the calendar year as a base month, the graph shows southbound traffic for calendar years 2019 through the end of March 2026. In the graph below, the calendar 2019 line represents the pre-pandemic traffic patterns. The 2020 line shows the traffic trend dropping significantly starting in March 2020 when shelter-in-place mandates were initiated. In 2026, southbound crossing traffic is trending slightly higher than 2025, but the projected traffic remains conservative. There has been less than 2% growth in traffic each year since 2023.

**POST PANDEMIC BRIDGE SOUTHBOUND TRAFFIC TRENDS  
(2019-2026)**

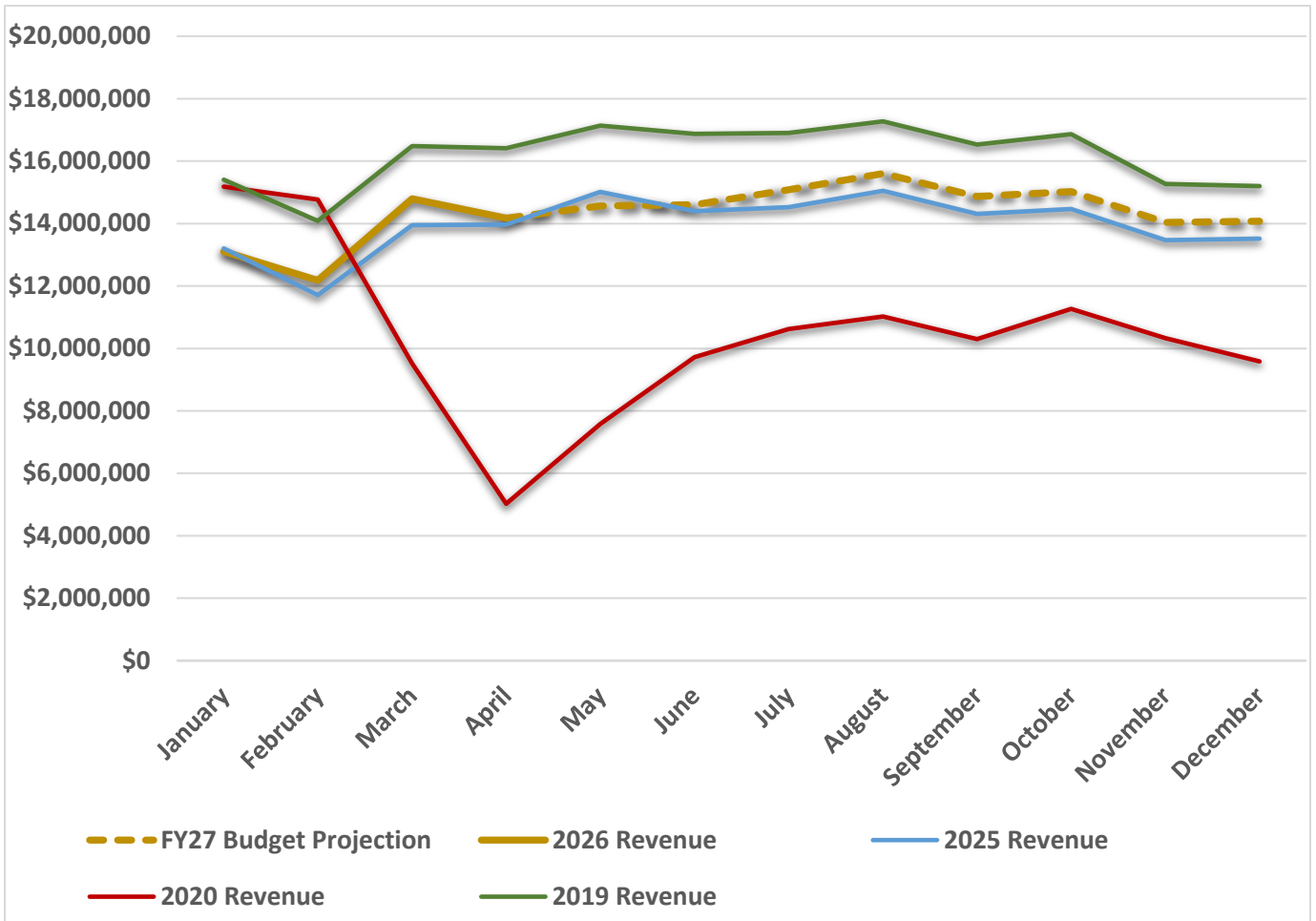


## Impact on Bridge Toll Revenue

The following graph shows the change in Bridge toll revenue. To make the years comparable, current toll rates have been applied to the past year’s southbound crossings. Showing the toll revenue in this manner clearly displays the revenue opportunity loss created by the loss in traffic due to the pandemic.

The lines in the graph represent revenue totals if current toll rates were applied for the calendar years 2019 through March 2026 with projected values through the end of calendar year 2026 based on the Proposed Budget. The base year is 2019, which provides the pre-COVID traffic trend. The 2020 line shows the dramatic effect of the shelter-in-place order beginning in March 2020. The 2025 and 2026 lines show the recovery from the pandemic, but a significant gap remains between current levels and the pre-pandemic level, as traffic recovery has remained relatively flat in recent years.

**POST PANDEMIC BRIDGE REVENUE TRENDS (2019-2026)\***



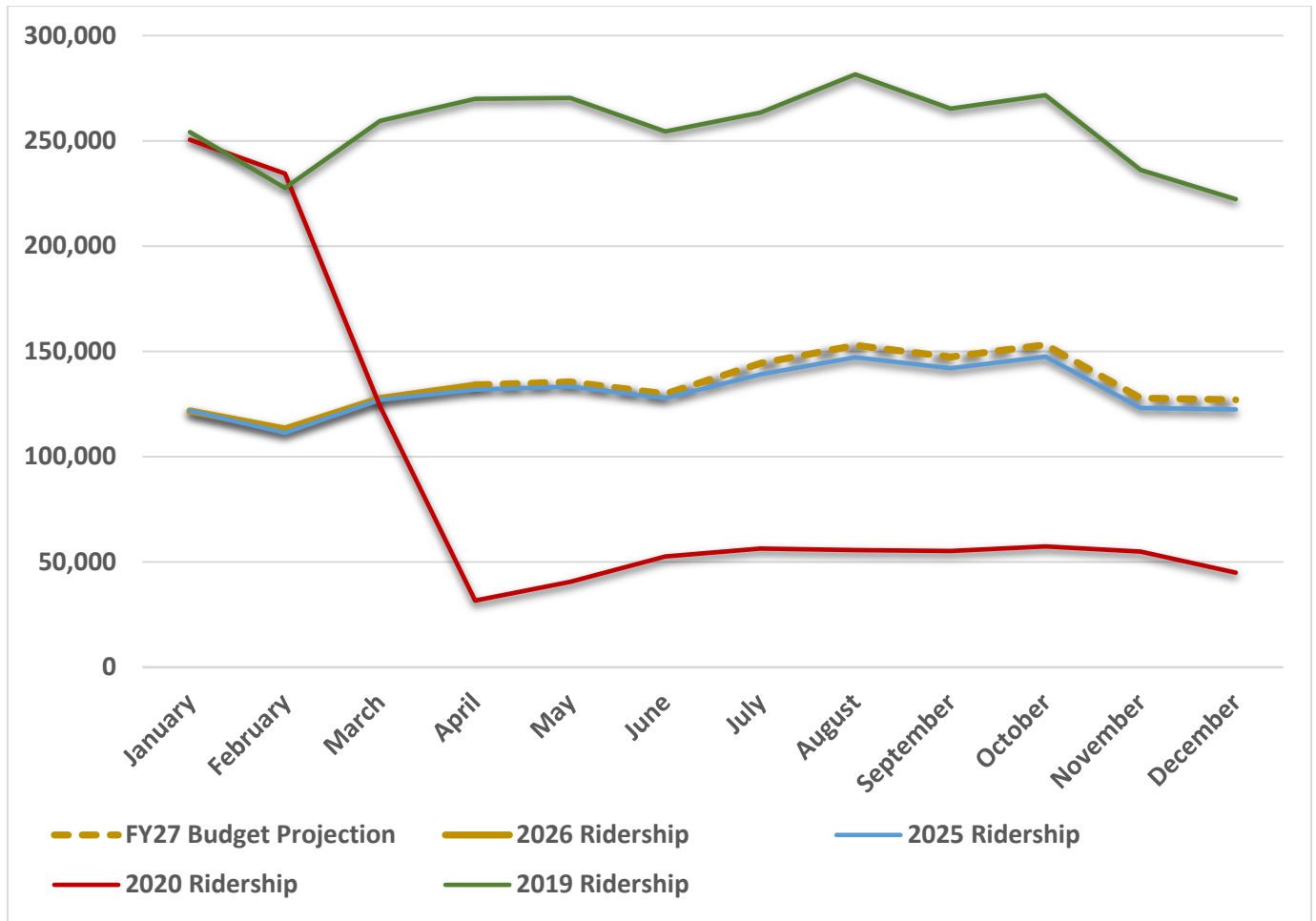
\* Graph represents revenue totals if current toll rates were applied for the calendar years 2019, 2020, 2025 and through March 2026



## Impacts on Bus Ridership

The following graph shows Bus ridership for 2019 through June 2026. In 2020, Bus ridership dropped as low as 12% of pre-pandemic ridership. It has since recovered to about 51% of pre-pandemic ridership. The 2019 line serves as the pre-pandemic monthly comparison. The 2020 line shows the dramatic drop in ridership corresponding to the March 2020 shelter-in-place orders. Ridership rate of recovery has remained relatively slow with incremental increases year over year.

**POST PANDEMIC BUS RIDERSHIP TRENDS (2019-2026)**

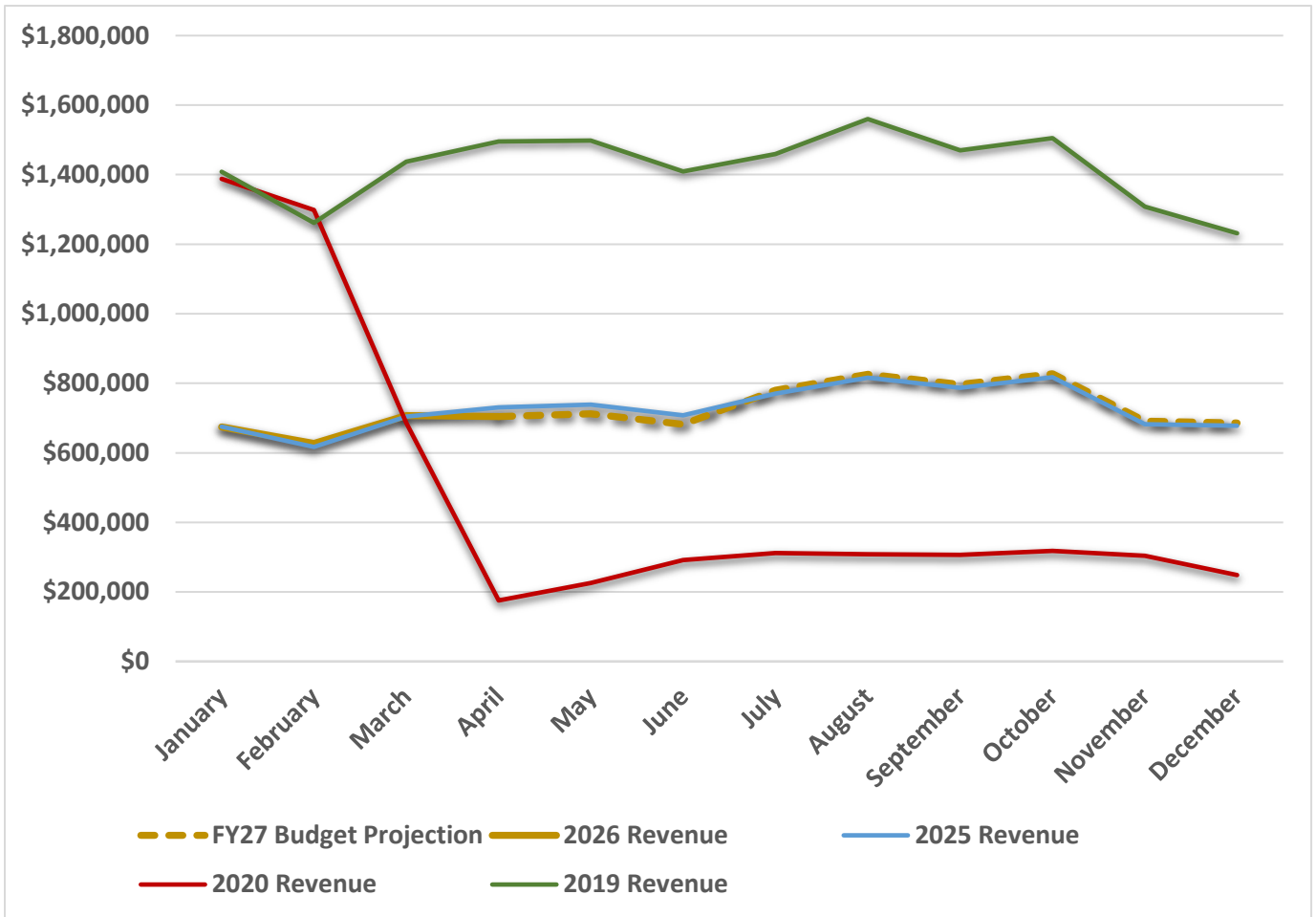


## Impacts on Bus Fare Revenue

The following graph shows the change in Bus fare revenue. To make the years comparable, the current Bus average fare has been applied to the past years' ridership totals. Showing the Bus fare revenue in this manner clearly displays the revenue opportunity loss created by the loss in ridership due to the pandemic, and the annual fare increases that are implemented at the start of the fiscal year.

The lines in the graph represent revenue totals if current Bus fare rates were applied for the calendar years 2019 through March 2025. The base year is 2019 which provides the pre-pandemic trend. The 2020 line shows the dramatic effect of the shelter-in-place order beginning in March 2020 where fare revenue dropped to a low of 7% of the pre-pandemic levels. Since 2024, growth has remained fairly flat year over year when put comparable average fare is applied to prior years for comparison purposes.

**POST PANDEMIC BUS FARE REVENUE TRENDS (2019-2026)\***



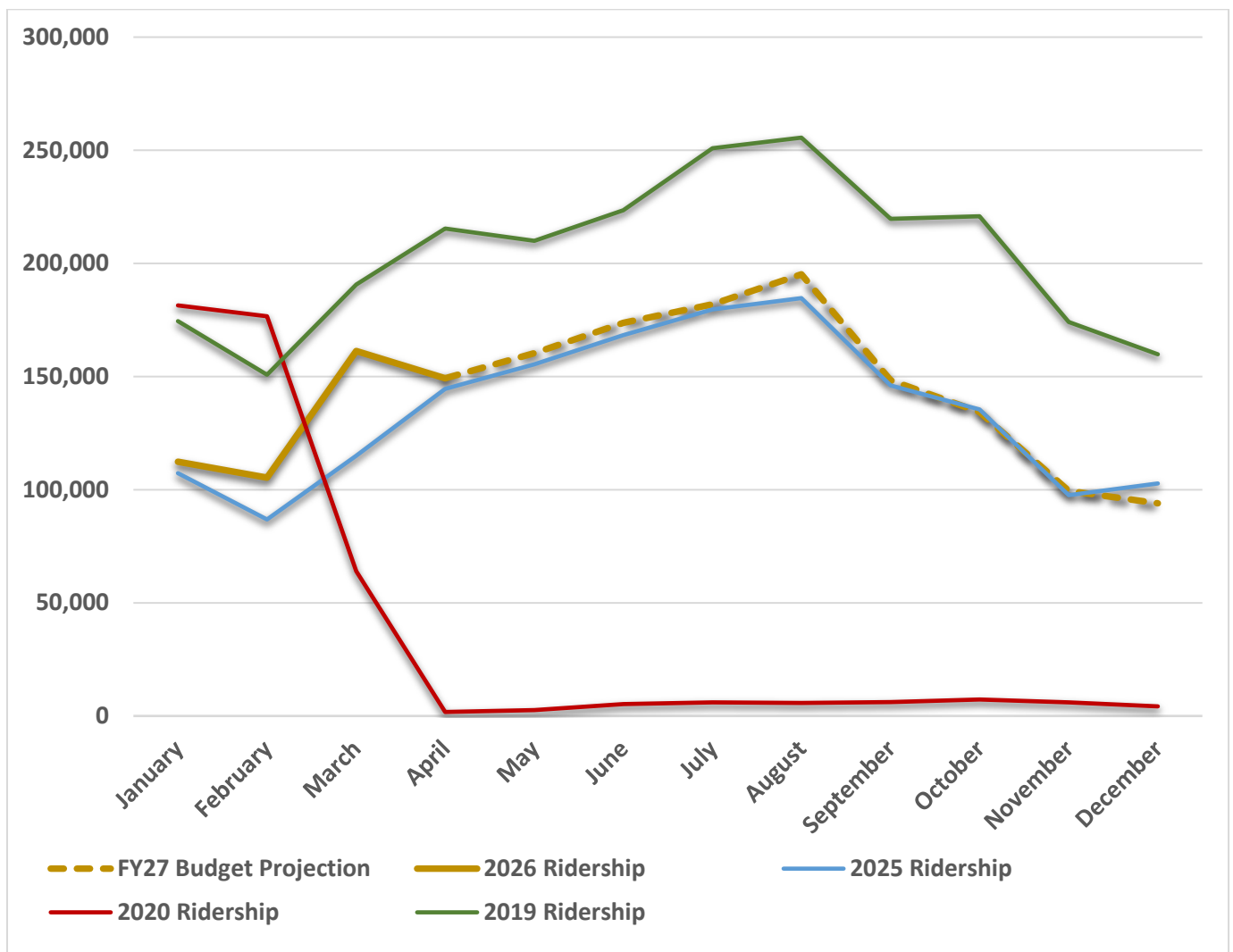
\* Graph represents revenue totals if current fares were applied for the calendar years 2019, 2020, 2025 and through March 2026.



## Impacts on Ferry Ridership

The following graph shows Ferry ridership for 2019 through June 2026. The 2020 line shows a dramatic drop in ridership to less than 1% of normal, corresponding to the March 2020 shelter-in-place orders. Ridership continues to grow year over year, at a higher rate through the first three months of 2026 than prior to 2025 and ridership is about 62% of pre-pandemic volumes.

**POST PANDEMIC FERRY RIDERSHIP TRENDS (2019-2026)**

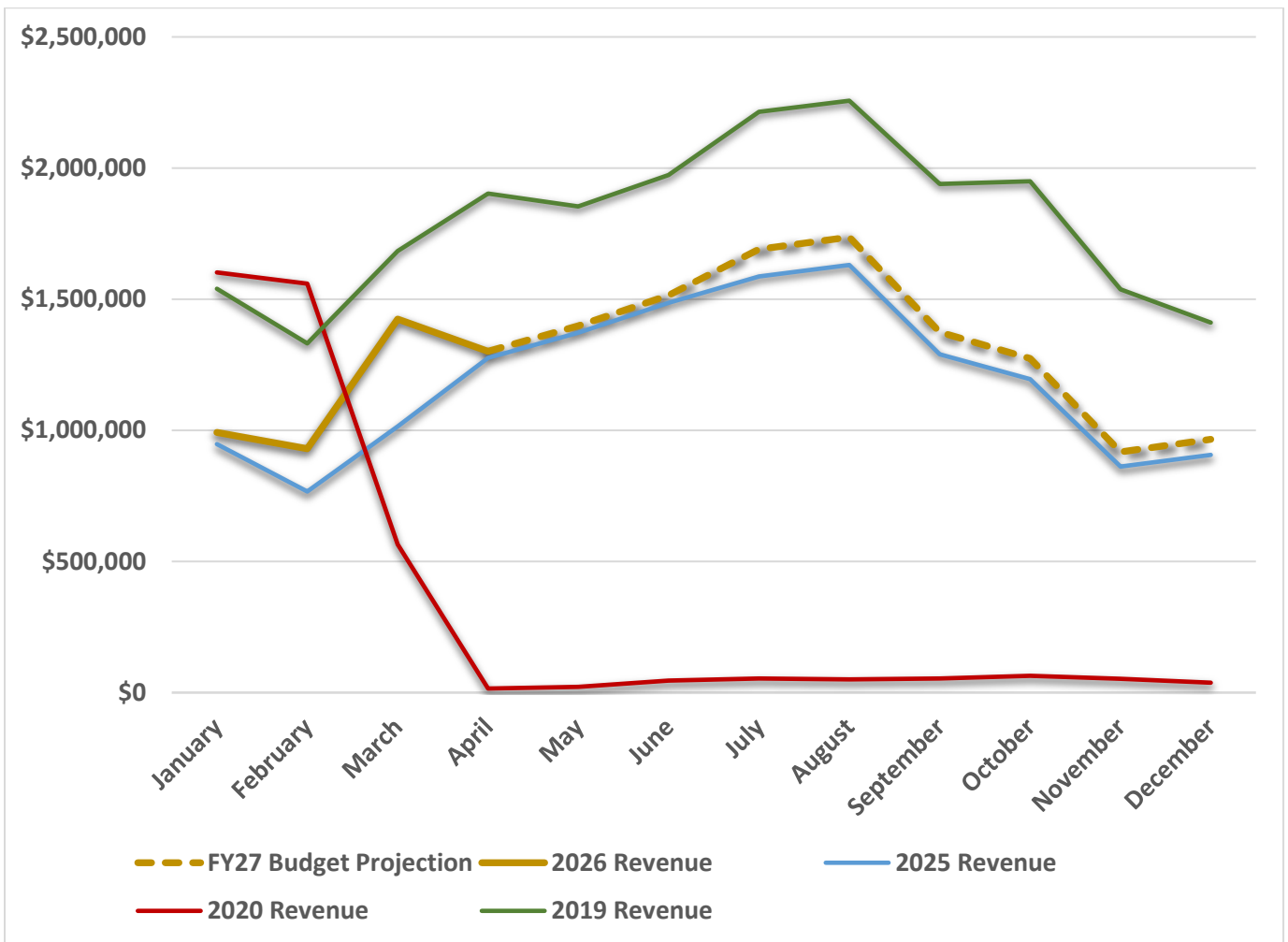


## Impacts on Ferry Fare Revenue

The following graph shows the change in Ferry fare revenue. To make the years comparable, current Ferry fare rates have been applied to the past years' ridership totals. Showing the Ferry fare revenue in this manner clearly displays the revenue opportunity loss created by the loss in ridership due to the pandemic.

The lines in the graph represent revenue totals if current Ferry fare rates were applied for the calendar years 2019 through March 2026. The base year is 2019 which provides the pre-pandemic trend. The 2020 line shows the dramatic effect of the shelter-in-place order beginning in March 2020, where fare revenue dropped to a low of 1% of the pre-pandemic level. The lines show the first three months of 2026 are outpacing 2025, but revenue remains well below pre-pandemic levels.

**POST PANDEMIC FERRY REVENUE TRENDS (2019-2026)\***



\* Graph represents revenue totals if current toll rates were applied for the calendar years 2019, 2020, 2025 and through March 2026.



# TRANSIT FUNDING OVERVIEW

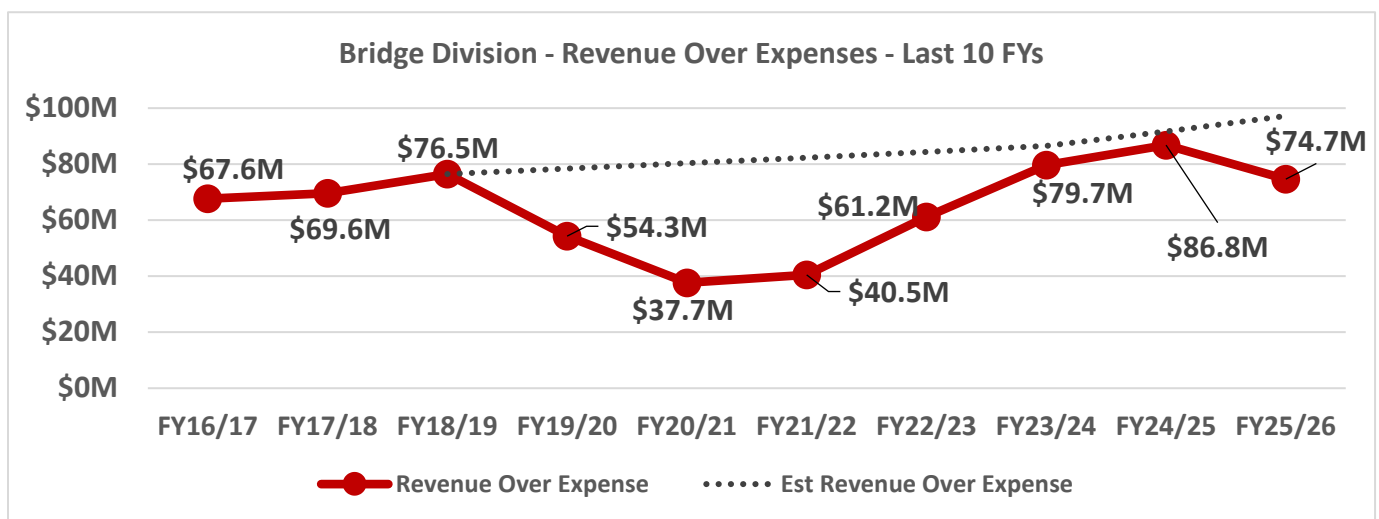
The Bus and Ferry Division’s traditional sources of revenue are the bridge toll subsidy, fare revenue, state, and local operating grants received from Marin and Sonoma Counties for providing transit service in those counties, and specifically for the Bus Division, revenue earned by providing contracted bus services for Marin Transit. Available subsidies from bridge tolls and fare revenue dropped dramatically due to the decrease in commuters from Marin and Sonoma Counties traveling into San Francisco during and after the pandemic, while they continue to incrementally recover year over year, they remain well below pre-pandemic levels. Those two sources of reduced revenue are the reason that the District’s FY 26/27 Proposed Budget is projected to have a transit funding shortfall before the use of District Reserves and a carryover of State one-time operating assistance.

## Toll Revenue

Bridge tolls subsidize a significant portion of transit funding. The amount of bridge toll funding for transit operations is projected to grow, but it will still remain less than it was before the pandemic changed the commuting patterns for the District’s customers.

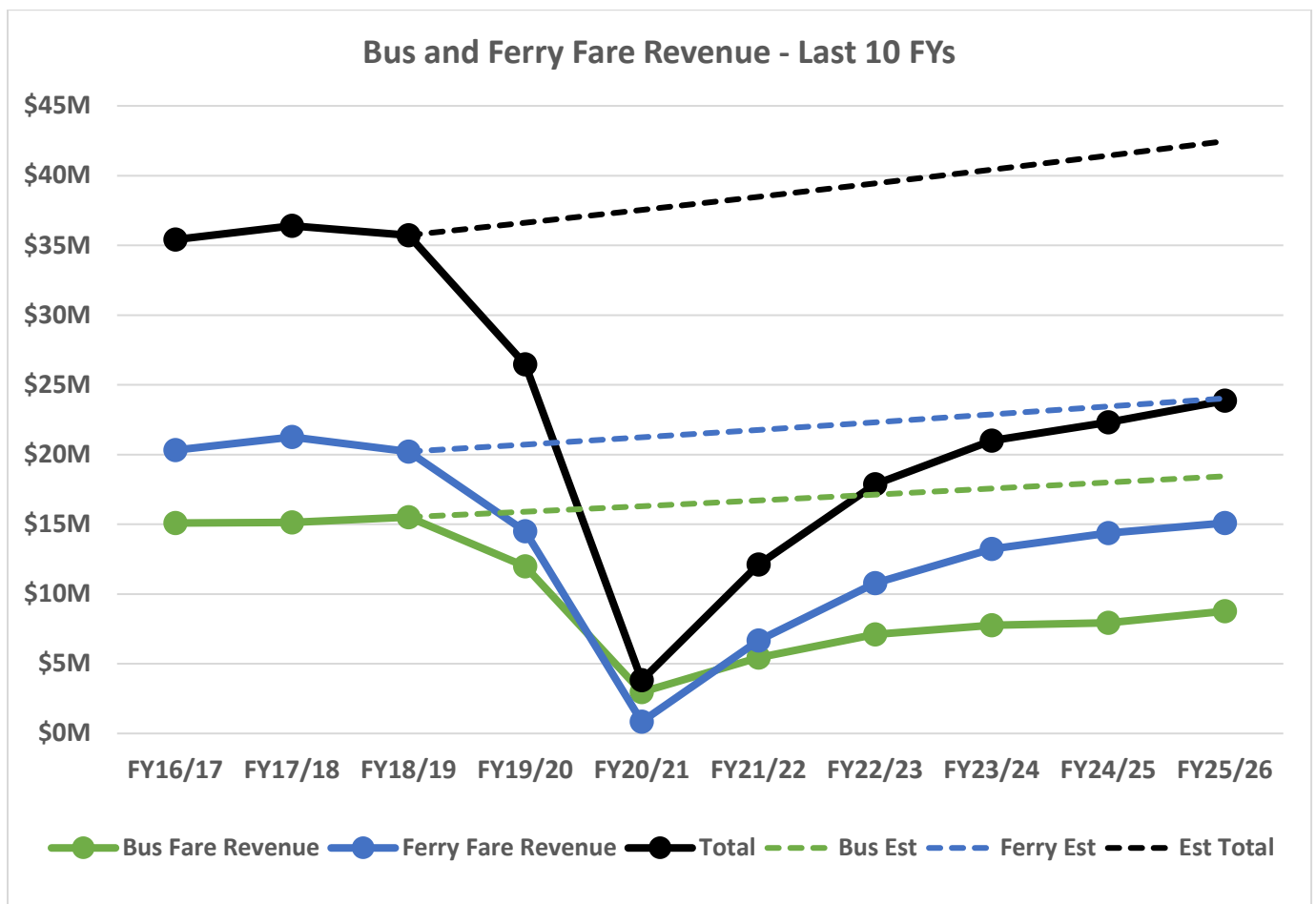
## History of the Toll Subsidy for Transit: Bridge Toll Revenue Over Bridge Operating Expenses

Since 1970, the State charter for the District envisioned using Bridge Division toll earnings to subsidize transit expenses to the extent funds were available. That has been carried out by the District’s Board of Directors for more than 50 years. In addition, over the past ten fiscal years, the Bridge Division revenues have purposely more than exceeded Bridge expenses, creating a bridge toll subsidy available to be used to fund the Bus and Ferry Divisions and to increase District Reserves for capital projects to maintain the Golden Gate Bridge and District facilities. As seen in the chart below, the Bridge Division’s Revenue Over Expense value has fluctuated over time and was dramatically negatively impacted by the pandemic drop in bridge traffic. In FY 25/26 the Bridge toll subsidy is projected to decline from the prior fiscal year, and it remains below historic inflation-adjusted totals and is insufficient to subsidize the current operations of the Bus and Ferry Divisions. The dotted line in the graph below estimates toll revenue if it continued at pre-pandemic levels. The difference between the two lines approximately represents the lost transit revenue subsidy from bridge tolls due to the pandemic.



### Fare Revenue

Pre-pandemic transit fares were approximately \$35.7 million. The revenues from transit fares began declining due to the pandemic in FY 19/20 to \$26.5 million, consisting of \$12 million in Bus fares and \$14.5 million in Ferry fares, respectively. In FY 20/21, transit fare revenues were even more extremely affected by customer behavior and dropped to \$3.8 million (a little over one-tenth of pre-pandemic levels), consisting of \$3 million in Bus fares and \$817,000 in Ferry fares respectively. Over the last five fiscal years, transit fares have continued to recover, totaling a projected \$23.9 million (consisting of \$8.8 million in Bus fares and \$15.1 million in Ferry fares) in FY 25/26. That recovery is expected to continue to increase in FY 26/27, with transit fare revenue projected at \$24.2 million, consisting of \$8.7 million in Bus fares and \$15.5 million in Ferry fares. The dotted line in the graph below estimates fare revenue if it continued at pre-pandemic levels. The difference between the two lines is an approximation of the fare revenue that was lost as a result of the pandemic.



## TRANSIT SYSTEM FUNDING

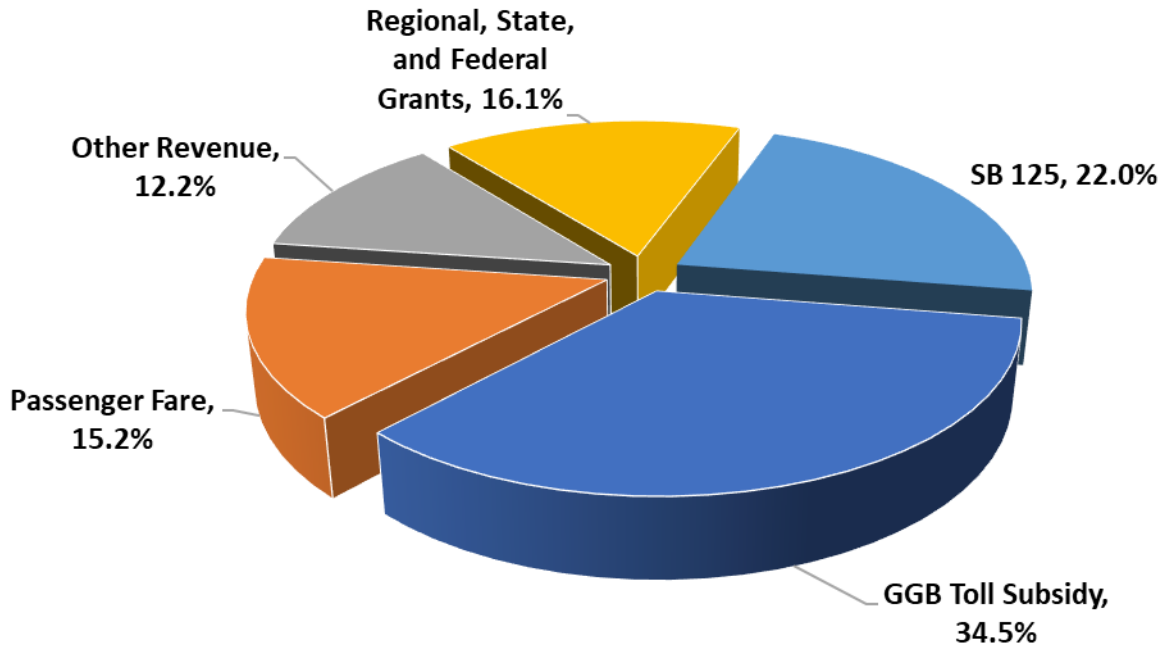
The Transit system is currently using District reserves to balance the FY 26/27 budget. It is unknown if or when ridership will return to pre-pandemic levels. The Board and staff will implement the necessary policy changes in future fiscal years to balance future budgets. In FY 25/26, transit fares only covered 15% of the transit expenses, and this is projected to be lower for FY 26/27 (14%). The toll subsidy funded 39% of transit expenses for FY 25/26 and is projected to fund 42% in FY 26/27. Pre-pandemic, bridge tolls were able to subsidize up to 50% of the transit system's expenses. District reserves will be required to make up the shortfall in FY 26/27. The District cannot rely on reserve funds for operating expenses in the long term, as those funds are essential for maintaining and replacing capital assets and for protecting against unexpected revenue shortfalls.

The following table displays how the toll subsidy and other revenues were allocated to fund the FY 25/26 Estimated Actual Expenses and FY 26/27 Proposed Budget Expenses. To balance the FY 25/26 Budget, the District was required to utilize District Reserves to cover operating expenses until. An estimated \$12.7 million of the \$34.6 million SB125 funds will be carried over to fund transit operating expenses in early FY 26/27. The FY 26/27 Proposed Budget will require the use of District Reserves to balance the budget as shown in the following tables and charts below.

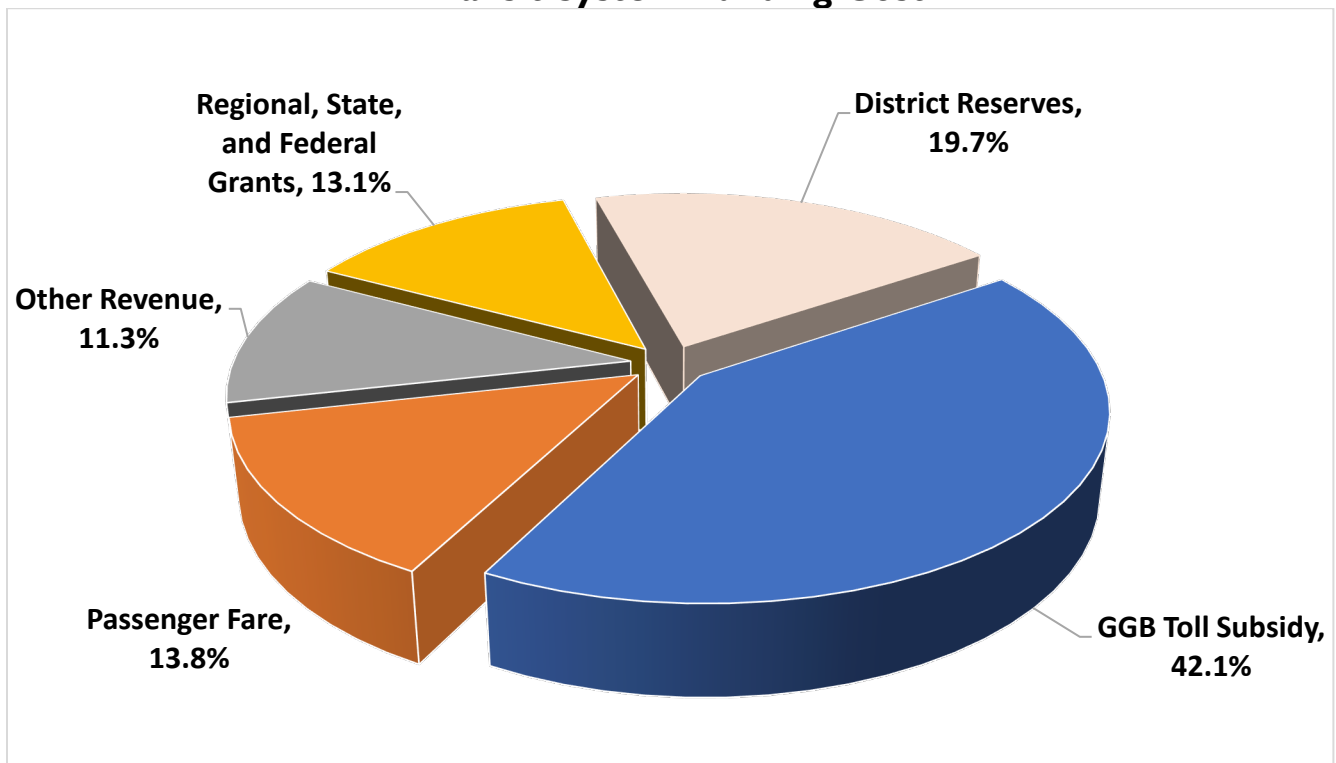
	How Golden Gate Transit was Funded in FY 25/26 (In Millions)				How Golden Gate Transit is Estimated to be Funded in FY 26/27 (In Millions)			
	Bus Division	Ferry Division	Total Transit	% of Cost	Bus Division	Ferry Division	Total Transit	% of Cost
GGB Toll Subsidy	\$39.1	\$22.9	\$62.0	40%	\$47.8	\$26.0	\$73.8	42%
Passenger Fare	\$8.8	\$15.1	\$23.9	15%	\$8.7	\$15.5	\$24.2	14%
Other Revenue	\$17.9	\$1.2	\$19.1	12%	\$18.3	\$1.5	\$19.8	11%
Regional, State, and Federal Grants	\$16.1	\$9.2	\$25.3	16%	\$15.1	\$7.8	\$22.9	13%
SB125	\$22.5	\$12.1	\$34.5	22%	\$-	\$-	\$-	0%
SB125 Payback	\$(4.9)	\$(3.0)	\$(7.8)	-5%	\$-	\$-	\$-	0%
District Reserves	\$-	\$-	\$-	0%	\$22.4	\$12.0	\$34.5	20%
<b>Total</b>	<b>\$99.5</b>	<b>\$57.5</b>	<b>\$157.0</b>	<b>100%</b>	<b>\$112.3</b>	<b>\$62.8</b>	<b>\$175.2</b>	<b>100%</b>



### FY 25/26 Estimated Actual Transit System Funding Cost



### FY 26/27 Proposed Budget Transit System Funding Cost



## 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 can issue commercial paper notes at prevailing interest rates for a period of maturity not to exceed 270 days. The commercial paper notes are secured by a pledge of the District's revenues and two dedicated reserves and additionally secured by a line of credit. The authorization to issue commercial paper is initiated by the Board either by resolution, 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 currently 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 J.P. 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 of which have been and will remain fully funded throughout the Commercial Paper Program. (See Appendix B for details on the budget covenant.)

The FY 26/27 Proposed Budget provides that the \$61 million remains outstanding throughout FY 26/27 and does not provide for further borrowing. In addition, the FY 26/27 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 20/21 Actual	FY 21/22 Actual	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Actual	FY 25/26 Est. Actual	FY 26/27 Proposed Budget*
Average Annual Interest Rate **	0.16%	0.35%	2.49%	3.27%	3.13%	2.62%	4.72%
CP Program-related Costs	1.17%	0.80%	0.82%	0.74%	0.66%	0.70%	0.75%
<b>Total CP Program Costs as a % of Total CP Notes Outstanding</b>	<b>1.33%</b>	<b>1.15%</b>	<b>3.31%</b>	<b>4.01%</b>	<b>3.79%</b>	<b>3.33%</b>	<b>5.47%</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 26/27 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 an increase in budget authority of 2%.

\*\* See page 54 for Interest Expense.



## 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, because 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. In November 2013, the Advisory Committee reconvened and drafted the third strategic plan, the 2014 Strategic Financial Plan (2014 Plan) which included 45 initiatives. The 2014 Plan was approved on October 24, 2014. The FY 20/21 budget represented the close of the 2014 Plan. The District was planning to develop a fourth strategic plan in FY 20/21, but those efforts were temporarily delayed to address the pandemic. In FY 23/24 the Board of Directors created a strategic planning process and approved a new broader Strategic Plan with 39 initiatives in May of 2024, and the plan was amended in June 2025 to have 37 initiatives.

The 2024 Strategic Plan is being monitored, reviewed and updated annually with completed, dropped or added initiatives. The new 2024 Plan is broader and not focused just on financial planning but includes some financial planning initiatives in it. In future years, the District will use the annual financial projections to monitor the progress of how the District is doing in reducing the financial shortfall. Before any strategic plan initiative can be implemented, each initiative will have to be developed by staff and approved by board action.

### ***Guiding Principles of the Most Recent Strategic Plan (2024 Plan)***

The following are the guiding principles of the Strategic 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.



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## **Highlighted Initiatives from the 2024 Strategic Plan (2024 Plan)**

The 2024 Plan was passed in May 2024 and a status report on progress towards the initiatives was provided in October 2024. Work continues to progress on the 37 initiatives contained in the amended 2024 Plan. Several of those are listed below.

- Match Bus and Ferry service levels to changing customer demand post-pandemic to maximize passengers per trip. Tailor service to the varied and unmet customer demand during the workweek and seasonally.
- Work with partner agencies to develop a comprehensive, forward-looking service plan for the Highway 101 Corridor and evaluate where there is duplicative North Bay service between SMART, GGT, Marin Transit and Sonoma service providers.
- Support the Regional Network Management goals, such as those embodied in the MASCOTS program.
- Work with State and regional partners to increase bus speeds, including increasing the effectiveness of the HOV lanes and reducing operating costs on the Highway 101 corridor. Examples include extended carpool hours, converting HOV to 3+ passengers, and/or removing zero-emission vehicles from HOV.
- Develop a comprehensive paid vehicle access and parking program across all District parking lots.
- Explore alternative methods of capital project planning, tracking and delivery to increase the efficiency of completing projects, reduce costs and improve asset management.
- In cooperation with the bus operator union, take the necessary steps to ensure a stable, defined benefit pension for all bus operators.



## FY 26/27 Projection vs. FY 26/27 Proposed Budget

On September 25, 2025, the Board was presented with an updated Five- and Ten-Year Financial Projection. The tables below provide a quick summary of the differences between how the District projected FY 26/27 in Fall 2025, and how the District projects FY 26/27 for the Proposed Budget. Revenues: the District is budgeting \$5.4 million (or 2.2%) more than previously projected for FY 26/27. Expenses: the District Proposed Budget is \$5 million (or 1.6%) less than projected for FY 26/27. See the tables below for division-specific detail.

### FY 26/27 PROJECTION COMPARED TO FY 26/27 PROPOSED BUDGET REVENUES 10-YEAR PROJECTION (IN MILLIONS)

	Projected Revenue	Proposed Budget Revenue	Variance	
Bridge Division	\$182.1	\$185.5	\$3.4	1.9%
Bus Division	\$42.1	\$42.1	\$-	0%
Ferry Division	\$22.8	\$24.8	\$2.0	8.8%
<b>Total</b>	<b>\$247.0</b>	<b>\$252.4</b>	<b>\$5.4</b>	<b>2.2%</b>

### FY 26/27 PROJECTION COMPARED TO FY 26/27 PROPOSED BUDGET EXPENSES 10-YEAR PROJECTION (IN MILLIONS)

	Projected Expense	Proposed Budget Expense	Variance	
Bridge Division	\$123.2	\$124.4	\$1.2	1.0%
Bus Division	\$117.9	\$112.3	(\$5.6)	(4.7%)
Ferry Division	\$63.4	\$62.8	(\$0.6)	(0.9%)
<b>Total</b>	<b>\$304.5</b>	<b>\$299.5</b>	<b>(\$5.0)</b>	<b>(1.6%)</b>



## 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 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 26/27 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 26/27 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 its current capital project lists and nominate potential projects for inclusion in next year’s budget. The capital projects undergo several levels of careful evaluation and discussion with the Auditor-Controller, Deputy General Managers, District Engineer, and the General Manager. Due to limitations in both funding and staff resources, each project is vetted and prioritized based on several criteria, including but not limited to each



## Financial Overview

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Division's work plan 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 26/27 Capital Budget includes \$167.4 million in Federal, State and Other Local funding and \$73.2 million in District funding. This represents a Federal/State/Other local funding percentage of 70% and a District funding percentage of 30%.

**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 26/27 Proposed Budget is presented to the Finance-Auditing Committee in May 2026 and adopted by the Board of Directors in June 2026.



**BUDGET PREPARATION AND PROCESS CALENDAR FOR FY 25/26**

Dates	Activity
Jan 19, 2026	General Manager, Auditor-Controller and Budget Office review District's goals and objectives, establish budget expense targets and timelines.
Jan 26 – 30, 2026	Budget Kickoff with departments: Budget Office submits budget calendar to Executive Team. Budget packets are distributed to the Deputy General Managers (DGMs) and Executive Team.
Jan 26 – Feb 20, 2026	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 20, 2026	Operating and capital budgets are submitted to the Budget Office and Capital and Grant Programs Office for review and consolidation.
Mar 9 – Mar 12, 2026	CFO meets with DGMs to review Proposed budgets.
Apr 1 – Apr 2, 2026	DGMs, CFO, Director of Budgets and Director of Capital and Grant Programs Office meet with General Manager to discuss Division budgets and Division goals.
April 3 – May 9, 2026	Budget Office prepares the Proposed Budget document.
May 21, 2026	Proposed Budget presented and reviewed by the Finance-Auditing Committee.
May 22 – June 25, 2026	Budget discussion and possible Board approval.
June 26, 2026	FY 26/27 Proposed Budget adopted by the Board of Directors.
Aug 27, 2026	Adopted Budget is published.



## FY 26/27 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 fiscal 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 23 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 35 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 the support of direct property tax, sales tax measures, or dedicated general funds. As a result, the District uses the toll revenue to subsidize the District's regional and Transbay transit services in conjunction with state and local funds received from Marin and Sonoma counties. The District closely monitors toll, transit fare, and state and local funding revenues to guard against revenue shortfalls which could result in disruptions in service.

**Capital Improvement Plan:** Each year the District develops an annual and multi-year capital improvement plan. This capital improvement plan is part of the budget development process. Multi-year capital plans are included in Appendix E of the budget document. At least 70% of the District's Proposed FY 26/27 Budget is funded by capital grants; the remaining 30% 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.





Operating Budget Summary .....48  
Operating Revenues.....50  
Operating Expenses .....54  
Capital Program Summary .....66

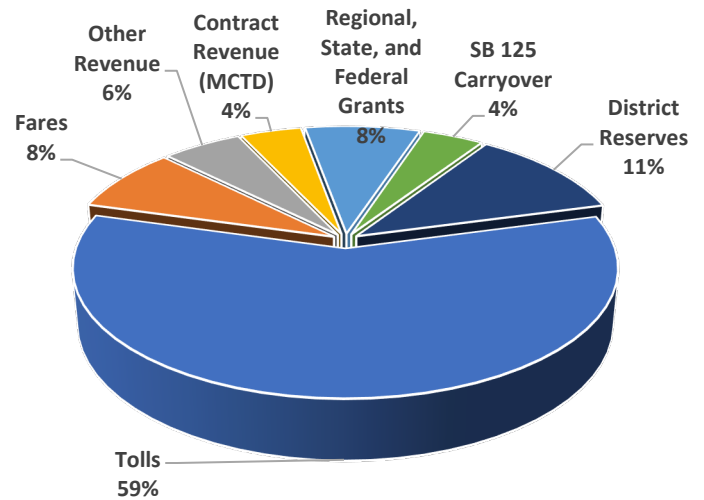


# OPERATING BUDGET SUMMARY

The FY 26/27 Proposed Operating Budget has \$299.5 million in expenses to provide services to its customers. This budget reflects the District’s continued effort to maintain essential services while navigating inflationary pressures and volatile revenue conditions. It strikes a balance between service delivery, fiscal responsibility, and the need to preserve flexibility for future funding shifts. Those expenses are offset by an estimated revenue of \$252.4 million, \$12.7 million of SB 125 carryover and the projected use of \$34.4 million in District Reserves. Despite bridge traffic and bus and ferry ridership showing year over year growth, they remain significantly lower than pre-pandemic levels, making the use of District reserves necessary. The long-term use of District Reserves to pay operating expenses is not sustainable. Over time, the District must align recurring revenue sources with its core operating costs. One-time state or federal funding helps temporarily but does not address the underlying fiscal imbalance. The following tables and graphs provide information on the sources of funding and areas of expenditure in the FY 26/27 Proposed Operating Budget.

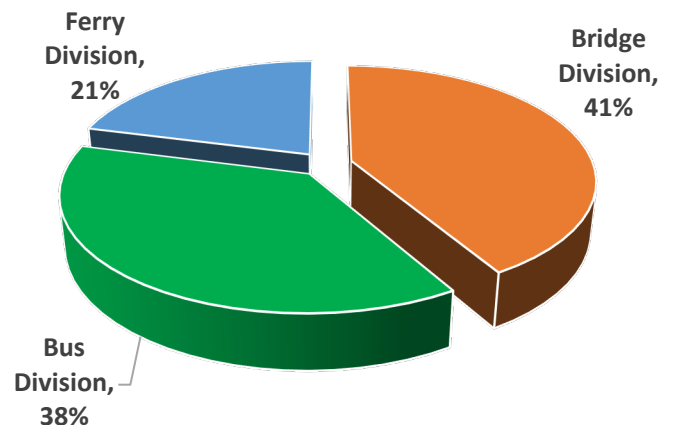
## WHERE WILL THE MONEY COME FROM TO OPERATE THE DISTRICT IN FY 26/27?

	FY 26/27	% of total
Tolls	\$175.2	59%
Fares	\$24.2	8%
Other Revenue	\$16.5	6%
Contract Revenue (MCTD)	\$12.7	4%
Regional, State, and Federal Grants	\$23.8	8%
SB 125 Carryover	\$12.7	4%
Operating Reserves	\$34.4	11%
<b>Total</b>	<b>\$299.5</b>	<b>100%</b>



## WHERE WILL THE MONEY GO TO OPERATE THE DISTRICT IN FY 26/27?

	FY 26/27	% of total
Bridge Division	\$124.4	41%
Bus Division	\$112.3	38%
Ferry Division	\$62.8	21%
<b>Total</b>	<b>\$299.5</b>	<b>100%</b>

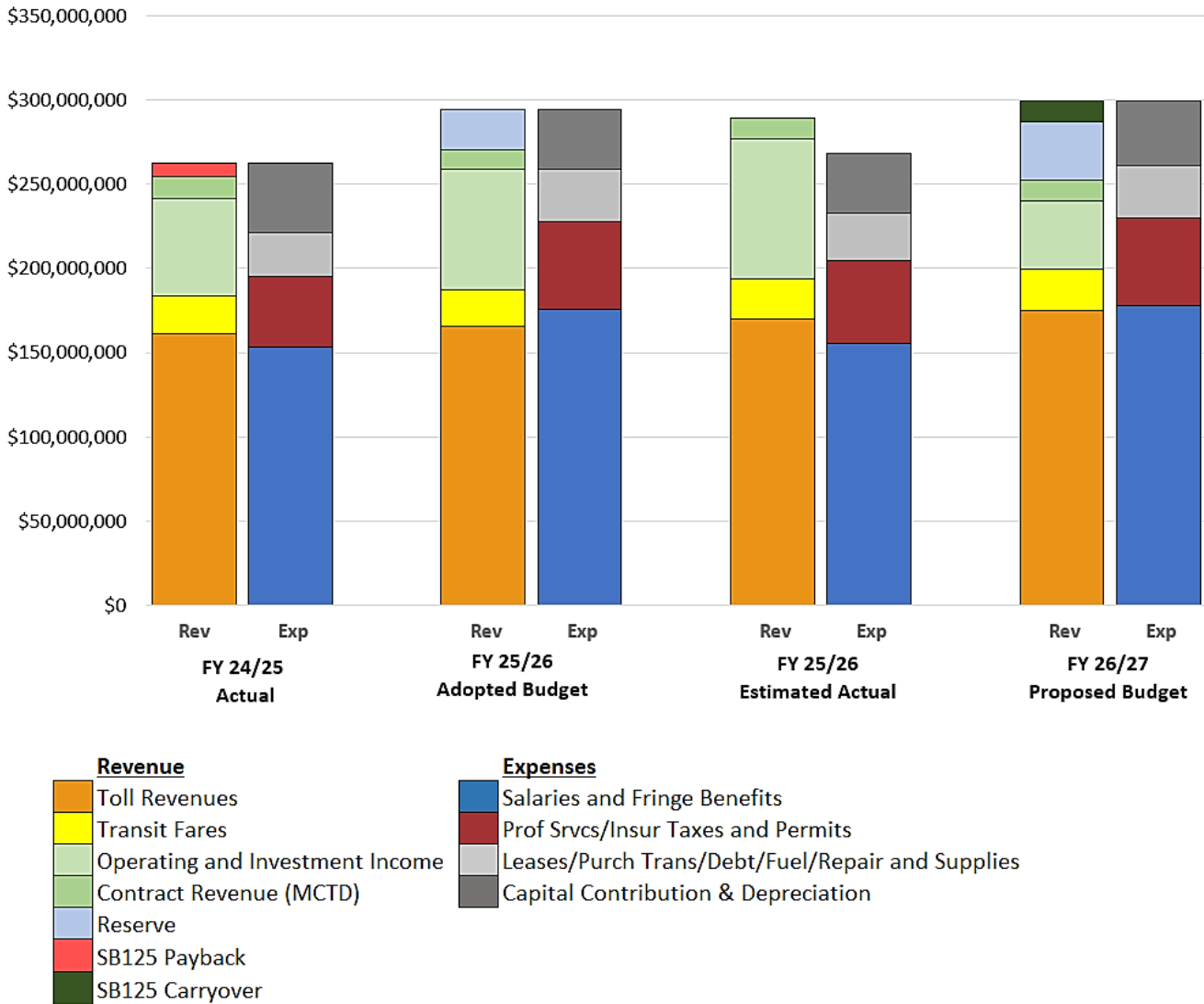


**REVENUE OVER EXPENSES SUMMARY**

	FY 24/25 Actual	FY 25/26 Adopted Budget	FY 25/26 Estimated Actual	FY 26/27 Proposed Budget
Revenues (*)	\$254,674,465	\$278,671,000	\$289,062,200	\$252,442,000
Expenses (*)	\$262,515,265	\$294,525,000	\$268,543,100	\$299,531,700
<b>Revenues Over/(Under) Expenses</b>	<b>\$(7,840,800)</b>	<b>\$(15,854,000)</b>	<b>\$20,519,100</b>	<b>\$(47,089,700)</b>
Reserves Payback from SB 125	<b>\$7,840,800</b>	<b>\$(7,840,800)</b>	<b>\$(7,840,800)</b>	<b>\$ -</b>
SB 125 Carryover	<b>\$ -</b>	<b>\$ -</b>	<b>\$(12,678,300)</b>	<b>\$12,678,300</b>
<b>Use of Reserves</b>	<b>\$ -</b>	<b>\$23,694,800</b>	<b>\$ -</b>	<b>\$34,411,400</b>
<b>Adjusted Revenues Over/(Under) Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

\* For detailed breakdown, see Operating Revenues and Operating Expenses sections.

**CHART OF HOW DISTRICT EXPENSES ARE FUNDED**



## OPERATING REVENUES

In FY 26/27, operating revenues are projected to decrease approximately \$36.6 million to \$252.4 million from the FY 25/26 Estimated Actual of \$289.1 million. The net decrease is primarily due to the last allocation in FY 25/26 of one-time state operating funding from SB 125 of \$34.6 million, and a decrease in invested income from interest. The overall decrease is offset by an increase in toll revenues from the annual toll plan, and a small increase in transit fare revenues. The District will need to continue evaluating both revenue strategies and expenditure controls to maintain long-term stability.

### Principal Categories of Revenue

**Bridge Tolls:** Bridge toll revenues are projected to be \$175.2 million, which is \$5.5 million more than FY 25/26 estimated actuals. In March 2024, the Board approved the implementation of a new five-year program to annually increase the toll by \$0.50 beginning July 1, 2024. The net increase in Bridge toll revenue is due to the five-year toll increase program and a slight increase in estimated traffic.

**Transit Fares:** For FY 26/27, Bus fare revenue is estimated to decrease \$67,000 primarily due to lower average fare. Bus ridership is forecasted to increase by 3.9% from FY 24/25 estimated actuals. Ferry fare revenue is projected to increase by \$402,000 due to an increase in average fare. Ferry ridership is forecasted to decrease by 0.5% from FY 25/26 Estimated Actuals. In March 2023, the Board approved a new five-year fare increase program for Bus and Ferry fares which, on average, will annually raise Bus fares by \$0.10 and Ferry fares by \$0.18.

**Other Operating Income:** Other Operating Income includes the continuation of approximately \$2.3 million in Regional Measure 2 (RM2) funds from the Metropolitan Transportation Commission (MTC) to support Bus Route 580 service. Similarly, the District will receive approximately \$2.6 million in Regional Measure 3 (RM3) funds to assist in subsidizing Bus Route 580 and Route 101 in FY26/27. The Proposed Budget assumes a reduction in other operating income of \$1.4 in other miscellaneous revenue sources (e.g., advertising, parking, etc.).

**State Operating Assistance:** State Operating Assistance is projected to remain flat going into FY 26/27. State Operating Assistance is composed primarily of two funding sources: 1.) State Transit Assistance (STA) program projected to be \$14.9 million; and 2.) Transportation Development Act (TDA) funds of \$8 million. In FY 25/26, the District received a significant amount of One-Time State Operating Assistance of \$34.6 million as a part of the SB125 allocation for FY 25/26. In FY 26/27 the District has projected that there will be a carryover from the SB125 funds received of \$12.7 million. See page 53 for a detailed overview of State Operating Income.

**Federal Operating Income:** FY 26/27 Proposed Budget includes \$900,000 in federal grants from FHWA ferry boat program to support ferry operations.



**Contract Revenue (MCTD):** Effective October 1, 2022, the District implemented a new three (3) year and nine (9) months with a two one-year options intergovernmental agreement with the Marin County Transit District to provide local bus service within Marin County through June 30, 2026. A negotiated 1-year extension to the agreement will be effective July 1, 2026. The District has projected the receipt of a Marin County Local Service payment of \$12.7 million for FY 26/27.

**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 District does not budget investment gains or losses. The total return including investment gains and losses on the investment portfolio in FY 25/26 is estimated to be 2.34% versus the projected 2.53% for the FY 26/27 Proposed Budget, resulting in a \$5.3 million decrease in revenue from FY 25/26 Estimated Actuals.

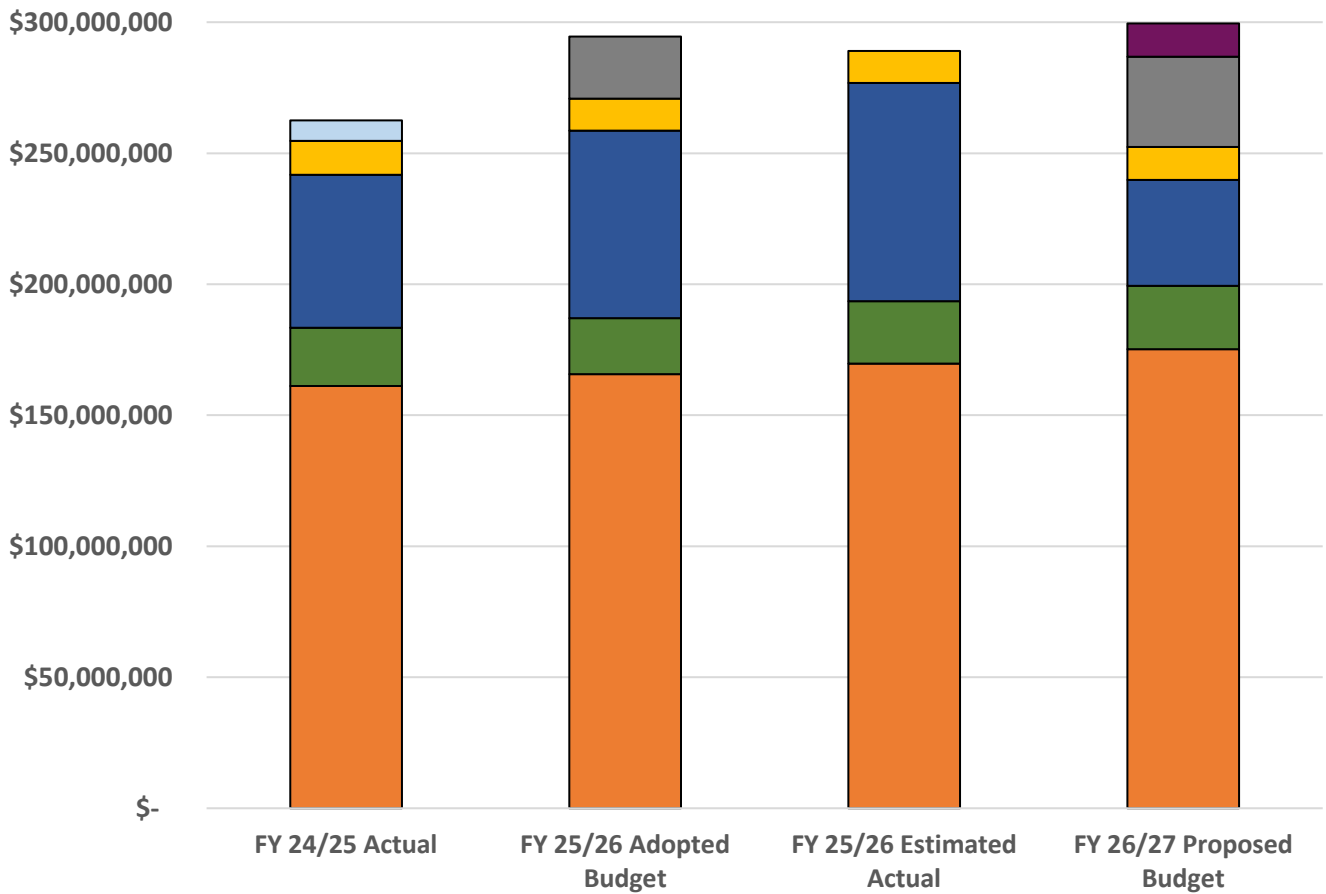
**Operating Reserves:** In FY 26/27, it is projected that the District will need to use \$34.4 million in reserve funding to balance the FY 26/27 Proposed Budget. An estimated \$12.7 million of SB125 will be carried over to reduce reserves that are required to balance the budget.

**OPERATING REVENUES**

Revenues	FY 24/25 Actual	FY 25/26 Adopted Budget	FY 25/26 Estimated Actual	FY 26/27 Proposed Budget
Toll Revenues	\$161,106,577	\$165,655,900	\$169,705,000	\$175,229,300
Transit Fares	22,300,484	21,442,000	23,864,900	\$24,199,900
Other Operating Income	6,746,228	6,739,600	8,157,400	\$6,774,900
State Operating Income	26,075,073	25,612,700	22,943,800	\$22,947,500
SB125 – One-Time Funding	-	34,555,700	34,555,700	-
Federal Operating Income	75,268	94,600	2,590,100	897,200
Contract Revenue (MCTD)	12,973,287	12,220,500	12,220,500	12,653,900
Investment Income	25,397,548	12,350,000	15,024,800	9,739,300
<b>Revenues (without Reserves)</b>	<b>\$254,674,465</b>	<b>\$278,671,000</b>	<b>\$289,062,200</b>	<b>\$252,442,000</b>
<b>Percent Change</b>	<b>6.9%</b>	<b>9.4%</b>	<b>3.7%</b>	<b>-12.7%</b>
Reserves Payback from SB125	\$7,840,800	(\$7,840,800)	(\$7,840,800)	
SB 125 Carryover			(\$12,678,300)	\$12,678,300
Reserves		\$23,694,800		\$34,411,400
<b>Revenues (with Reserves)</b>	<b>\$262,515,265</b>	<b>\$294,525,000</b>	<b>\$268,543,100</b>	<b>\$299,531,700</b>



**CHART OF OPERATING REVENUES**



- Toll Revenues
- Transit Fares
- State/Fed/Invest/Other Income
- Contract Revenue (MCTD)
- Reserve
- SB125 Payback
- SB125 Carryover

**INVESTMENT INCOME**

	FY 23/24 Actual	FY 24/25 Actual	FY 25/26 Estimated Actual	FY 26/27 Proposed Budget
Interest Earned	\$11,779,317	\$14,921,964	\$9,739,300	\$9,739,300
Market Gains and Losses	\$9,756,668	\$10,475,584		
<b>Investment Income</b>	<b>\$21,535,985</b>	<b>\$25,397,548</b>	<b>\$9,739,300</b>	<b>\$9,739,300</b>
Average Investment Portfolio at Cost	\$441,200,000	\$436,189,300	\$416,100,000	\$384,800,000
<b>Average Investment Return</b>	<b>4.88%</b>	<b>5.82%</b>	<b>2.34%</b>	<b>2.53%</b>



**STATE OPERATING INCOME**

State Operating Income Funding Source	FY 24/25 Actual	FY 25/26 Adopted Budget	FY 25/26 Estimated Actual	FY 26/27 Proposed Budget
<b>Transit Development Act</b>				
Marin County’s Apportionment	\$6,961,919	\$7,867,000	\$7,550,008	\$ 7,209,318
Sonoma County’s Apportionment	\$7,361,127	\$3,698,600	\$3,698,654	\$800,518
<b>State Transit Assistance (STA)</b>				
MTC for Administering Clipper Grant	\$10,000			
Revenue-Based Funds	\$11,348,389	\$11,876,400	\$10,327,306	\$13,108,690
Population-Based Funds - County Block Grant	\$1,452,067	\$1,247,900	\$1,255,718	\$1,829,023
MASCOTS Funding Exchange - STA Adjustment		\$922,800		
Population-Based Funds – Clipper Bay Pass	\$441,571			
FY24/25 STA Adjustment	\$(1,500,000)			
<b>Other</b>				
SB125 - State Operating Assistance – One-Time		\$34,555,700	\$34,555,700	
<b>Total State Operating Revenue</b>	<b>\$26,075,073</b>	<b>\$60,168,400</b>	<b>\$57,387,386</b>	<b>\$22,947,549</b>
<b>Percent Change</b>	<b>-13.1%</b>	<b>130.8%</b>	<b>-4.6%</b>	<b>-60.0%</b>



## OPERATING EXPENSES

The FY 26/27 Proposed Operating Expense is \$299.5 million - including a \$21 million contribution to reserves for future capital projects. This is an overall increase of 11.5% over FY 25/26 estimated actual expenses.

### OPERATING EXPENSES

	FY 24/25 Actual	FY 25/26 Adopted Budget	FY 25/26 Estimated Actual	FY 26/27 Proposed Budget
Salaries	\$86,380,878	\$95,028,300	\$84,412,900	\$96,096,700
Fringe Benefits	\$67,129,133	\$80,916,900	\$70,925,900	\$81,541,300
Professional Services	\$32,555,498	\$40,645,700	\$38,447,900	\$41,220,600
Fuel & Related Taxes	\$9,592,639	\$11,348,600	\$11,481,000	\$10,603,100
Repair & Operating Supplies	\$10,369,978	\$12,493,600	\$11,511,300	\$12,833,400
Insurance, Taxes & Permits	\$9,534,926	\$10,968,500	\$10,677,800	\$11,380,900
Purchased Transportation	\$1,642,055	\$1,663,700	\$1,663,700	\$1,509,300
Other	\$1,200,349	\$1,528,600	\$1,258,600	\$1,616,400
Lease & Rentals	\$1,163,816	\$1,166,400	\$1,175,200	\$1,166,400
Debt Service - Interest Expense	\$1,908,000	\$3,233,000	\$1,600,000	\$2,879,000
<b>Subtotal Expenses</b>	<b>\$221,477,272</b>	<b>\$258,993,300</b>	<b>\$233,154,300</b>	<b>\$260,847,100</b>
<b>Percent Change</b>	<b>-14.2%</b>	<b>16.9%</b>	<b>-10.0%</b>	<b>11.9%</b>
Capital Contribution	\$21,000,000	\$21,000,000	\$21,000,000	\$21,000,000
Depreciation	\$20,037,993	\$14,531,700	\$14,388,800	\$17,684,600
<b>Total Expenses</b>	<b>\$262,515,265</b>	<b>\$294,525,000</b>	<b>\$268,543,100</b>	<b>\$299,531,700</b>
<b>Percent Change</b>	<b>-4.3%</b>	<b>12.2%</b>	<b>-8.8%</b>	<b>11.5%</b>

### Expense Budget Assumptions:

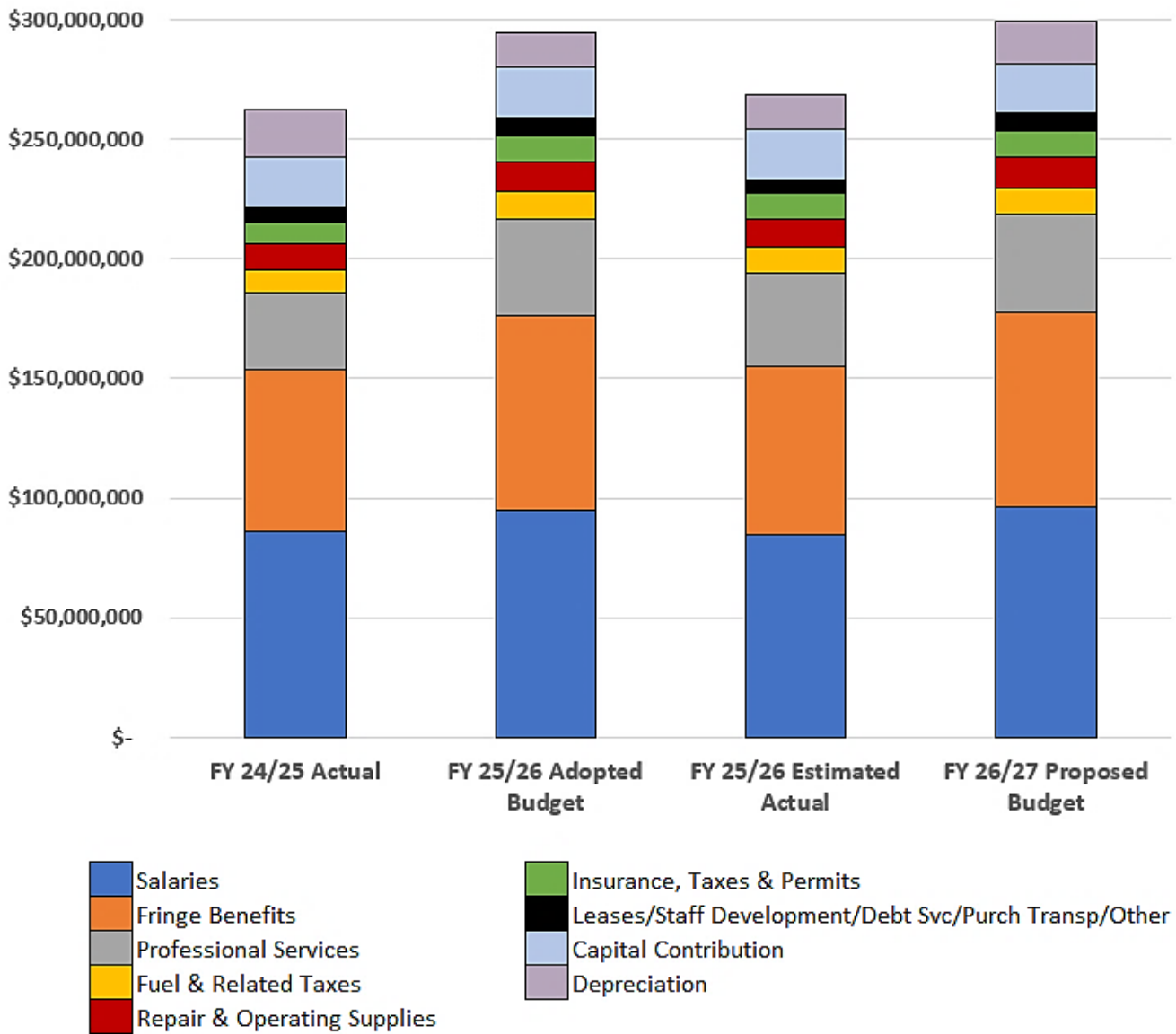
- Starting July 1, 2026, a 4% Salary increase for all Coalition, Non-Represented, Painter, and ATU-Administration employees.
- No salary increases starting September 1, 2026 for ATU Bus Operator employees.
- Includes Pension contributions for PERS, ATU, MEBA and IBU.
- Medical insurance costs increased due to an increase in annual costs and the funding of vacant positions.
- Workers' Compensation expense is budgeted based on an average of prior fiscal year actuals.
- A percentage of Engineering Capital Labor expenses are charged to the capital projects reducing the



operating budget.

- \$3.65/gallon for fuel costs has been projected for all Divisions.
- All fiscal years show the transfer of District Division expenses by its respective line item.
- As required by the commercial paper indenture, FY 26/27 Proposed Budget interest expense reflects the average interest rate for the preceding 12 months ending March 31 plus 2%.
- Capital Contribution of \$21 million is included in the FY 26/27 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**



## Summary of Changes to Expenses

On a net basis, the FY 26/27 Proposed Operating Budget shows an increase of 11.5% over FY 25/26 estimated actual expenses. The bulk of the 11.5% increase can be broken down into the following categories: funding vacant positions, salary increases, increases in health care and pension benefits, and professional services.

The following is a summary of changes to the FY 26/27 Proposed Budget from FY 25/26 estimated actual expenses.

### SUMMARY OF CHANGES TO EXPENSES

Expenses (In Millions)	% Change (from Actuals)	Description
\$268.5		FY 25/26 Estimated Actual Expenses
\$11.7	4.3%	Salary Increase, Re-funding Vacant Positions
\$10.6	4.0%	Fringe Benefit Increase; Benefit increase and benefits for vacant positions
\$2.8	1.0%	Increase in Maintenance & Security Services
\$(0.9)	(0.3%)	Decrease in Fuel & Related Taxes
\$1.3	0.5%	Increase in Repair & Operating Supplies
\$0.7	0.3%	Increase in Insurance, Taxes & Permits
\$(0.2)	(0.1%)	Decreased in Purchased Transportation
\$0.4	0.1%	Increase in Other
\$1.3	0.5%	Increase in Debt Service - Interest Expense
\$3.3	1.2%	Increase in Depreciation
<b>\$299.5</b>	<b>11.5%</b>	<b>Total FY 26/27 Proposed Operating Budget</b>

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

## Significant Categories of Expense

The following is a detailed discussion of how the following key categories of expenses are presented in the FY 26/27 Proposed Budget:

1. Average Cost of Toll Transactions
2. Cost of Transaction Per Patron
3. Other Postemployment Benefits (OPEB)
4. District Healthcare Contribution Per Employee
5. Workers’ Compensation
6. Indirect Cost Allocation (ICAP)
7. Capital Contribution
8. Pension Contribution



**1. Average Cost of Toll Transactions**

In 2013, the District implemented all-electronic tolling to collect tolls at the Bridge. The average cost per toll transaction includes the costs for 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.

	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Actual	FY 25/26 Est. Actual
Average Cost/Toll Transaction	\$0.56	\$0.68	\$0.56	\$0.61	\$0.62	\$0.66
Percentage of Toll Revenue Used for Collecting Tolls	6.91%	8.25%	6.32%	6.58%	6.55%	6.65%

**2. Cost of Transaction per Patron**

The Clipper Fare and Cash Fare cost of transactions includes the labor cost, maintenance cost, service fees and equipment cost attributed to Golden Gate Transit divisions.

	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Actual	FY 25/26 Est. Actual
Cash Fare Payment on Bus	\$1.40	\$1.23	\$1.20	\$1.17	\$1.19	\$1.18
Clipper Fare Payment on Bus	\$0.95	\$0.66	\$0.56	\$0.65	\$0.70	\$0.67
Clipper Fare Payment on Ferry	\$5.38	\$1.21	\$0.93	\$0.81	\$0.90	\$0.86

**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 ADC for FY 25/26 Adopted Budget was \$10.5 million based on the actuarial valuation as of July 1, 2023. The FY 26/27 Proposed Budget is based on the most recent actuarial valuation as of July 1, 2025, and fully funds the ADC payment of \$11.8 million.



**OPEB EXPENSE BY OPERATING DIVISION**

<b>Division</b>	<b>FY 24/25 Actual</b>	<b>FY 25/26 Adopted Budget</b>	<b>FY 25/26 Est. Actual</b>	<b>FY 26/27 Proposed Budget</b>
Bridge	\$2,824,031	\$2,930,700	\$2,930,700	\$3,182,100
Bus	\$5,881,903	\$6,201,000	\$6,201,000	\$6,732,900
Ferry	\$1,629,717	\$1,726,500	\$1,726,500	\$1,874,500
<b>Total</b>	<b>\$10,335,651</b>	<b>\$10,858,200</b>	<b>\$10,858,200</b>	<b>\$11,789,500</b>

**4. Cost of District Healthcare for the District and the Employee**

The Proposed FY 26/27 Budget fully funds healthcare plans for all District employees and retirees. The purpose of this section is to provide information on the cost per employee of the District’s healthcare plans and the contribution toward that cost made by the employee or retiree. Under the District’s incentive plan, a majority of employees have selected less expensive health care plans, thus pay no net cost for their benefit but receive a positive payment from the District.

**District Healthcare Plans:**

All District employees and retirees are in CalPERS healthcare plans. Effective January 1, 2021, ATU and Non-Represented employees and retirees transitioned to the CalPERS healthcare plans. Subsequently, effective October 1, 2021, the Coalition employees and retirees also transitioned into the CalPERS healthcare plans. The District pays 100% of the premium cost for the healthcare plans and then requires a premium share contribution by active employees. The District offers stipends and health reimbursement accounts (HRA) to those who enroll in CalPERS Kaiser and PPO Gold medical plans and only an HRA to those who enroll in the more expensive PPO Platinum plan. The District contributions to employees in the form of the stipend and HRA are intended to reduce the out-of-pocket cost of healthcare to its employees. In some cases, the net out-of-pocket cost of health care for District employees is positive.

CalPERS plans are on a calendar basis (January 1 – December 31), and 2026 rates are displayed to demonstrate the differences between plans.

**Net Cost of Healthcare Plans for Employees:**

The net cost of healthcare for employees is the (1) premium share cost, and co-pays and co-insurance incurred from using the plans for medical services and prescriptions. The District has set the (2) stipends and (3) HRAs to offset all or part of the costs to employees for medical care, depending on the employee’s plan selection.

The net amount an employee pays out-of-pocket for healthcare plans is the difference between stipend amounts received by the employee and the premium share the employee pays because the HRA amounts shown below are set to cover all medical co-pays, co-insurance, and prescription costs. In the table below, positive amounts represent the net money the employee receives, while (negative) amounts represent the net out-of-pocket cost to the employee.



**Cost of Healthcare Plans and Active Employee Premium Share Rates:**

Currently, the premium sharing for employees ranges between 2.1% and 10.2% of the cost of premium. The rate is based on the employee’s choice of plan and Board policy, or rates negotiated with bargaining parties:

Non-Represented employees pay a percentage of premium cost of the plan and of family size: 6% of premiums for those enrolled in Kaiser (\$842 – \$2,188 annually); 6% of premiums for those enrolled in Gold (\$807 – \$2,098 annually); and 8.5% for those enrolled in Platinum (\$1,704 – \$4,429 annually).

Bus Operators and Coalition employees pay a flat amount regardless of the number of spouse/dependents:

\$720 annually for those who enrolled in the Kaiser plan (2.1% - 5.4% of Kaiser’s premium); \$720 annually for those enrolled in the Gold plan (2.3% - 5.9% of Gold’s premium); and \$1,800 annually for the more expensive Platinum plan (3.9% -10.2% of Platinum’s premium).

The annual 2026 healthcare plan premium cost and premium sharing rates and amounts for the CalPERS Kaiser, PPO Gold, and PPO Platinum medical plans are summarized below:

	2026 Annual Premium		
	Single	EE+1	Family
Kaiser	\$ 14,026	\$ 28,053	\$ 36,468
Gold	\$ 13,447	\$ 26,894	\$ 34,960
Platinum	\$ 20,042	\$ 40,083	\$ 52,108

\* Approximate total employee enrollment for 2026 are 415 in Kaiser, 127 in Gold, and 85 in Platinum.

	2026 Premium Sharing %			2026 Premium Sharing %			2026 Premium Sharing %		
	Non Represented			Bus Operators			Coalition		
	Single	EE+1	Family	Single	EE+1	Family	Single	EE+1	Family
Kaiser	6.0%	6.0%	6.0%	5.1%	2.6%	2.0%	5.1%	2.6%	2.0%
Gold	6.0%	6.0%	6.0%	5.4%	2.7%	2.1%	5.4%	2.7%	2.1%
Platinum	8.5%	8.5%	8.5%	9.0%	4.5%	3.5%	9.0%	4.5%	3.5%

	2026 Premium Sharing \$ amount			2026 Premium Sharing \$ amount			2026 Premium Sharing \$ amount		
	Non Represented			Bus Operators			Coalition		
	Single	EE+1	Family	Single	EE+1	Family	Single	EE+1	Family
Kaiser	\$ 842	\$ 1,683	\$ 2,188	\$ 720	\$ 720	\$ 720	\$ 720	\$ 720	\$ 720
Gold	\$ 807	\$ 1,614	\$ 2,098	\$ 720	\$ 720	\$ 720	\$ 720	\$ 720	\$ 720
Platinum	\$ 1,704	\$ 3,407	\$ 4,429	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800



**Operating & Capital Budget Summary**

**Stipends for Active Employees and Pre-Age 65 Retirees:**

The District offers the following stipends to those who enroll in CalPERS Kaiser or PPO Gold medical plans. No stipend is offered for those enrolled in the more expensive PPO Platinum plan.

	2026 Stipends			2026 Stipends			2026 Stipends		
	Non Represented			Bus Operators			Coalition		
	Single	EE+1	Family	Single	EE+1	Family	Single	EE+1	Family
Kaiser	\$ 1,000	\$ 2,000	\$ 3,000	\$ 1,000	\$ 2,000	\$ 3,000	\$ 800	\$ 1,800	\$ 2,800
Gold	\$ 1,000	\$ 2,000	\$ 3,000	\$ 1,000	\$ 2,000	\$ 3,000	\$ 800	\$ 800	\$ 1,800
Platinum	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	2026 employee "Out of Pocket" Stipend minus (Prem Sharing)			2026 employee "Out of Pocket" Stipend minus (Prem Sharing)			2026 employee "Out of Pocket" Stipend minus (Prem Sharing)		
	Non Represented			Bus Operators			Coalition		
	Single	EE+1	Family	Single	EE+1	Family	Single	EE+1	Family
Kaiser	\$ 158	\$ 317	\$ 812	\$ 280	\$ 1,280	\$ 2,280	\$ 80	\$ 1,080	\$ 2,080
Gold	\$ 193	\$ 386	\$ 902	\$ 280	\$ 1,280	\$ 2,280	\$ 80	\$ 80	\$ 1,080
Platinum	\$ (1,704)	\$ (3,407)	\$ (4,429)	\$ (1,800)	\$ (1,800)	\$ (1,800)	\$ (1,800)	\$ (1,800)	\$ (1,800)

**Active Employee and Pre-Age 65 Retiree Health Reimbursement Accounts (HRA):**

The District funds the following nominal amounts in health reimbursement accounts (HRA) to those who enroll in CalPERS Kaiser, PPO Gold, or PPO Platinum medical plans. Experience in the previous years of the program was that the average employee spent approximately 26% of the annual nominal HRA amounts. The remaining funds are not expensed and remain with the District.

	2026 HRA			2026 HRA			2026 HRA		
	Non Represented			Bus Operators			Coalition		
	Single	EE+1	Family	Single	EE+1	Family	Single	EE+1	Family
Kaiser	\$ 1,500	\$ 3,000	\$ 3,000	\$ 1,500	\$ 3,000	\$ 3,000	\$ 1,500	\$ 3,000	\$ 3,000
Gold	\$ 3,500	\$ 7,000	\$ 7,000	\$ 3,500	\$ 7,000	\$ 7,000	\$ 3,500	\$ 7,000	\$ 7,000
Platinum	\$ 2,500	\$ 5,000	\$ 5,000	\$ 2,500	\$ 5,000	\$ 5,000	\$ 3,500	\$ 7,000	\$ 7,000

**5. Workers' Compensation**

The Workers' Compensation estimates are based on historical trends. The following table shows that the estimated actual claim costs for FY 25/26 are less than anticipated for expenses associated with open claims being settled. Through March 30, 2026, there were 218 open claims, and 65 claims have been closed in the fiscal year. FY 26/27 is budgeted based upon historical experience.

**WORKERS' COMPENSATION EXPENSES**

	FY 24/25 Actual	FY 25/26 Adopted Budget	FY 25/26 Estimated Actual	FY 26/27 Proposed Budget
<b>Total District</b>	<b>\$6,834,781</b>	<b>\$9,016,100</b>	<b>\$8,604,200</b>	<b>\$7,945,500</b>



**6. Indirect Cost Allocation Plan (ICAP)**

The indirect cost allocation plan (ICAP) was developed and implemented in FY 07/08 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 24/25 Actual	FY 25/26 Adopted Budget	FY 25/26 Estimated Actual	FY 26/27 Proposed Budget
District Division's Gross Salaries & Benefits	\$35,957,259	\$42,141,800	\$36,052,179	\$42,448,400
Capitalized Salaries & Benefits	\$(4,685,988)	\$(6,657,000)	\$(4,888,552)	\$(6,817,100)
Capitalized Indirect Costs	\$(1,916,428)	\$(1,393,400)	\$(1,068,651)	\$(2,334,100)
<b>Net Operating Salaries, Benefits &amp; Indirect Costs</b>	<b>\$29,354,843</b>	<b>\$34,091,400</b>	<b>\$30,094,976</b>	<b>\$33,297,200</b>

**7. Capital Contribution**

The Proposed Budget includes the Capital Contribution, which is a transfer of \$21 million to future capital reserves. However, if the operating deficit exceeds \$21 million, this contribution commitment will not be fully funded in FY 26/27. 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 26/27, 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 25/26 Adopted Budget		FY 26/27 Proposed Budget	
Bridge	\$17,000,000	80%	\$17,000,000	80%
Bus	\$2,000,000	10%	\$2,000,000	10%
Ferry	\$2,000,000	10%	\$2,000,000	10%
Total	\$21,000,000	100%	\$21,000,000	100%



**8. Pension Contribution**

All eligible District employees participate in a pension retirement system dependent on their union affiliation or non-represented status. 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 26/27 CalPERS District employer contribution rate is 34.32%, amounting to \$20.7 million. The Amalgamated Transit Union (ATU) bus operators have a contribution rate of 7% for classic employees and 7.5% for PEPRA employees for their defined pension benefit plan. The negotiated ATU employer contribution rate for FY 26/27 is 34.5%, amounting to \$5.8 million. The FY 26/27 District pension contribution rate for members in the Inland Boatmen’s Union (IBU) is approximately 19.6% to 21.97%, amounting to \$908,000. For the Marine Engineers’ Beneficial Association (MEBA), the District contributes 16.37%, amounting to approximately \$455,600 for FY 26/27.

**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 24/25	Est. Actual FY 25/26	Proposed FY 26/27	Proposed Budget FY 26/27	Proposed Budget FY 26/27	%	Validation Rate	
CalPERS	\$18.0	\$18.3	\$20.7	34.32%	2.5%@55-8% 2.0%@60-7% 2.0%@62-7.75%	73.6%	6/30/2024	6.8%
ATU	5.7	5.8	5.8	34.50%	Classic 7% PEPRA 7.5%	43.5%	1/1/2025	6.75%
IBU	0.9	0.9	0.9	19.60%-21.97%**	2.50%	82.1%	7/1/2024	6.25%
MEBA	0.4	0.5	0.5	16.37%	0%	87.5%	1/1/2024	6.75%
<b>Total</b>	<b>\$25.0</b>	<b>\$25.5</b>	<b>\$27.9</b>					

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

\*\* Deckhand, 19.60% and Terminal Agents, 21.97%.



## FY 26/27 Proposed Budget Position Changes

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

Positions by Division	FY 24/25 Year - End	FY 25/26 Adopted Budget	FY 25/26 Year - End	FY 26/27 Proposed Budget	Difference FY 25/26 Year End to FY 26/27 Proposed Budget
Bridge	184	184	184	184	0
Bus	409	407	407	311	-96
Ferry	108	109	109	109	0
District	160	159	159	150	-9
<b>Total</b>	<b>861</b>	<b>859</b>	<b>859</b>	<b>754</b>	<b>-105</b>

The Division-level details of the Table of Organization can be found in each Division’s sections. The FY 26/27 Proposed Budget has a total decrease of one-hundred five positions that are currently vacant within the organization. The Table of Organization changes for the FY 26/27 budget process are discussed in detail below. The complete personnel summary by Division tables are detailed in each of the Divisions sections that follow.

### **Bridge Division**

No proposed changes for Fiscal Year 26/27.

### **Bus Division**

#### **Reclassification:**

**Director of Safety and Training to Manager of Transit Training (1 position)** – Reclassify one filled Director of Safety and Training to a Manager of Transit Training to better align with the work that is being required of this position.

**Supervising Administrative Assistant to Office Coordinator (1 position)** – Reclassify one filled Supervising Administrative Assistant to an Office Coordinator to better align with the work that is being required of this position.



**Operating & Capital Budget Summary**

**Elimination:**

The positions below are being eliminated, all of which are currently vacant positions. The positions that are being removed based on current operational requirements and reducing the budget deficit are shown below:

	FY 25/26 Approved Budgeted Position Count	Elimination	FY 26/27 Proposed Position Count
<b>Bus Maintenance - Mech/Stores 322</b>			
Mechanic	26	(3)	23
Storekeeper	3	(1)	2
<b>Bus Maintenance -Servicers 323</b>			
Servicer	20	(2)	18
<b>Bus Operations - 312</b>			
Bus Operators Full-Time	275	(90)	185
<b>Total</b>	<b>324</b>	<b>(96)</b>	<b>228</b>

***Ferry Division***

No proposed changes for Fiscal Year 26/27.

***District Division***

**Reclassification:**

**Principal Capital & Grant Programs Analyst to Grants Manager (1 position)** – Reclassify one filled Principal Capital & Grant Programs Analyst to a Grants Manager position to better align with the work that is being required of this position in leading the Grants Office, which includes acquisition and maintenance of large grant awards, such as the Bridge Investment Program (BIP) funds to be utilized for the seismic retrofitting of the towers and side span of the Bridge, development of successful grant applications, and leading development of project funding strategies.

**Facilities Engineer to Facilities Program Manager (1 position)** – Reclassify one vacant Facilities Engineer to a Facilities Program Manager to better align with the work that is required of the position. This position will coordinate and perform inspections of District facilities and ensure building and facilities maintenance including electrical, plumbing, HVAC, and mechanical systems operate safely and efficiently.



**Elimination:**

The positions below are being eliminated, all of which are currently vacant positions. The positions are being removed for operational efficiencies and reducing the budget deficit.

	FY 25/26 Approved Budgeted Position Count	Elimination	FY 26/27 Proposed Position Count
<b>Administration &amp; Development 101</b>			
Public Affairs Specialist	1	(1)	0
<b>District Secretary 111</b>			
Office Coordinator	1	(1)	0
<b>Engineering 120</b>			
Engineering Documents Control Manager	1	(1)	0
Senior Mechanical Engineer	1	(1)	0
<b>Budget &amp; Financial Analysis 133</b>			
Budget & Programs Analyst	1	(1)	0
<b>Capital &amp; Grant Programs 134</b>			
TAM Project Manager	1	(1)	0
<b>Procurement &amp; Retail Operations 137</b>			
Assistant Procurement Specialist	2	(1)	1
<b>General Manager 140</b>			
Administrative Assistant	1	(1)	0
<b>Civil Rights Compliance 141</b>			
Senior Compliance Analyst	1	(1)	0
<b>Total</b>	<b>10</b>	<b>(9)</b>	<b>1</b>



## CAPITAL PROGRAM SUMMARY

The FY 26/27 Proposed Capital Program (Program) was developed jointly by the General Manager, Auditor-Controller, District Engineer, Operating Divisions and the Capital and Grant Programs Office. The capital program emphasizes investment in critical infrastructure that supports public safety, asset preservation, and operational continuity. It is structured to ensure that limited resources are directed toward projects with the greatest long-term value and potential for leveraging external funding. The Program allocates financial resources to maintain and improve the District's level of service and infrastructure. 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 and include the rehabilitation, construction, replacement, or acquisition of assets. Capital equipment projects will remain open for a period of two years and have been allocated funding accordingly. The Program focuses on advancing and completing projects to maintain or improve existing operations within the financial constraints of the District.

New capital projects included in the budget are subject to a prioritization framework that evaluates each project based on a systematic set of criteria, such as safety, customer service, asset condition and operational efficiency. The District evaluates the bridge structures through a biannual bridge inspection program, which assesses and prioritizes the health and condition of the structures. Facility assessments are performed routinely by Engineering and Division staff to scope potential projects for the Capital Program and identify assets requiring improvements. Executive staff annually reviews the Proposed Capital Program and evaluates which projects will be included for funding in the annual capital budget based on the prioritization evaluation and consideration of staff and funding resources to perform all projects in the plan.

### Grant Funding for the Capital Program

The FY 26/27 Proposed Capital Budget is supported by an estimated \$167.4 million (70%) in federal, state, and local grant funding, compared to \$115.8 million (74%) in FY 25/26 (see Appendix C for details). While total grant funding has increased year over year, the overall grant share has decreased slightly, reflecting the mix and timing of projects advancing in the budget year and associated local match requirements.

The District's Bridge capital program has received discretionary Grant support from the federal Bridge Investment Program (BIP), as well as federal Highway Bridge Program (HBP) funds administered by the State of California Department of Transportation. These funds have been awarded in support of the Seismic Retrofit Contract 1 in which the contractor received notice to proceed in early 2026.

Similarly, the District's transit capital program is supported by a combination of formula-based and discretionary sources. Federal and state formula funds provide a stable baseline for recurring needs such as revenue vehicle replacement, while discretionary awards are pursued on a competitive basis to advance priority projects. The District anticipates increasing competition for formula funds in the region in coming years, as identified needs are projected to outpace the growth in available funding; however, staff continue to strategically position projects to secure these funds in support of District priorities. Notable new discretionary awards this year include \$25.6 million for the San Rafael Transit Center Relocation project through the Federal Transit Administration's Grants for Buses and Bus Facilities Program.



As most grant programs require a local match and operate on a reimbursement basis, the District must maintain sufficient local funding and cash flow capacity to deliver projects and fully realize awarded funds. District staff continue to actively pursue additional grant opportunities while monitoring funding risks, program requirements, and timing considerations associated with external sources.

## Capital Budget Overview

The FY 26/27 Proposed Capital Budget includes:

- Expenses: \$240.6 million
- Revenue:
  - \$72.8 million in District funds
  - \$167.8 million in federal, state, and local grant funds.
    - 69 Capital Projects consisting of:
      - 11 new this year
      - 54 continuing from previous years
      - 4 capital equipment projects

The projects in the capital budget are necessary to maintain existing services and facilities and to implement high-priority safety and security projects. By addressing pressing infrastructure needs today, these projects help the District avoid greater costs in the future. They also strengthen the resilience of essential services and demonstrate a commitment to the long-term needs of the communities the District serves. Eleven projects were completed in FY 25/26.

The \$240.6 million Proposed Capital Budget is allocated to the following projects:

- 64% Bridge Division
- 3% Bus Division
- 31% Ferry Division
- 2% District Division

The Proposed Capital Budget contains Actual FY 25/26 project expenditures (see Appendix C).

Through the District-wide effort to update the 10-Year Capital Plan in the prior fiscal year, the Divisions performed thorough facility assessments while developing and prioritizing projects. The identified highest priority projects were included in the FY 26/27 budget. Projects that were identified as a priority but are pending availability of staff resources were included in the FY 26/27 Capital Project List. The passage of the budget will authorize the General Manager to move capital projects from the FY 26/27 Project List to the FY 26/27 Capital Budget when resources and funds are available.

A discussion of each Division's FY 26/27 Proposed Capital Budget is contained in the individual Division chapters of this budget document.



**Project Budget Increase Requests**

The FY 26/27 Proposed Budget includes requests for a total budget increase to two (2) capital projects. Project justifications for the increases are summarized below. The fiscal impact due to the requested increases total \$4,461,449 comprised of \$1,181,449 to be funded with District reserves and \$3,280,000 to be funded with grant funds. These project budgets are requested to increase due to updates to the scope or cost increases that have occurred after the project was approved in last year’s budget. The Divisions have requested these changes be approved at this time to allow the District to plan for the increased cost of these projects.

**Project 1441 – Gangways & Piers – Sausalito Construction – \$22,560,000 to \$26,660,000**

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. Budget is requested to increase based on an updated estimate for the cost of construction. [Operating Budget Impact: No significant impact.]

**Project 2413 – Kronos Electronic Timekeeping System Upgrade– \$406,840 to \$768,289**

Kronos’ current timekeeping version has an end-of-life date of December 31, 2025. To avoid any lapse in support and software availability, the District’s plan is to transition to the newest version of Kronos titled Dimensions. Dimensions is a cloud-native solution that offers improved scalability and flexibility, as well as advancements in user experience, extensibility, accessibility, and data extraction & manipulation in comparison to the Kronos legacy version. The scope of the original project is being expanded to replace the existing Kronos timeclocks that will be out of support at the end of 2026. [Operating Budget Impact: No significant impact.]

**FY 26/27 CAPITAL EXPENDITURES BY DIVISION\***

	Total Project	Prior Years	FY 26/27 Proposed Budget	Future Years
Bridge	\$1,442,455,000	410,391,000	154,100,000	877,964,000
Bus	\$60,227,000	5,188,000	7,651,000	47,388,000
Ferry	\$247,994,000	44,102,000	75,353,000	128,539,000
District	\$19,683,000	6,743,000	3,504,000	9,436,000
<b>Total Expenditures</b>	<b>\$1,770,359,000</b>	<b>466,424,000</b>	<b>240,608,000</b>	<b>1,063,327,000</b>

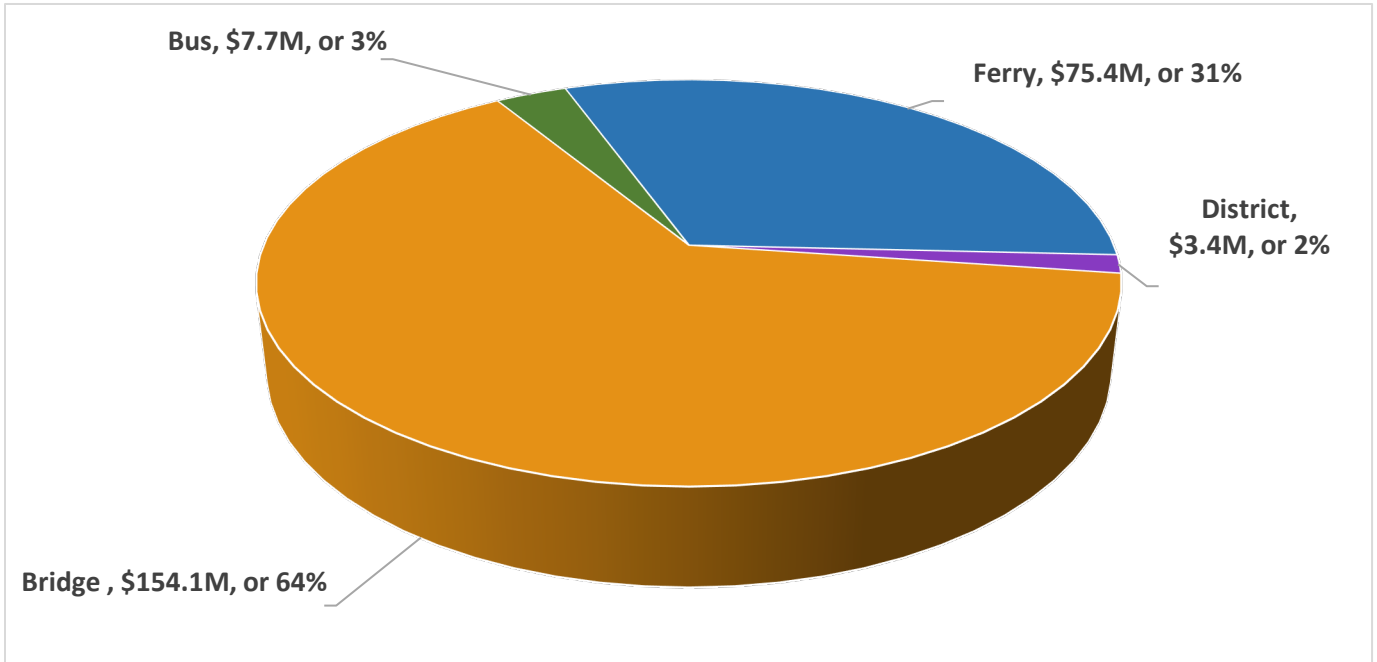
**FY 26/27 CAPITAL EXPENDITURES BY FUND SOURCE\***

	Total Project	Prior Years	FY 25/26 Adopted Budget	Future Years
District	\$776,240,000	216,983,000	72,780,000	486,477,000
Federal	\$935,700,000	240,122,000	154,821,000	540,757,000
State	\$32,499,000	9,315,000	10,577,000	12,607,000
Other Local	\$25,920,000	4,000	2,430,000	23,486,000
<b>Total Expenditures</b>	<b>\$1,770,359,000</b>	<b>466,424,000</b>	<b>240,608,000</b>	<b>1,063,327,000</b>

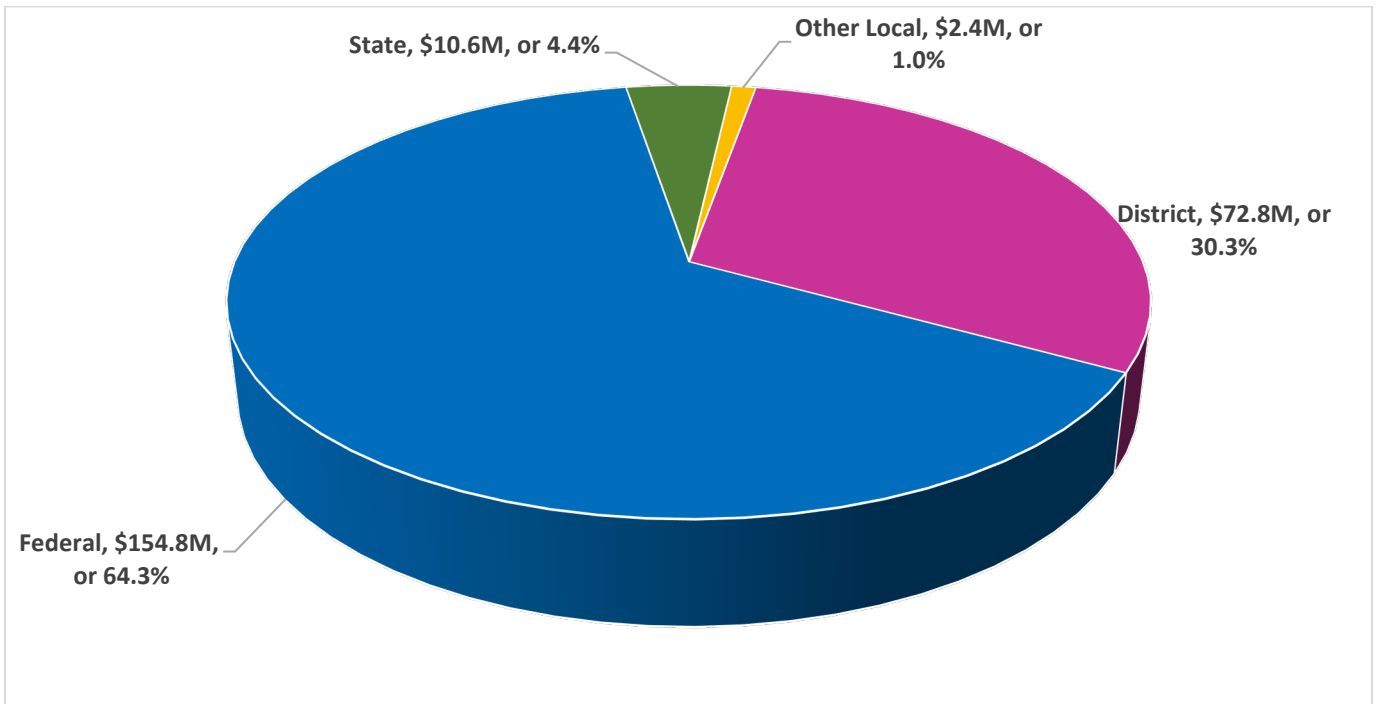
\*All dollar amounts are rounded to the nearest thousand.



**FY 26/27 CAPITAL BUDGET BY DIVISION**  
**TOTAL FY 26/27 CAPITAL BUDGET = \$240.6 MILLION**  
**(ROUNDED TO MILLIONS)**



**FY 26/27 CAPITAL BUDGET BY FUND SOURCE**  
**TOTAL FY 26/27 CAPITAL BUDGET = \$240.6 MILLION**  
**(ROUNDED TO MILLIONS)**



**FY 26/27 CAPITAL BUDGET**

FY 26/27 Capital Projects	Total Project Cost	FY 26/27 Proposed Budget
<b>BRIDGE</b>		
2520 - Golden Gate Suspension Bridge Towers & Side Span Seismic Retrofit Construction (BRIDGE/ENG)	1,011,726,000	120,000,000
1526 - Suicide Deterrent - Construction (BRIDGE/ENG)	319,564,000	16,100,000
1923 - Golden Gate Suspension Bridge Seismic Retrofit Pre-Construction (BRIDGE/ENG)	25,644,000	50,000
2620 - Gantry Toll System (BRIDGE/ERC)	15,000,000	2,071,000
2729 - Capital Equipment (FY27-FY28) (BRIDGE)	12,097,000	6,049,000
2421 - District-wide Radio Project (BRIDGE/TECH)	12,000,000	1,762,000
1528 - GGB Wind Retrofit (BRIDGE/ENG)	11,860,000	200,000
1525 - Toll System Upgrade (BRIDGE/ERC)	11,731,000	100,000
1820 - Toll Plaza Gantry - Construction (BRIDGE/ENG)	10,264,000	3,788,000
2221 - South Approach Viaduct Stringer Rehab (BRIDGE/ENG)	6,000,000	1,500,000
2722 - NER Rehabilitation (BRIDGE/ENG)	2,134,000	272,000
2720 - Lincoln Boulevard Rail Rehabilitation and Tunnel Retrofit (BRIDGE/ENG)	1,725,000	863,000
2522 - ERC (D) and Purchasing Trailer Rehabilitation (BRIDGE/ENG)	1,025,000	100,000
2721 - Access Control and Video Management System Upgrade (BRIDGE/TECH)	990,000	810,000
2524 - Access and Video Network Upgrade (BRIDGE/TECH)	300,000	190,000
2523 - Fiber Optic Infrastructure Upgrade (BRIDGE/TECH)	200,000	100,000
2525 - Novato - Big Rock MW Link (BRIDGE/TECH)	100,000	50,000
2723 - Sergeants Office, Roadway Service, and Elevator Room Doors (BRIDGE)	95,000	95,000
<b>Subtotal Bridge</b>	<b>\$1,442,455,000</b>	<b>\$154,100,000</b>
<b>BUS</b>		
2431 - San Rafael Transit Center Final Design and Property Acquisition (BUS/ENG)	32,000,000	3,000,000
2730 - Replace 10 Over-the-Road Coaches (BUS)	12,000,000	500,000
1717 - SRTC Replacement Design/Env (Planning Dept) (BUS/PLANNING)	5,645,000	800,000
2739 - Capital Equipment (FY27-FY28) (BUS)	2,187,000	1,093,000
2631 - Demand Vehicle Replacement (BUS/PLANNING)	1,750,000	200,000
2732 - D3 Site Security Upgrade (BUS/ENG)	1,400,000	250,000



FY 26/27 Capital Projects	Total Project Cost	FY 26/27 Proposed Budget
2731 - D1 Steam Cleaning Bay Bus Lift Replacement (BUS/ENG)	1,222,000	706,000
2131 - D-1 Bus Admin Bldg Roof and HVAC Rehab, Fire Alarm System Upgrade, New Front Door Enclosure & New Radio Rm Windows (BUS/ENG)	1,119,000	277,000
2733 - San Rafael District Administration Building Gutter Repair (BUS/ENG)	890,000	201,000
2630 - D1 Main Water Line Rehabilitation (BUS/ENG)	613,000	154,000
1931 - Bus Division Office Improvements (BUS)	510,000	20,000
2530 - San Rafael Heavy Duty Shop Overhead Crane (BUS/ENG)	471,000	350,000
2734 - D1 Bus Maintenance Shop and Building B Exterior Painting (BUS/ENG)	420,000	100,000
<b>Subtotal Bus</b>	<b>\$60,227,000</b>	<b>\$7,651,000</b>
<b>FERRY</b>		
2445 - Ferry Fleet Replacement Program Vessel 2 (FERRY)	59,117,000	25,332,000
1940 - Ferry Fleet Replacement Program Vessel 1 (FERRY)	59,027,000	27,261,000
1441 - Gangways & Piers - Sausalito Construction (FERRY/ENG)	26,660,000	6,975,000
2341 - FY23-30 Ferry Vessel Rehab/DD (Catamarans) (FERRY)	22,000,000	3,872,000
2644 - Spaulding Class Drydockings FY26-FY34 (FERRY)	18,381,000	1,950,000
2443 - SFFT West and East Berth Rehabilitation (FERRY/ENG)	12,528,000	2,872,000
0503 - Gangway & Piers - Sausalito Design (FERRY/ENG)	11,863,000	528,000
2740 - Gangways & Piers - SFFT and LFT Design (FERRY/ENG)	10,000,000	1,000,000
2042 - Larkspur Ferry Service and Parking Expansion Env. Clearance and Prelim. Design Study (FERRY/PLANNING)	6,741,000	1,363,000
2447 - Spaulding Drydocking and Capital Improvements (FERRY)	6,624,000	349,000
2041 - Corte Madera Marsh Restoration Construction (FERRY/ENG)	3,389,000	348,000
2749 - Capital Equipment (FY27-FY28) (FERRY)	2,048,000	1,024,000
2645 - Camels and Floats Restoration (FERRY)	2,000,000	750,000
2641 - Drainage Culvert Rehabilitation (FERRY/ENG)	1,588,000	372,000
2642 - LFT Berth and Channel Dredging Design (FERRY/ENG)	1,301,000	175,000
2540 - Larkspur DEF Storage and Transfer Infrastructure Design (FERRY/ENG)	1,185,000	225,000
2542 - LFT Kiosk A Rehabilitation (FERRY/ENG)	972,000	236,000



## Operating & Capital Budget Summary

FY 26/27 Capital Projects	Total Project Cost	FY 26/27 Proposed Budget
2546 - LFT Service (Admin) Building Roof Replacement (FERRY/ENG)	800,000	200,000
2545 - Ramp Infrastructure Capital Improvements (FERRY)	585,000	121,000
2543 - LFT Kiosk C Rehabilitation (FERRY)	485,000	100,000
2741 - LFT Parking Lot Payment System and Upgrade (FERRY/ERC)	400,000	200,000
2640 - Electronic Vessel Logs (FERRY/TECH)	300,000	100,000
<b>Subtotal Ferry</b>	<b>\$247,994,000</b>	<b>\$75,353,000</b>
<b>DISTRICT</b>		
2515 - ERP (Enterprise Resource Planning) Expansion and Improvement – Scope and Design (IS)	4,140,000	423,000
2612 - Hastus System Upgrade (IS)	2,636,000	400,000
2512 - Maximo for Bridge (IS)	2,000,000	200,000
2213 - Business Intelligence (BI) Analysis and Transportation Statistics Reporting Solution (IS)	1,721,000	210,000
2611 - CAD/AVL System Refresh and Replacement (IS)	1,662,000	314,000
2613 - Building H Seismic Retrofit and Rehabilitation Design (DISTRICT/ENG)	1,326,000	257,000
2210 - Data Loss Prevention (IS)	1,206,000	383,000
2212 - Cyber Security Strategic Plan and Mitigations (IS)	1,050,000	50,000
2211 - Technology Disaster Recovery Plan (IS)	1,000,000	196,000
1816 - Document Management System (IS)	800,000	300,000
2413 - Kronos Electronic Timekeeping System Upgrade (IS/ACCT)	768,000	361,000
2514 - District Wide Data Management Program (IS)	500,000	125,000
2516 - District Incident Management System (IS/MARKETING)	330,000	90,000
2614 - Finance Offices Refresh (DISTRICT/FINANCE)	200,000	80,000
2311 - Enterprise Systems Interface Improvements (IS)	194,000	40,000
2719 - Capital Equipment (FY27-FY28) (DISTRICT)	150,000	75,000
<b>Subtotal District</b>	<b>\$19,683,000</b>	<b>\$3,504,000</b>
<b>Total FY 26/27</b>	<b>\$1,770,359,000</b>	<b>\$240,608,000</b>



## Capital Project Impact on Operating Budget

Many of the capital projects planned for FY 26/27 will have significant impacts on operations as well as a financial impact on operating revenue and expense. Significant projects impacting operations are detailed on the following page:

- Golden Gate Suspension Bridge Towers & Side Span Seismic Retrofit Construction (Project 2520, \$1.01 billion). The project will complete the seismic retrofit construction for the Bridge's towers and side span. The construction contract was signed in FY 25/26 with mobilization.
- Ferry Fleet Replacement Program Vessels 1 and 2 (Projects 1940 and 2445 respectively). These two projects are the new Liwa class vessels that will replace existing vessels in the fleet, to be retired at the end of their useful lives.
- Gangways and Piers Sausalito (Projects 0503 and 1441, \$11.9 and \$26.7, respectively). The project will replace and rehabilitate the existing hydraulic ramp and gangway systems at the Sausalito Ferry Terminal.
- San Rafael Transit Center Final Design and Property Acquisition (Project 2431, \$32 million). The District seeks to purchase property for the replacement of the San Rafael Transit Center and complete final design necessary to begin construction. The center's replacement will improve existing service and allow the District to better serve routes between Marin County and 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.

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 is 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:
  - Low: \$10,000 - \$50,000
  - Medium: \$50,000 - \$100,000
  - High: \$100,000 - and up
3. Reduction: The project will reduce operating costs or generate revenues to offset expenses in the amount of:
  - Low: \$10,000 - \$50,000



- Medium: \$50,000 - \$100,000
- High: \$100,000 and up

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

### **Fiscal Year 26/27 Capital Budget Project List**

The projects included in the FY 26/27 budget consist mostly of ongoing prior year projects to allow project managers to focus and continue work until project completion. The new projects introduced into the FY 26/27 budget were selected after thorough discussions among the 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 26/27). Both operating division and engineering staff resources were considered to determine the number of projects that make up a reasonable and realistic work plan for FY 26/27.

Projects from the 10-Year Plan that were not selected for the FY 26/27 Capital Budget were included in the FY 26/27 Capital Budget Project List, which consists of projects that are poised and ready to be included in the FY 26/27 budget pending the availability of staff resources to deliver the project. The Project List allows flexibility as priorities change throughout the year and ensures the Capital Budget reflects a reasonable estimate of FY 26/27 expenditures matching the District's bandwidth. There are seventeen (17) projects on the FY 26/27 Capital Budget Project List, which are shown on the following page. All projects are included in the 10-Year Capital Plan (see Appendix E).

Through the annual budget process, the General Manager requests the Board of Directors' authorization to move individual projects from the project list to the current year's budget, pending the availability of staff resources. This allows the General Manager flexibility to move projects from the FY 26/27 Project List forward as projects in the current workload are completed or priorities shift. Any projects brought into the budget from the FY 26/27 Project List will be presented to the Board of Directors in the Quarterly Report on Authorized Budget Adjustments and Budget Transfers Under the General Manager's Authority.



**FY 26/27 CAPITAL BUDGET PROJECT LIST**

<b>Project</b>	<b>Total Project Cost</b>
<b>BRIDGE</b>	
District Fiber Optic Upgrade	\$6,000,000
Golden Gate Bridge Electric Service Rehabilitation	\$2,740,000
Alexander Avenue Rehabilitation Design	\$2,193,000
Moore Road Repairs - Environmental and Design	\$1,977,000
Bridge Deck Roadway Pavement Rehabilitation Investigation	\$1,809,000
Bridge Maintenance Shop Roof Rehabilitation	\$1,373,000
Sergeants Office Refresh	\$200,000
<b>Subtotal Bridge</b>	<b>\$16,292,000</b>
<b>BUS</b>	
D1 Fuel Island Building Rehabilitation	\$1,456,000
Automated Passenger Counting (APC)/NTD Cert Software	\$150,000
<b>Subtotal Bus</b>	<b>\$1,606,000</b>
<b>DISTRICT</b>	
None	-
<b>Subtotal District</b>	<b>\$-</b>
<b>FERRY</b>	
LFT Berth and Channel Dredging Construction	\$15,000,000
SFFT Landside Rehabilitation	\$9,100,000
LFT DEF Tank and System Construction	\$1,946,000
Larkspur Berth 3 Drydocking Restoration	\$1,406,000
LFT Utility Rehabilitation	\$1,287,000
Tiburon Float Rehabilitation	\$1,126,000
LFT ADA Parking Lot Rehabilitation	\$821,000
Ferry Fleet & Infrastructure Electrification Concept	\$500,000
<b>Subtotal Ferry</b>	<b>\$31,186,000</b>
<b>Total FY 26/27</b>	<b>\$49,084,000</b>





Bridge Division Profile.....78

Bridge Division Organizational Chart.....79

Bridge Division Status.....80

FY 26/27 Bridge Division Goals and Projects .....82

Changes from FY 25/26 Estimated Actual to FY 26/27 Proposed Budget .....83

Bridge Division Operating Budget.....85

Bridge Division Capital Budget.....87

Bridge Division Personnel Summary by Department .....93



## 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 89 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 approximately 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 25/26, the Bridge Division workforce was comprised of 183 budgeted 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.

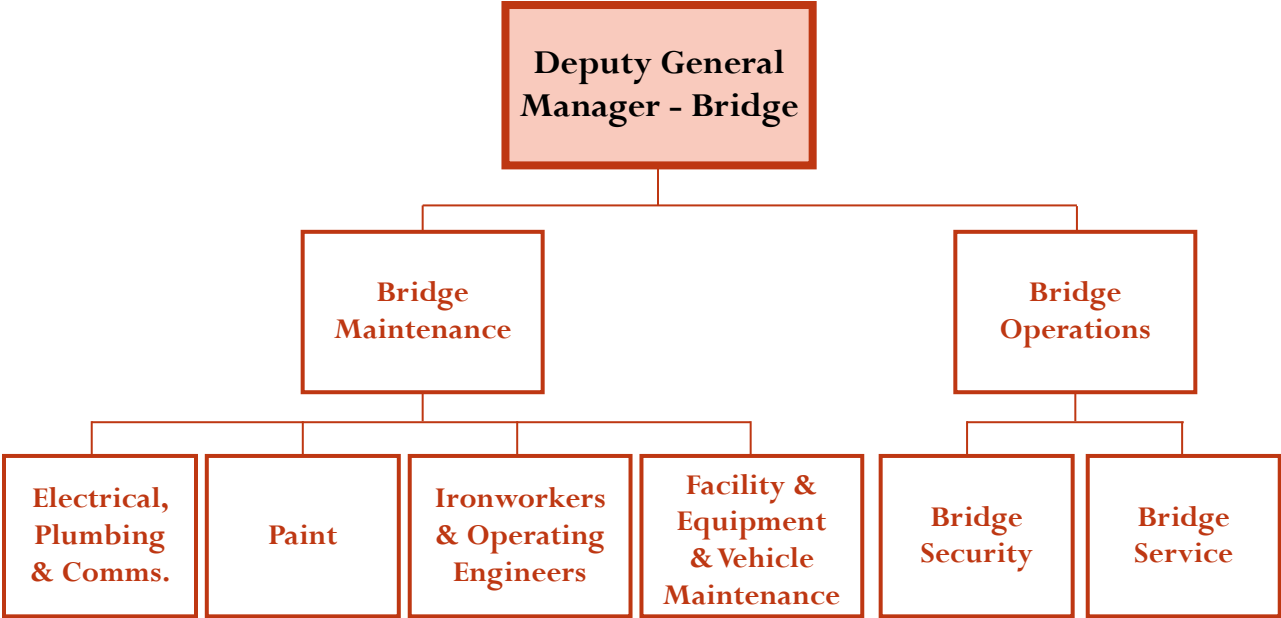
**Bridge Maintenance** is responsible for the preservation, repair, and upkeep of the Bridge along with the associated visitor areas, shops, offices, specialized equipment and communications and security equipment. Bridge Maintenance is comprised of four Departments:

1. Electrical, including Electronics, Communications and Plumbing
2. Paint
3. Ironworkers and Operating Engineers
4. Facilities, Equipment and Vehicle Maintenance.

**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 three 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, four full-time and three 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

### Path to Recovery

FY 25 / 26 was a year in which Bridge Maintenance and Operations forces continued their work and focused on regular projects and events. The year afforded maintenance groups the opportunity to address new projects and work towards completion of older projects. Additionally, operations staff were involved in numerous Special Events and Expressive activities.

### Bridge Maintenance

FY 25/26 was a productive year for the Bridge Maintenance teams. Work continued on an important maintenance project, the Steel Orthotropic Deck Repainting. The project involves installing suspended scaffolding underneath the Bridge that is used by Bridge Division forces to wash, sandblast, repair, and repaint old steel at various locations along the Bridge. In FY 25/26, Bridge Maintenance staff focused on the North Approach Viaduct, using 2,671 gallons of paint and removing and recycling 376,000 pounds of sand as part of repainting activities.

Other significant maintenance projects that continued in FY 25/26 which included installing clips on the west sidewalk railing to reduce wind noise, replacing pedestals under the roadway, replacing aged heating, venting and air conditioning (HVAC) units, installing pedestrian and bicycle counters on Bridge sidewalks, remodels of multiple trailers and offices at and around the Administration Building, installation and replacement of cameras throughout the District, replacement of air hoses underneath the Bridge, asphalt repairs on the Bridge roadway, and assisting other divisions with maintenance requests. Fiscal Year 25/26 also saw an increase in customers and visitors to the Bridge, which was a welcome sight for the District and the Bridge Division.

Significantly, this year marked the launch of the largest capital project on the Bridge since its original construction: the Golden Gate Suspension Bridge Towers and Side Span Seismic Retrofit. This effort comprises Construction Contract 1, awarded by the Board of Directors on October 24, 2025, and includes seismic upgrades to the north and south main towers and both side spans, as well as repainting of the south tower above the roadway. Federal funding covering 59% of total project costs was secured in FY 25/26, enabling contract execution in December and a Notice to Proceed effective January 2026. Mobilization is now underway.

### Bridge Operations

FY 25/26 was a productive year for Bridge Operations. The increased vehicular, bicycle, and pedestrian traffic on the Bridge was welcome for our Security and Roadway Services personnel. The continued safety of all users of the bridge is the focus of bridge operations staff. In addition, as has been the case for some time, suicide intervention remained front and center as a critical and core daily activity for Bridge staff.

In calendar year 2025, Bridge personnel performed 94 successful suicide interventions with despondent individuals and Roadway Service crews responded to 2,486 roadway service calls. In 2025, Bridge Security forces responded to thousands of calls, 346 of which were significant enough to warrant creation of an incident



report. Bridge Security staff also organized several rescue trainings with Law Enforcement and Fire Department allied agencies on the Suicide Deterrent System.

In calendar year 2025, Special Events and Expressive Activities were closer to pre-pandemic levels. There were 17 events, 12 special events and 5 permitted expressive activities, at the Bridge in 2025 . In total, there were 19,420 participants involved with Special Events and 1,250 participants involved with Expressive Activities.

These Expressive Activities were largely orderly, peaceful, and meaningful to the participants. Any activities involving large gatherings of people at the Bridge present significant safety and security planning challenges for Bridge Security personnel and our allied law enforcement agencies. Bridge Operations staff, along with our allied law enforcement agencies, managed over a dozen large and small permitted and unpermitted expressive activities successfully and without significant incidents.

In Fiscal Year 25/26, our Bridge Security and Roadway Services departments forged ahead with multiple operational and professional development improvement initiatives. Bridge Security Department personnel attended professional development training classes to enhance skill sets. Bridge Security and Roadway Service Departments also implemented new safety devices and protocols, and Security Department personnel continued to have active-shooter scenario training sessions. Roadway Service conducted Electric Vehicle (EV) fire training and outfitted Tow Trucks with resources to address this new technology.

## **Looking Forward to the Year Ahead**

FY 26/27 looks to be another positive year for the Bridge Division, with the gradual return of traffic, ridership and tourism. Several projects will continue this year, including the Seismic Retrofit, Bridge Pedestal Replacement, wind clips installation, and a District-wide radio upgrade, while new efforts will begin, such as the rehabilitation of the NER Room and restoration of the Lincoln Boulevard railing. We will continue to focus on restoration of the lower portion of the South Approach Viaduct and critical structural repairs identified in the Bridge inspection program, along with continued patrols to perform suicide interventions. In addition, Bridge Division will continue its focus on staff and organizational development, in recognition of the talented and dedicated workforce that represents the heart of our operation.



# FY 26/27 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 Steel Orthotropic Deck Repainting 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 our customers and visitors

## FY 26/27 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 26/27. Please refer to the Bridge Division’s capital project detail for a more detailed description.

**SEISMIC** Golden Gate Suspension Bridge Towers & Side Span Seismic Retrofit Construction

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**BRIDGE AND FACILITY CONSTRUCTION AND MAINTENANCE** Toll Plaza Gantry - Construction  
District-wide Radio Upgrade  
South Approach Viaduct Stringer Rehab



# CHANGES FROM FY 25/26 ESTIMATED ACTUAL TO FY 26/27 PROPOSED BUDGET

## Revenues

The Bridge Division's FY 26/27 Proposed Revenue of \$185.5 million consists of:

- \$175.2 million from Toll Revenues
- \$0.5 million from Other Operating Income
- \$9.8 million from Investment Income

Most of the Bridge Division's and District's revenues are generated by tolls charged for southbound bridge crossings. Due to the reduced level of travel during the pandemic, Bridge revenues dropped to a low of \$110 million in FY 20/21 and is projected to recover to \$169.7 million in FY 25/26. The toll traffic trend continues to hover in the mid to high 80% levels of pre-pandemic traffic. In recent years, traffic recovery continues to increase incrementally year over year.

The Bridge Division's Adopted Revenues for FY 26/27 are forecasted to decrease \$0.7 million, or 0.4%, from FY 25/26. The decrease is primarily due to a net decrease of \$5.3 million in investment income offset by a net increase in toll revenue of \$4.7 million. FY 26/27 toll revenue includes the third year of the approved five-year toll increase plan. Southbound traffic is projected to stay consistent at 87% of pre-pandemic traffic by the end of FY 26/27.

## Expenses

The Bridge Division's FY 26/27 Proposed Operating Expenses total \$124.4 million. The Bridge Division's FY 26/27 Proposed Budget contains a \$12.8 million, or 11.5%, increase over FY 25/26 estimated expenses. Key drivers of this increase include labor and fringe benefit adjustments, inflationary cost growth in materials and services, and capital support requirements. The components of the changes to expenses are summarized in the table on the following page.



**SUMMARY OF CHANGES FROM FY 25/26 ESTIMATED ACTUAL TO  
FY 26/27 PROPOSED BUDGET  
(ALL FIGURES IN MILLIONS)**

Labor	
Increase in salaries due to funding of vacant positions and COLAs	\$4.4
Increase in payroll taxes for FY 26/27 due to funding of vacant positions and COLAs	\$0.4
Increase in PERS contribution for FY 26/27 due to funding of vacant positions and COLAs	\$1.1
Increase in medical expenses for FY 26/27 due to funding of vacant positions and an increase in annual costs	\$2.8
Increase in postemployment benefits (OPEB) for FY 26/27	\$0.3
Projected decrease in Workers' Compensation expenses for FY 26/27	\$(0.6)
Increase in miscellaneous benefits (capitalized benefits) due to less actual capitalized labor in FY 25/26 estimated actual than in FY 26/27 Proposed Budget	\$(0.5)
Professional Services	
Decrease in Bridge professional services fees for FY 26/27	\$(0.5)
Increase in fees associated with the Toll Program for FY 26/27	\$0.6
Decrease in FY 26/27 miscellaneous services	\$(0.5)
Supplies and Other	
Increase in funding commercial paper debt service due to Indenture's budgeting requirements	\$1.3
Increase in repair and operating supplies FY 25/26	\$0.3
Increase in insurance costs due to premium increases	\$0.1
Decrease in Fuel	\$(0.1)
Increase in regulatory fees and taxes FY 26/27	\$0.3
Re-funding of staff development expenses unused in FY 25/26	\$0.3
Capital Contribution and Depreciation	
No change in capital contribution for FY 26/27	\$ -
Increase in depreciation for FY 26/27	\$3.1
<b>Total Change from FY 25/26 Estimated Actual to FY 26/27 Proposed Budget</b>	<b>\$12.8</b>



## BRIDGE DIVISION OPERATING BUDGET

	FY 24/25 Actual	FY 25/26 Adopted Budget	FY 25/26 Estimated Actual	FY 26/27 Proposed Budget
<b>Revenues</b>				
Toll Revenues	\$161,106,577	\$165,655,900	\$169,705,035	\$175,229,300
Other Operating Income	\$649,405	\$497,700	\$1,256,800	\$497,700
State Operating Assistance	\$ -	\$ -	\$112,200	\$ -
Federal Operating Assistance	\$54,408	\$84,600	\$84,600	\$ -
Investment Income	\$25,397,548	\$12,350,000	\$15,024,811	\$9,739,300
<b>Total Revenues</b>	<b>\$187,207,938</b>	<b>\$178,588,200</b>	<b>\$186,183,446</b>	<b>\$185,466,300</b>
<b>Percent Change</b>	<b>10.0%</b>	<b>(4.6%)</b>	<b>4.3%</b>	<b>(0.4%)</b>
<b>Expenses</b>				
Salaries	\$29,027,136	\$32,579,600	\$29,316,671	\$33,641,900
Fringe Benefits	\$21,333,240	\$26,017,600	\$23,650,391	\$27,143,100
Professional Services	\$20,076,245	\$24,187,200	\$23,835,102	\$23,390,000
Fuel & Related Taxes	\$466,726	\$467,600	\$542,200	\$467,600
Repair & Operating Supplies	\$4,097,833	\$5,055,300	\$4,770,718	\$5,118,200
Insurance, Taxes & Permits	\$3,752,769	\$4,623,300	\$4,316,566	\$4,761,300
Other	\$385,292	\$639,800	\$348,422	\$683,300
Lease & Rentals	\$108,519	\$43,200	\$45,778	\$43,200
Debt Service - Interest Expense	\$1,908,000	\$3,233,000	\$1,600,000	\$2,879,000
<b>Subtotal Expenses</b>	<b>\$81,155,760</b>	<b>\$96,846,600</b>	<b>\$88,425,848</b>	<b>\$98,127,600</b>
Capital Contribution	\$13,000,000	\$17,000,000	\$17,000,000	\$17,000,000
Depreciation	\$6,245,553	\$5,745,700	\$6,104,746	\$9,242,400
<b>Total Expenses</b>	<b>\$100,401,313</b>	<b>\$119,592,300</b>	<b>\$111,530,594</b>	<b>\$124,370,000</b>
<b>Percent Change</b>	<b>(6.8%)</b>	<b>19.1%</b>	<b>(6.7%)</b>	<b>11.5%</b>
<b>Revenues Over/(Under) Expenses</b>	<b>\$86,806,625</b>	<b>\$58,995,900</b>	<b>\$74,652,852</b>	<b>\$61,096,300</b>



## Assumptions

- Starting July 1, 2026, 4% Salary increase for all Coalition and Non-Represented employees.
- Includes Employers' PERS Contribution of 34.32%.
- OPEB costs are included in Fringe Benefits and reflect the adoption of GASB 75 which accrues for OPEB costs based on the Annual Required Contribution (ARC) for OPEB benefits.
- \$3.65/gallon for fuel costs for the Bridge Division.
- All fiscal years show the transfer of District Division expenses by line item.
- Bridge Division's share of the District Division transfer is \$22.4 million.

### BRIDGE OPERATIONS DATA/COSTS

	FY 24/25 Actual	FY 25/26 Adopted Budget	FY 25/26 Estimated Actual	FY 26/27 Proposed Budget
Total Toll Revenue	\$161,106,577	\$165,655,900	\$169,705,035	\$175,229,300
Southbound Traffic	16,887,881	17,001,145	17,197,315	17,160,905
Average Revenue Per Southbound Crossing	\$9.54	\$9.74	\$9.87	\$10.21



## BRIDGE DIVISION CAPITAL BUDGET

### Program Summary

The FY 26/27 Capital Budget for the Bridge Division totals \$154.1 million and represents 64% of the total agency's capital budget.

Major FY 26/27 capital projects include the seismic retrofit construction of the Golden Gate Suspension Bridge Towers & Side Span (2520), construction of the new Toll Gantry (1820), Toll System for the new gantry (2620), and rehab of the South Approach Viaduct Stringer (2221). A table summarizing the new, continuing and capital equipment projects for the Bridge Division is below.

Annualized capital expenditures for the Bridge Division during FY 25/26 totaled \$101.3 million, funded with \$25.4 million, or 25% District funds and \$75.9 million, or 75% grants funds (See Appendix C).

### Completed Projects

There were no projects completed in FY 25/26 in the Bridge Division.



**BRIDGE DIVISION CAPITAL BUDGET FY 26/27**

Project Number and Description	Total Project	Prior Years	FY 26/27 Budget	Future Years	FY 26/27 Funding	
					District	Other
FY27 – New Projects	4,944,000	-	2,040,000	2,904,000	100%	0%
2722 - NER Rehabilitation (BRIDGE/ENG)	2,134,000	-	272,000	1,862,000	100%	0%
2720 - Lincoln Boulevard Rail Rehabilitation and Tunnel Retrofit (BRIDGE/ENG)	1,725,000	-	863,000	862,000	100%	0%
2721 - Access Control and Video Management System Upgrade (BRIDGE/TECH)	990,000	-	810,000	180,000	100%	0%
2723 - Sergeants Office, Roadway Service, and Elevator Room Doors (BRIDGE)	95,000	-	95,000	-	100%	0%
<b>FY27 - Continuing Projects</b>	<b>1,425,414,000</b>	<b>410,391,000</b>	<b>146,011,000</b>	<b>869,012,000</b>	<b>29%</b>	<b>71%</b>
2520 - Golden Gate Suspension Bridge Towers & Side Span Seismic Retrofit Construction (BRIDGE/ENG)	1,011,726,000	84,433,000	120,000,000	807,293,000	20%	80%
1526 - Suicide Deterrent - Construction (BRIDGE/ENG)	319,564,000	280,675,000	16,100,000	22,789,000	56%	44%
1923 - Golden Gate Suspension Bridge Seismic Retrofit Pre-Construction (BRIDGE/ENG)	25,644,000	22,616,000	50,000	2,978,000	20%	80%
2620 - Gantry Toll System (BRIDGE/ERC)	15,000,000	-	2,071,000	12,929,000	100%	0%
2421 - District-wide Radio Project (BRIDGE/TECH)	12,000,000	878,000	1,762,000	9,360,000	100%	0%
1528 - GGB Wind Retrofit (BRIDGE/ENG)	11,860,000	11,109,000	200,000	551,000	0%	100%
1525 - Toll System Upgrade (BRIDGE/ERC)	11,731,000	8,079,000	100,000	3,552,000	100%	0%
1820 - Toll Plaza Gantry - Construction (BRIDGE/ENG)	10,264,000	2,271,000	3,788,000	4,205,000	100%	0%



Project Number and Description	Total Project	Prior Years	FY 26/27 Budget	Future Years	FY 26/27 Funding	
					District	Other
2221 - South Approach Viaduct Stringer Rehab (BRIDGE/ENG)	6,000,000	213,000	1,500,000	4,287,000	100%	0%
2522 - ERC (D) and Purchasing Trailer Rehabilitation (BRIDGE/ENG)	1,025,000	-	100,000	925,000	100%	0%
2524 - Access and Video Network Upgrade (BRIDGE/TECH)	300,000	106,000	190,000	4,000	100%	0%
2523 - Fiber Optic Infrastructure Upgrade (BRIDGE/TECH)	200,000	11,000	100,000	89,000	100%	0%
2525 - Novato - Big Rock MW Link (BRIDGE/TECH)	100,000	-	50,000	50,000	100%	0%
<b>FY27 - Capital Equipment</b>	<b>12,097,000</b>	<b>-</b>	<b>6,049,000</b>	<b>6,048,000</b>	<b>100%</b>	<b>0%</b>
<b>2729 - Capital Equipment (FY27-FY28) (BRIDGE)</b>	<b>12,097,000</b>	<b>-</b>	<b>6,049,000</b>	<b>6,048,000</b>	<b>100%</b>	<b>0%</b>
<b>Total Capital Expenditures</b>	<b>1,442,455,000</b>	<b>410,391,000</b>	<b>154,100,000</b>	<b>877,964,000</b>	<b>33%</b>	<b>67%</b>
<b>Capital Fund Source – Bridge</b>						
District	677,426,000	190,146,000	50,776,000	436,504,000		
Other	765,029,000	220,245,000	103,324,000	441,460,000		
<b>Total</b>	<b>1,442,455,000</b>	<b>410,391,000</b>	<b>154,100,000</b>	<b>877,964,000</b>		

\* Numbers in this table are rounded to the nearest \$1,000. Please check narrative section for actual Total Project Budget.



## Bridge Division FY 26/27 Capital Project Detail

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

#### **Project 2722 – NER Rehabilitation - \$2,134,000**

This project is to design and construct safety improvements in the NER room at the north end of the Bridge. Installations include a Fire Suppression System, heating/cooling system and new fiber. Project is necessary to protect the equipment and servers in the NER room since Toll Backup servers have been moved to this location, and to replace old and deteriorated fiber necessary for the toll collection system operation. [Operating Budget Impact: Reduction - Low]

#### **Project 2720 – Lincoln Boulevard Rail Rehabilitation and Tunnel Retrofit - \$1,725,000**

This project is to repair the rail above Lincoln Boulevard as well as the seismic retrofit of the tunnel on Lincoln Boulevard. [Operating Budget Impact: No significant impact.]

#### **Project 2721 – Access Control and Video Management System Upgrade - \$990,000**

This project is the upgrade of the Access Control and Video Management System at District Facilities, as the current system is at the end of support. Work includes upgrade of servers, workstations, cameras, badges and other accessories. [Operating Budget Impact: Increase – Medium]

#### **Project 2723 – Sergeants Office, Roadway Service, and Elevator Room Doors - \$95,000**

This project is to install doors to replace back entrance to Sgt.'s Office and entry way into Roadway Service Department Locker Room. Also, this project will replace the double-doors to the elevator. [Operating Budget Impact: No Significant Impact]

### ***Continuing Projects***

#### **Project 1525 – Toll System Upgrade – \$11,730,848**

This project will upgrade and enhance the current toll system which 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: Reduction - Low]

#### **Project 1526 – Suicide Deterrent – Construction – \$319,564,145**

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: Reduction – High]

#### **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. [Operating Budget Impact: Reduction - Medium]

**Project 1820 – Toll Plaza Gantry – Construction - \$10,264,000**

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: Reduction - Low]

**Project 1923 – Golden Gate Suspension Bridge Seismic Retrofit Pre-Construction - \$25,644,000**

This project will fund the Construction Management/General Contracting portion of Phase IIIB of the Golden Gate Bridge Seismic Retrofit project. [Operating Budget Impact: Reduction – High]

**Project 2221 – South Approach Viaduct Stringer Rehab – \$6,000,000**

This project will rehabilitate the stringers and associated framing in Tower Span 2 and Tower Span 3 of the South Approach Viaduct. The rehabilitation work includes furnishing and installing temporary steel supports and new structural steel members. [Operating Budget Impact: Reduction - High]

**Project 2421 – District-wide Radio Project – \$12,000,000**

This project will be upgrading the current system with a new radio system. This will be a District-wide project that will also include an upgrade of the consoles used to communicate with other mobile radios and must now support Windows 10. [Operating Budget Impact: Reduction - High]

**Project 2520 – Golden Gate Suspension Bridge Towers & Side Span Seismic Retrofit Construction - \$1,011,726,000**

This project comprises Contract 1 of the Golden Gate Suspension Bridge Seismic Retrofit construction, which includes retrofit of the North & South towers and side spans. [Operating Budget Impact: Reduction - High]

**Project 2522 – ERC (D) and Purchasing Trailer Rehabilitation - \$1,025,000**

This project will prepare a design bid package and perform rehabilitation of the Electronic Revenue Collection Trailer (Trailer D) and the Purchasing Trailer, both located at the Golden Gate Bridge Toll Plaza. The trailers are deteriorated, uninhabitable, and at the end of their useful life. This project will remove the existing trailers and replace them with new or used in-kind trailers. [Operating Budget Impact: Reduction - Low]

**Project 2523 – Fiber Optic Infrastructure Upgrade - \$200,000**

This project is for the upgrade of the existing fiber optic cable infrastructure District-wide. [Operating Budget Impact: No significant impact]



## **Bridge Division**

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### **Project 2524 – Access and Video Network Upgrade – \$300,000**

This project is to replace and upgrade the access and video network equipment, including routers and switches. The current equipment versions are no longer supported. [Operating Budget Impact: No significant change]

### **Project 2525 – Novato – Big Rock MW Link - \$100,000**

This project is for the installation of a new microwave link from Novato to Big Rock to be utilized for the D-2 Novato Bus Satellite Operation Control Center. [Operating Budget Impact: Reduction - Low]

### **Project 2620 – Gantry Toll System - \$15,000,000**

This project is for the toll system hardware, software, and consulting services necessary to add the Golden Gate Bridge's tolling system to the new Gantry being constructed through project 1820. [Operating Budget Impact: Reduction - High]

## ***Capital Equipment***

### **Project 2729 – Capital Equipment – Bridge – \$12,097,000**

This is the purchase of capital equipment for the Bridge Division for fiscal years FY 26/27 and FY 27/28. [Operating Budget Impact: No significant impact.]



# BRIDGE DIVISION PERSONNEL SUMMARY BY DEPARTMENT

District Staffing by Department	FY 24/25 Year-End	FY 25/26 Adopted Budget	FY 25/26 Year-End	FY 26/27 Proposed Budget	Net Change FY 25/26 to FY 26/27
<b>Bridge Service 212</b>					
Chief of Roadway Services	1	1	1	1	-
Lane Worker	4	4	4	4	-
Lane Worker Part-Time	3	3	3	3	-
Roadway Services Supervisor	4	4	4	4	-
Roadway Services Technician	14	14	14	14	-
<b>Total</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>-</b>
<b>All Electronic Tolling 213</b>					
Electronic Revenue Collection Analyst	2	1	1	1	-
Electronic Revenue Collection Manager	1	2	2	2	-
Director of Tolls and Revenue Operations	1	1	1	1	-
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>-</b>
<b>Bridge Security 214</b>					
Bridge Captain	1	1	1	1	-
Bridge Lieutenant	3	3	3	3	-
Bridge Patrol Officer	22	22	22	22	-
Bridge Sergeant	10	10	10	10	-
<b>Total</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>-</b>
<b>Bridge Electrical 221</b>					
Chief Electrician	1	1	1	1	-
Chief Plumber	1	1	1	1	-
Communications/Electronics Technician	4	4	4	4	-
Supervisor	1	1	1	1	-
Electrical Superintendent	1	1	1	1	-
Electrician	7	7	7	7	-
<b>Total</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>-</b>
<b>Bridge Paint 222</b>					
Bridge Painter	29	29	29	29	-
Chief Bridge Painter	4	4	4	4	-
Lead House Painter	1	1	1	1	-
House Painter	1	1	1	1	-
Paint Laborer	5	5	5	5	-
Paint Apprentice	4	4	4	4	-
Paint Superintendent	1	1	1	1	-
<b>Total</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>-</b>



## Bridge Division

District Staffing by Department	FY 24/25 Year-End	FY 25/26 Adopted Budget	FY 25/26 Year-End	FY 26/27 Proposed Budget	Net Change FY 25/26 to FY 26/27
<b>Bridge Ironworkers 223</b>					
Apprentice Ironworker	3	3	3	3	-
Ironworker	15	15	15	15	-
Ironworker Superintendent	1	1	1	1	-
Pusher Ironworker	3	3	3	3	-
<b>Total</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>-</b>
<b>Operating Engineers 224</b>					
Chief Operating Engineer	1	1	1	1	-
Operating Engineer	6	6	6	6	-
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>-</b>
<b>Bridge Mechanics 226</b>					
Body Fender Mechanic	2	2	2	2	-
Chief Mechanic	1	1	1	1	-
Heavy Duty Mechanic	3	3	3	3	-
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>-</b>
<b>Bridge Streets &amp; Grounds 227</b>					
Carpenter	1	1	1	1	-
Cement Mason	1	1	1	1	-
Chief Laborer	2	2	2	2	-
Laborer	11	11	11	11	-
Superintendent of Facilities & Maintenance	1	1	1	1	-
<b>Total</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>-</b>
<b>Bridge Procurement 240</b>					
Buyer	1	1	1	1	-
Lead Storekeeper	1	1	1	1	-
Senior Buyer	1	1	1	1	-
Storekeeper	2	2	2	2	-
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>-</b>
<b>Bridge General &amp; Administration 290</b>					
Administrative Assistant	1	1	1	1	-
Deputy General Manager, Bridge Division	1	1	1	1	-
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>
<b>Total Bridge Division Totals</b>					
<b>Total Authorized Positions</b>	<b>184</b>	<b>184</b>	<b>184</b>	<b>184</b>	<b>-</b>

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







Bus Division Profile .....98

Bus Division Organizational Chart .....99

Bus Division Status ..... 100

FY 26/27 Bus Division Goals and Projects..... 102

Changes From FY 25/26 Estimated Actual to FY 26/27 Proposed Budget ..... 103

Bus Division Operating Budget ..... 105

Bus Division Capital Budget ..... 107

Bus Division Personnel Summary by Department ..... 112



## BUS DIVISION PROFILE

In November 1969, the District received authorization from the California State Legislature to develop a mass transit plan for the Golden Gate Corridor. On January 3, 1972, the District began providing bus service from Marin and Sonoma Counties to San Francisco as a replacement for bus service that had been privately operated by Greyhound.

The Bus Division is responsible for bus transit service that offers an attractive alternative to the automobile, operating out of four facilities along a 60-mile service corridor stretching from Sonoma County to San Francisco. Its central hub in San Rafael serves as a base for operations, maintenance, and administration and is supported by satellite facilities in San Francisco, Novato, and Santa Rosa for bus storage and servicing.

Tasked with vehicle operations and maintenance, scheduling, service development, data analysis, and general administration of Golden Gate Transit's (GGT) fixed-route bus service, the Bus Division is also focused on adapting to emerging community needs in a post-pandemic environment. Future growth in ridership is closely linked to the return of workers to downtown San Francisco and the city's economic revival. By monitoring ridership and travel trends along the Highway 101 Corridor and prioritizing investments in regional services (Routes 101, 120, 580, and 580X) across its service area, the Division aims to enhance service frequency and reliability to meet evolving ridership patterns and work schedules while boosting operational efficiency. This is crucial to improving access to transit, rebuilding public trust, and advancing the MASCOTS service restructuring effort to reallocate resources from lower-demand areas to corridors with stronger ridership potential, while carefully managing the restoration of commute services to San Francisco based on demand and available resources.

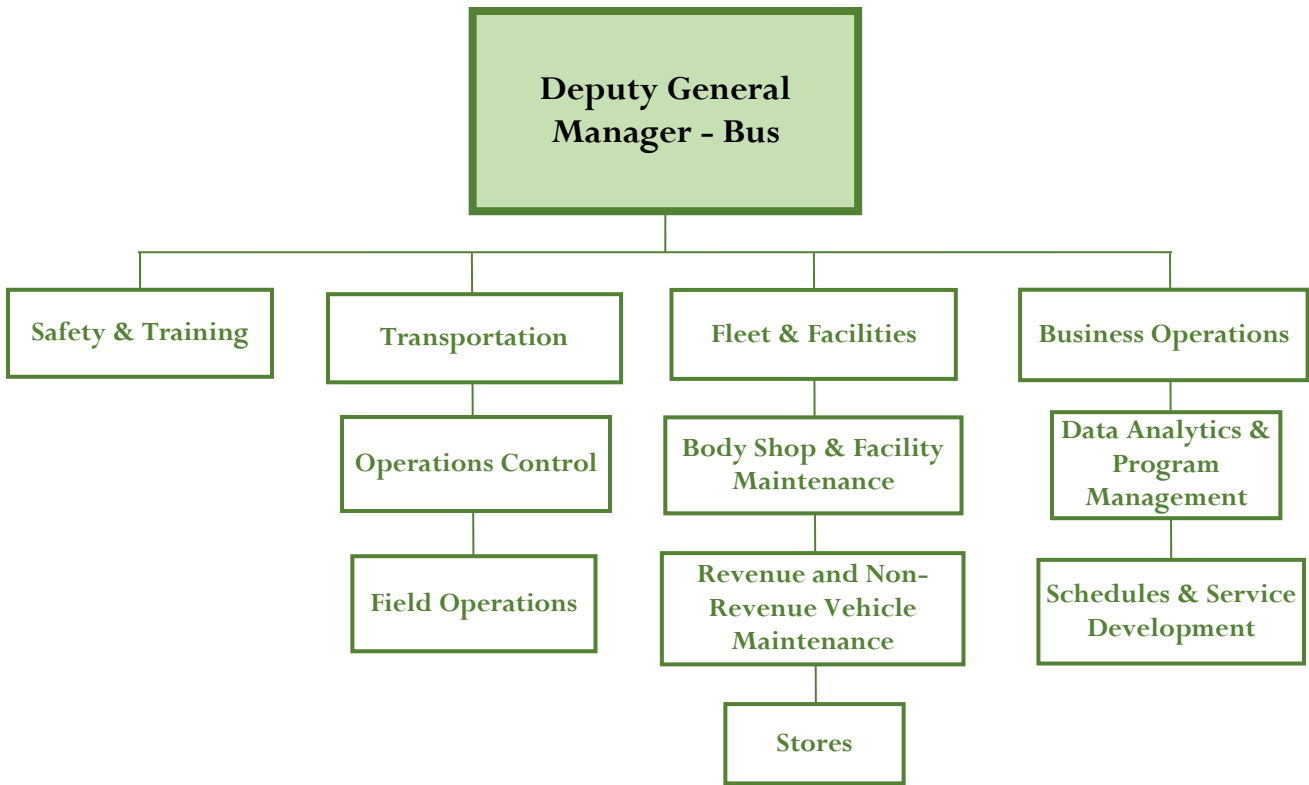
Currently, the Bus Division operates over 3.4 million miles annually and serves more than 3 million customers across regional and local services that include GGT, Marin Transit, and BART Early Bird Express. Specifically, for GGT, the Bus Division operates more than 2.3 million miles and serves over 1.4 million customers on a network of four regional and four commute routes.

The Bus Division provides the following transit services:

- Intercounty, regional service that provides general mobility along the Highway 101 Golden Gate and Richmond-San Rafael Bridge Corridors.
- Express commute service connecting Marin and Sonoma Counties to downtown San Francisco along the Highway 101 Golden Gate Corridor.
- Local service under an agreement with Marin Transit.
- Early Bird Express (EBX) service under an agreement with Bay Area Rapid Transit (BART).



# BUS DIVISION ORGANIZATIONAL CHART



## **BUS DIVISION STATUS**

### **Notable Capital Projects in FY 26/27**

The Bus Division continues to advance strategic capital infrastructure investments that strengthen operational reliability, enhance facility resilience, and support long-term workforce sustainability. Over the past year, the Division completed several significant facility upgrades. In FY 25/26, the Bus Division completed the full resurfacing of the San Rafael employee parking lot, installation of a solar photovoltaic system with expandable electric vehicle charging capacity, and construction of a 36' x 60' modular building to enhance access to onsite occupational health services. The Bus Division also completed a project to upgrade its Novato bus facility that included roof replacement, window upgrades, exterior painting, and installation of an electrical transfer switch to enable mobile generator connectivity during extended power outages. Collectively, these investments modernize aging infrastructure, improve continuity of operations, and reinforce the Bus Division's commitment to sustainability and employee support.

Building on this foundation, the Bus Division will initiate additional facility modernization efforts in FY 26/27. Planned improvements include exterior preservation work at the San Rafael Maintenance Building B and the Fuel Island to protect critical assets from weather-related deterioration and extend useful life. Additionally, the Steam Cleaning Bay hoist replacement project will introduce a drive-on lifting system capable of supporting a 77,000-pound vehicle, improving safety, operational efficiency, and compatibility with the evolving fleet. These investments reflect a disciplined approach to capital stewardship and long-term asset management aligned with operational needs.

### **Service Improvements and Interagency Projects**

In April 2026, Golden Gate Transit implemented the Marin-Sonoma Coordinated Transit Service (MASCOTS) Plan service changes, representing the most significant restructuring of bus service since 2003. The service realignment reallocates resources to better reflect post-pandemic travel patterns and strengthens service along the Highway 101 Golden Gate Corridor, where ridership demand remains strongest.

Golden Gate Transit's partnership with the Marin County Transit District remains in effect through FY 26/27, ensuring coordinated delivery of local and regional service throughout Marin County. The District also continues its partnership with BART on the Early Bird Express program, maintaining essential early morning connectivity between the East Bay and San Francisco. These interagency collaborations remain central to delivering seamless and efficient transit service across jurisdictions.

### **Technology & Operational Enhancements**

The Bus Division continues advancing targeted technology initiatives to improve operational efficiency and data-driven decision-making. A major HASTUS software upgrade began in FY 25/26 to enhance scheduling, workforce management, and system performance. Development of a bi-directional interface between HASTUS and INIT's CAD/AVL platform remains underway to streamline workflows, reduce manual processes, and improve data accuracy.



The Bus Division is also expanding business intelligence capabilities to strengthen executive oversight of key performance indicators and reporting transparency. These initiatives support modernization, accountability, and long-term operational consistency.

## **Workplace Safety & Employee Support**

Safety remains the highest operational priority for the Bus Division. The Public Transportation Agency Safety Plan underwent its annual review in FY 25/26 through a labor-management Safety Committee and was presented to the Board of Directors for approval. Formal processes for reporting safety concerns and near-miss incidents are in place, supported by a Safety Risk Reduction Program designed to proactively identify hazards, implement mitigation strategies, and establish measurable safety performance targets in alignment with Federal Transit Administration requirements.

The Bus Division also conducted ongoing de-escalation training and refresher programs to reinforce frontline preparedness, while expanding safety communications and recognition initiatives, such as the Bus Operator Safety Awards Program, to promote a culture of accountability and professional excellence throughout the Bus Division.

## **Recruitment and Workforce Development**

Golden Gate Transit continues to invest in workforce development to address industry-wide recruitment challenges and maintain a sustainable pipeline of skilled operators. The Bus Coach Operator Apprenticeship Program, grew to 69 registered apprentices with 20 new registrations in FY 25/26. Delivered in partnership with College of Marin and supported by a dedicated Apprenticeship Coordinator, the program combines academic instruction with structured on-the-job training and college credit.

In FY 25/26, the program secured grant funding through the Amalgamated Transit Union to strengthen mentorship, enhance instructor development, and support continued program growth and compliance. The annual review by the Division of Apprenticeship Standards confirmed the program's strong governance structure and adherence to state requirements.

In FY 25/26, 22 candidates enrolled in the Pre-Apprenticeship Program in partnership with Santa Rosa Junior College, including referrals from the Canal Alliance to strengthen community recruitment. The District continues pursuing grant funding and expanding partnerships to support program growth and long-term sustainability.

## **Maintenance Activities and Other Projects**

In addition to capital modernization efforts, the Bus Division continued to prioritize preventative maintenance programs, fleet condition monitoring, and lifecycle planning in FY 25/26 to ensure consistent fleet availability and regulatory compliance. Ongoing coordination among Maintenance, Dispatch, and Operations supported service reliability, minimizes downtime, and sustains readiness across all service levels.



## FY 26/27 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

Enhance the vehicle maintenance program to maximize the availability of safe, reliable, and clean buses for operation in revenue service, maximizing vehicle and component useful life, minimizing unscheduled maintenance activities and to lower overall vehicle lifecycle maintenance costs while ensuring compliance with local, state, and federal regulations.

### FY 26/27 Project Focus

The following are capital projects that affect the Bus Division and will be part of the District's work plan focus for FY 26/27. Please refer to the Bus Division's Capital project detail for more description.

#### FACILITIES

D1 Main Water Line Rehabilitation

Heavy Duty Shop Overhead Crane

D1 Steam Cleaning Bay Bus Lift Replacement

D1 Bus Maintenance Shop Exterior Painting

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#### BUS OPERATIONS

Demand Vehicle Replacement



# CHANGES FROM FY 25/26 ESTIMATED ACTUAL TO FY 26/27 PROPOSED BUDGET

## Revenues

The Bus Division's FY 26/27 Proposed Revenues of \$42.2 million consists of:

- \$8.7 million from Regional Fares
- \$15.1 million from Federal and State Grants
- \$5.7 million from Other Operating Income
- \$12.7 million from the Marin Local Service Contract

The Bus Division's main sources of revenue have significantly declined since the pandemic and the slow economic recovery in the region. Prior to the pandemic, up to 50% of the Bus Division was funded by bridge toll revenue. However, post-pandemic, the District has experienced a drop in toll revenue that has been slow to recover year over year, significantly diminishing that revenue source. As a result the Bus Division is projected to use 62.5% of toll revenue and District reserves in FY 26/27. A second large source of income, fare revenue, has also decreased significantly. In FY 18/19, Bus Fare revenue was \$15.5 million. In FY 20/21, Bus Fare revenue dropped to \$3 million because of the pandemic. Fare revenue in FY 22/23 rebounded to \$7.1 million and has continued to incrementally increase each year to \$7.9 million in FY 24/25 and to an estimated \$8.8 million in FY 25/26 which includes an annual fare increase. In recent years, the ridership has modestly increased year-over-year.

The last allocation of SB125 funding was received in FY 25/26, which allowed the District to fill the operating deficit. In FY 26/27 the operating gap is being filled by \$47.8 million in bridge tolls, \$15.1 million in State Operating Assistance, \$18.3 in other operating revenue and \$22.4 million in District Reserves.

The Bus Division's Proposed Revenues for FY 26/27 are projected to decrease by \$23.1 million, or 35.4%, compared to the FY 25/26 Estimated Actual. The net decrease is mainly attributed to SB125 one-time state operating assistance of \$22.5 million received in FY 25/26, a reduction in anticipated TDA funding in Sonoma County, and a slight reduction in fare revenue and advertising revenue. A five-year fare plan was Proposed in March 2023 and began in FY 23/24, and FY 26/27 will be the fourth year of the fare plan. The projected regional ridership recovery is forecasted to increase to 51% by the end of FY 25/26 with a projected recovery rate of 53% at the end of FY 26/27. Fare revenue is projected at \$8.7 million for FY 26/27 using these growth rates.

## Expenses

The Bus Division's FY 26/27 Proposed Operating Expenses total \$112.3 million. The Bus Division's FY 26/27 Proposed Budget contains a \$12.8 million, or 12.9%, increase in operating expenses over FY 25/26 estimated actual expenses. The increase is primarily the funding of staff due to vacancies, cost-of-living adjustments to salaries and benefits, increases in benefit cost and increases in fuel and maintenance costs. The components of the changes to expenses are summarized in the table on the following page.



**SUMMARY OF CHANGES FROM FY 25/26 ESTIMATED ACTUAL TO  
FY 26/27 PROPOSED BUDGET  
(ALL FIGURES IN MILLIONS)**

Labor	
Increase in salaries due to funding of vacant positions and COLAs	\$ 5.1
Increase in payroll taxes for FY 26/27 due to funding of vacant positions and COLAs	\$0.6
Increase in pension contributions for FY 26/27 due to funding of vacant positions and COLAs	\$0.9
Increase in medical expenses for FY 26/27 due to funding of vacant positions and an increase in annual costs	\$ 2.7
Increase in postemployment benefits (OPEB) for FY 26/27	\$0.5
Increase in Workers' Compensation expenses for FY 26/27	\$0.8
Increase in Miscellaneous Benefits	\$(0.5)
Professional Services	
Re-funding Bus professional services for FY 26/27 due to lower usage in FY 25/26	\$0.7
Increase in facilities maintenance and security services for FY 26/27	\$0.4
Supplies and Other	
Decrease in projected fuel costs due to a decrease in mileage	\$(0.2)
Re-funding of repair and operating supplies for FY 26/27 due to lower usage in FY 25/26	\$0.7
Increase in insurance premiums for FY 26/27	\$0.3
Re-funding of staff development expenses unused in FY 25/26	\$0.6
Capital Contribution and Depreciation	
No change in capital contribution in FY 26/27	\$ -
Projected increase in depreciation expenses in FY 26/27	\$0.4
<b>Total Change from FY 25/26 Estimated Actual to FY 26/27 Proposed Budget</b>	<b>\$13.0</b>



## BUS DIVISION OPERATING BUDGET

	FY 24/25 Actual	FY 25/26 Adopted Budget	FY 25/26 Estimated Actual	FY 26/27 Proposed Budget
<b>Revenues</b>				
Regional Transit Fares	\$7,932,498	\$7,847,200	\$8,775,818	\$8,708,900
Other Operating Income	\$5,228,788	\$5,636,000	\$5,715,100	\$5,671,300
State Operating Income	\$19,605,214	\$17,905,800	\$16,098,100	\$15,106,600
SB125 – One-Time Funding	\$ -	\$22,461,200	\$22,461,200	\$ -
Federal Operating Income	\$20,860	\$10,000	\$10,000	\$ -
Other Operating Income (MT*)	\$12,973,287	\$12,220,500	\$12,220,500	\$12,653,900
<b>Total Revenues</b>	<b>\$45,760,647</b>	<b>\$66,080,700</b>	<b>\$65,280,718</b>	<b>\$42,140,700</b>
<b>Percent Change</b>	<b>(0.6%)</b>	<b>44.4%</b>	<b>(1.2%)</b>	<b>(35.4%)</b>
<b>Expenses</b>				
Salaries	\$40,631,866	\$43,751,400	\$38,259,501	\$43,308,100
Fringe Benefits	\$34,396,383	\$41,445,200	\$35,221,244	\$40,116,800
Professional Services	\$7,059,174	\$8,502,900	\$7,712,118	\$8,877,200
Fuel & Related Taxes	\$2,634,706	\$3,667,600	\$3,420,500	\$3,230,100
Repair & Operating Supplies	\$3,803,477	\$4,829,500	\$4,160,340	\$4,891,200
Insurance, Taxes & Permits	\$3,039,946	\$3,422,500	\$3,385,380	\$3,733,900
Purchased Transportation	\$1,642,055	\$1,663,700	\$1,663,700	\$1,509,300
Other	\$459,191	\$599,600	\$24,060	\$631,900
Lease & Rentals	\$975,503	\$994,600	\$1,042,940	\$994,600
<b>Subtotal Expenses</b>	<b>\$94,642,301</b>	<b>\$108,877,000</b>	<b>\$94,889,783</b>	<b>\$107,293,100</b>
Capital Contribution	\$3,000,000	\$2,000,000	\$2,000,000	\$2,000,000
Depreciation	\$2,639,250	\$2,962,000	\$2,647,480	\$3,038,200
<b>Total Expenses</b>	<b>\$100,281,551</b>	<b>\$113,839,000</b>	<b>\$99,537,263</b>	<b>\$112,331,300</b>
<b>Percent Change</b>	<b>(3.8%)</b>	<b>13.5%</b>	<b>(12.6%)</b>	<b>12.9%</b>
<b>Revenues Over/(Under) Expenses</b>	<b>\$(54,520,904)</b>	<b>\$(47,758,300)</b>	<b>\$(34,256,545)</b>	<b>\$(70,190,600)</b>
SB125 Payback	\$4,850,200	\$(4,850,200)	\$(4,850,200)	\$ -
<b>Revenues Over/(Under) Expenses with SB125 Payback**</b>	<b>\$(49,670,704)</b>	<b>\$(52,608,500)</b>	<b>\$(39,106,745)</b>	<b>\$(70,190,600)</b>

\*Marin Transit Contract Revenue

\*\* The remaining balance for FY 24/25 and FY 26/27 is covered with funds produced by the Bridge Division.



## Assumptions

- Starting July 1, 2026, 4% Salary increase for all Coalition, Non-Represented, and ATU-Administration employees.
- No salary increases starting September 1, 2026 for ATU Bus Operator employees.
- Includes negotiated ATU Pension contribution (34.5%) and Employer PERS contribution (34.32%).
- OPEB costs are included in Fringe Benefits and reflect the adoption of GASB 75, which accrues for OPEB costs based on the Annual Required Contribution (ARC) for OPEB benefits.
- \$3.65/gallon for fuel costs for the Bus Division.
- Projected decrease in average fare due to services changes implemented in the MASCOTS plan.
- All fiscal years show the transfer of District Division expenses by line item.
- The Bus Division’s share of the District Division transfer is \$19.5 million.

### BUS OPERATIONS DATA

	FY 24/25 Actual	FY 25/26 Adopted Budget	FY 25/26 Estimated Actual	FY 26/27 Proposed Budget
Regional Transit Fares	\$7,932,498	\$7,847,200	\$8,775,818	\$8,885,980
Regional Ridership	1,502,024	1,493,618	1,583,203	1,644,614
Average Fare	\$5.28	\$5.25	\$5.54	\$5.40
Cash Fare Cost of Transaction per Patron	\$1.19	\$1.16	\$1.18	\$1.12
Clipper Fare Cost of Transaction per Patron	\$0.70	\$0.76	\$0.67	\$0.67



# BUS DIVISION CAPITAL BUDGET

## Program Summary

The FY 26/27 Capital Budget for the Bus Division totals \$7.7 million and represents 3% of the agency's total capital budget. Major work and financial investment in FY 26/27 focus on continuing projects, such as the San Rafael Transit Center Environmental, Final Design and Property Acquisition Projects (1717 and 2431) and new project D1 Steam Cleaning Bay Bus Lift Replacement (2731). A table summarizing the new, continuing and capital equipment projects for the Bus Division is below.

Annualized capital expenditures for the Bus Division during FY 25/26 total \$2.5 million, funded with \$1.6 million, or 63% District funds and \$0.9 million, or 37% grant funds (See Appendix C).

## Completed Projects

Two (2) Bus Division Capital Projects were completed in FY 25/26.

### Project 1431 – Resurface D1 Employee Parking Lot & Solar Panels – \$12,155,618

This project resurfaced the San Rafael employee parking lot, reducing trip and fall hazards and correcting drainage issues. Before 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 included drilling foundations, running conduits, and upgrading the electrical service at the facility. [Operating Budget Impact: Reduction - Medium]

### Project 2435 – D-2 Dispatch & Fuel Island Bldg Roof Rehab - \$710,512

This project included the design and construction for the rehabilitation of the Novato (D-2) Dispatch and Fuel Island Building. This encompassed a new roof, new windows, miscellaneous repairs due to water damage, and the painting of both buildings. [Operating Budget Impact: Reduction - Medium]

### BUS DIVISION CAPITAL BUDGET FY 26/27

Project Number and Description	Total Project	Prior Years	FY 26/27 Budget	Future Years	FY 26/27 Funding District	FY 26/27 Funding Other
FY27- New Projects	15,932,000	-	1,757,000	14,175,000	66%	34%
2730 - Replace 10 Over-the-Road Coaches (BUS)	12,000,000	-	500,000	11,500,000	20%	80%
2732 - D3 Site Security Upgrade (BUS/ENG)	1,400,000	-	250,000	1,150,000	20%	80%
2731 - D1 Steam Cleaning Bay Bus Lift Replacement (BUS/ENG)	1,222,000	-	706,000	516,000	100%	0%



## Bus Division

Project Number and Description	Total Project	Prior Years	FY 26/27 Budget	Future Years	FY 26/27 Funding District	FY 26/27 Funding Other
2733 - San Rafael District Administration Building Gutter Repair (BUS/ENG)	890,000	-	201,000	689,000	100%	0%
2734 - D1 Bus Maintenance Shop and Building B Exterior Painting (BUS/ENG)	420,000	-	100,000	320,000	100%	0%
<b>FY27 - Continuing Projects</b>	<b>42,108,000</b>	<b>5,188,000</b>	<b>4,801,000</b>	<b>32,119,000</b>	<b>35%</b>	<b>65%</b>
2431 - San Rafael Transit Center Final Design and Property Acquisition (BUS/ENG)	32,000,000	4,000	3,000,000	28,996,000	19%	81%
1717 - SRTC Replacement Design/Env (Planning Dept) (BUS/PLANNING)	5,645,000	4,655,000	800,000	190,000	31%	69%
2631 - Demand Vehicle Replacement (BUS/PLANNING)	1,750,000	-	200,000	1,550,000	20%	80%
2131 - D-1 Bus Admin Bldg Roof and HVAC Rehab, Fire Alarm System Upgrade, New Front Door Enclosure & New Radio Rm Windows (BUS/ENG)	1,119,000	81,000	277,000	761,000	100%	0%
2630 - D1 Main Water Line Rehabilitation (BUS/ENG)	613,000	-	154,000	459,000	100%	0%
1931 - Bus Division Office Improvements (BUS)	510,000	359,000	20,000	131,000	100%	0%
2530 - San Rafael Heavy Duty Shop Overhead Crane (BUS/ENG)	471,000	89,000	350,000	32,000	100%	0%
<b>FY27 - Capital Equipment</b>	<b>2,187,000</b>	<b>-</b>	<b>1,093,000</b>	<b>1,094,000</b>	<b>100%</b>	<b>0%</b>
2739 - Capital Equipment (FY27-FY28) (BUS)	2,187,000	-	1,093,000	1,094,000	100%	0%
<b>Total Capital Expenditures</b>	<b>60,227,000</b>	<b>5,188,000</b>	<b>7,651,000</b>	<b>47,388,000</b>	<b>51%</b>	<b>49%</b>
<b>Capital Fund Source - Bus</b>						
District	18,292,000	1,973,000	3,909,000	12,410,000		
Other	41,935,000	3,215,000	3,742,000	34,978,000		
<b>Total</b>	<b>60,227,000</b>	<b>5,188,000</b>	<b>7,651,000</b>	<b>47,388,000</b>		

\* Numbers in this table are rounded to the nearest \$1,000. Please check narrative section for actual Total Project Budget.



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## Bus Division FY 26/27 Capital Project Detail

### ***New Projects***

#### **Project 2730 – Replace 10 Over-the-Road Coaches - \$12,000,000**

This project is for the purchase of 10 new over-the-road buses as the vehicles in the existing fleet will be retired in the next two fiscal years. [Operating Budget Impact: Reduction – Medium]

#### **Project 2731 – D1 Steam Cleaning Bay Bus Lift Replacement - \$1,222,000**

This project is the replacement of the existing bus lift in the steam cleaning bay which was installed circa 1985 and has reached the end of its useful service life. The current lift is rated at 28,000 pounds and is limited to lifting only one end of a bus at a time, which no longer meets operational or safety needs. The proposed replacement is a modern, drive-on style bus lift capable of lifting the entire vehicle at once. This upgrade will improve safety, efficiency, and compatibility with the current and future bus fleet with a weight capacity of 77,000 lbs. [Operating Budget Impact: Reduction – Medium]

#### **Project 2732 – D3 Site Security Upgrade - \$1,400,000**

This project includes the installation of an automated bus gate, enhancements to the personnel gate featuring card reader access, high security chain link fencing and additional surveillance cameras aligning yard security with that of Division 1 and Division 2 standards. Once the project is completed contracted security service can be reduced providing significant cost savings for the District. [Operating Budget Impact: Reduction – High]

#### **Project 2733 – San Rafael District Administration Building Gutter Repair - \$890,000**

This project includes the repair of the District Administration Building gutter system. This project will include replacing the existing gutters to eliminate leaks into the soffit areas and prevent further deterioration of the stucco exterior and underlying structural components. Additionally, the project will address necessary repairs to the building soffit and walls due to past leaks and painting of the building. [Operating Budget Impact: Reduction – Medium]

#### **Project 2734 – D1 Bus Maintenance Shop and Building B Exterior Painting - \$420,000**

This project includes the exterior painting of the Main Bus Maintenance Shop (Building B) and accompanying oil tank storage facility and Fuel Island (Building J) and the gasoline tank storage facility. This project is necessary to protect and preserve the buildings from weather-related deterioration and environmental exposure. The facility has not been painted in over 25 years and 30 years, respectively, and completion of this work is needed to prevent further degradation and costly damage. In addition, repainting will significantly enhance the overall appearance of the San Rafael Division as viewed from the street. [Operating Budget Impact: No significant impact]



## **Continuing Projects**

### **Project 1931 – Bus Division Office Improvements – \$510,000**

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 a dedicated space to cook, eat and sponsor team-building activities. This project also includes improvements to the areas utilized by Bus Operations staff, primarily bus operators, dispatchers and Transit Supervisors, in between trips, runs and/or work activities at Divisions 1 (San Rafael) and 4 (San Francisco). Hundreds of employees utilize these spaces daily to rest, eat, collaborate, study, and receive information from the District and network with each other. [Operating Budget Impact: No significant impact.]

### **Project 1717 – San Rafael Transit Center (SRTC) Replacement Design/Environmental – \$5,645,000**

The project encompasses preliminary design and environmental review to facilitate relocation of 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, including 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: No significant impact.]

### **Project 2131 – D-1 Bus Admin Bldg. Roof and HVAC Rehab, Fire Alarm System Upgrade, New Front Door Enclosure & New Radio Rm Windows - \$1,119,000**

This project will design the rehabilitation for the San Rafael D-1 Bus Administration Building including a new roof, new HVAC system, upgraded fire alarm system, new front door enclosure, new radio room windows, interior room improvements and miscellaneous repairs due to water damage and HVAC modifications. [Operating Budget Impact: Reduction - Medium]

### **Project 2431 – San Rafael Transit Center Final Design and Property Acquisition - \$32,000,000**

This project will complete the final design and property acquisition for a new San Rafael Transit Center. The Final Design phase will complete the preliminary design work initiated in Project #1717. The Property Acquisition phase will acquire outright all properties necessary to complete the project. The Construction phase that was attached to this project in FY 23/24 will be entered into the budget as a separate project when the District is ready to begin construction work. [Operating Budget Impact: Reduction - Low]



**Project 2530 – San Rafael Heavy Duty Shop Overhead Crane - \$471,000**

The scope of this project is to furnish and install an overhead crane at the San Rafael Heavy Duty Shop to provide for removing and replacing roof-mounted components located on hybrid and zero-emission buses. The project includes modifications to allow the installation of the overhead crane onto the building's existing framing members. [Operating Budget Impact: Reduction - Medium]

**Project 2630 – D1 Main Water Line Rehabilitation - \$613,000**

The project includes rehabilitating the D1 bus facility's main water line, including installing a backflow preventer, replacing valves and other associated water line work. [Operating Budget Impact: No significant impact.]

**Project 2631 – Demand Vehicle Replacement - \$1,750,000**

This project will replace 17 paratransit vehicles at the end of useful life. Replacements occur approximately every five years. [Operating Budget Impact: No significant impact.]

***Capital Equipment***

**Project 2739 – Capital Equipment – Bus – \$2,187,000**

This is the purchase of capital equipment for the Bus Division for fiscal years FY 26/27 and FY 27/28. [Operating Budget Impact: No significant impact.]



# BUS DIVISION PERSONNEL SUMMARY BY DEPARTMENT

District Staffing by Department	FY 24/25 Year-End	FY 25/26 Adopted Budget	FY 25/26 Year-End	FY 26/27 Proposed Budget	Net Change FY 25/26 to FY 26/27
<b>Bus Operations Administration 311</b>					
Apprenticeship Coordinator	1	1	1	1	-
Bus Operations Program Manager	1	1	1	1	-
Director of Safety & Training	1	1	1	0	-1 (e)
Director of Transportation	1	1	1	1	-
Dispatcher I	9	9	9	9	-
Dispatcher Part-Time	2	2	2	2	-
Manager of Transit Training	0	0	0	1	1 (e)
Manager of Transportation Field Operations	1	1	1	1	-
Operations Control Center Manager	1	1	1	1	-
Safety & Training Supervisor	2	2	2	2	-
Senior Director of Transit Operations	0	0	0	0	-
Mechanic Leader- Trainer	1	1	1	1	-
Transportation Field Supervisor	10	10	10	10	-
<b>Total</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>-</b>
<b>Bus Operations 312</b>					
Bus Operators Full-Time	275	275	275	185	-90 (d)
Bus Operators Part-Time	5	5	5	5	-
<b>Total</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>190</b>	<b>(90)</b>
<b>Bus Maintenance Administration 321</b>					
Director of Fleet & Facilities	1	1	1	1	-
Manager of Fleet & Facilities	1	1	1	1	-
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>
<b>Bus Maintenance Mech/Stores 322</b>					
Automotive Painter	1	1	1	1	-
Chief Body Mechanic	1	1	1	1	-
Body & Fender Mechanic	4	4	4	4	-
Building Maintenance Mechanic	4	4	4	4	-
Building Maintenance Mechanic-Provisional	2	2	2	2	-
Chief Mechanic	3	3	3	3	-
Welder Mechanic	1	1	1	1	-
Lead Building Maintenance Mechanic	1	0	0	0	-
Chief Building Maintenance Mechanic	0	1	1	1	-
Machinist	1	1	1	1	-
Maintenance Trainer Bus	1	1	1	1	-
Mechanic	26	26	26	23	-3 (d)



District Staffing by Department	FY 24/25 Year-End	FY 25/26 Adopted Budget	FY 25/26 Year-End	FY 26/27 Proposed Budget	Net Change FY 25/26 to FY 26/27
<b>Bus Maintenance Mech/Stores 322</b>					
Mechanic Apprentice	4	4	4	4	-
Mechanic (Automotive)	1	1	1	1	-
Mechanic Electronics Technician	3	3	3	3	-
Mechanic Leader (Day)	1	1	1	1	-
Storekeeper	3	3	3	2	-1 (d)
Storekeeper Chief	1	1	1	1	-
Trimmer	1	1	1	1	-
<b>Total</b>	<b>59</b>	<b>59</b>	<b>59</b>	<b>55</b>	<b>(4)</b>
<b>Bus Maintenance - Servicers 323</b>					
Bus Servicer Leader	2	2	2	2	-
Servicer	20	20	20	18	-2 (d)
<b>Total</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>20</b>	<b>(2)</b>
<b>Bus Procurement 340</b>					
Buyer	1	1	1	1	-
Senior Buyer	1	1	1	1	-
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>
<b>Bus General &amp; Administration 390</b>					
Administrative Analyst	1	1	1	1	-
Deputy General Manager, Bus	1	1	1	1	-
Director of Data Analytics and Project Management	1	1	1	1	-
Director of Schedules & Service Development	0	0	0	0	-
Office Assistant	1	1	1	1	-
Office Coordinator	2	2	2	3	1 (e)
Office Specialist	0	0	0	0	-
Operations Analyst	1	1	1	1	-
Operations Technician	1	0	0	0	-
Operations and Schedules Analyst	0	1	1	1	-
Principal Scheduling and Data Analyst	1	0	0	0	-
Safety Training Coordinator	1	1	1	1	-
Schedules Analyst	2	1	1	1	-
Senior Director of Business Operations	0	0	0	0	-
Senior Operations Analyst	1	1	1	1	-
Supervising Administrative Assistant	1	1	1	0	-1 (e)
Supervising Scheduler & Data Analyst	0	0	0	0	-
<b>Total</b>	<b>14</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>-</b>
<b>Bus Division Totals</b>					
<b>Total Authorized Positions</b>	<b>409</b>	<b>407</b>	<b>407</b>	<b>311</b>	<b>(96)</b>

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





Ferry Division Profile ..... 116

Ferry Division Organizational Chart ..... 117

Ferry Division Status ..... 118

FY 26/27 Ferry Division Goals and Projects ..... 120

Changes from FY 25/26 Estimated Actual to FY 26/27 Proposed Budget ..... 121

Ferry Division Operating Budget ..... 123

Ferry Division Capital Budget ..... 125

Ferry Division Personnel Summary by Department..... 132



## 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. In 2021, ferry service began between Angel Island and San Francisco.

The Ferry Division is responsible for operating seven vessels: three conventional monohulls referred to as “Spaulding Class” (the original vessel designer) and four high-speed catamarans. The service routes are as follows:

- Larkspur / San Francisco
- Sausalito / San Francisco
- Tiburon / San Francisco
- San Francisco / Angel Island
- Seasonal service from Larkspur to Oracle Park – San Francisco Giants games.
- Special service runs are provided for special events, such as concerts at Oracle Park.

The Ferry Division incrementally adjusts ferry service schedules to support increased demand and customer trends. The Ferry Division provides service seven days a week from four Marin County locations: Larkspur, Tiburon, Sausalito, and Angel Island, and to and from the Ferry Building in San Francisco.

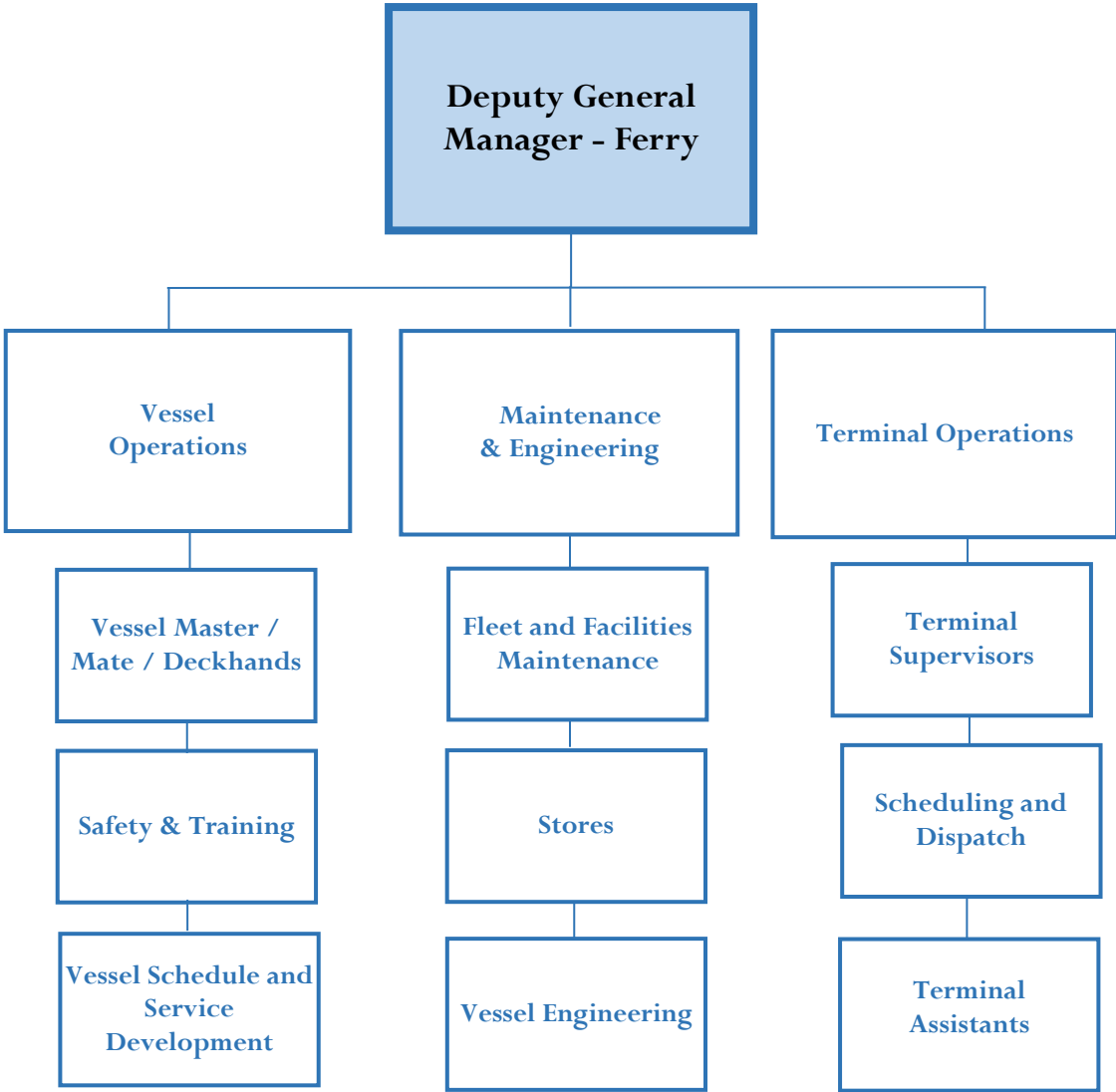
The Ferry Division is responsible for the operations and maintenance of all its vessels, landside terminal operations, fuel storage and transfer system, and the Larkspur Ferry Terminal parking lot and overflow lot. It is also responsible for all vessel construction, dry-dockings, and capital improvements associated with its fleet.

The Ferry Division’s Deputy General Manager is responsible for its overall management. This includes long-range planning, daily operations, and the two central organizational departments that support operations and maintenance.

- Vessel and Terminal Operations
- Engineering and Maintenance



# FERRY DIVISION ORGANIZATIONAL CHART



## FERRY DIVISION STATUS

### Operations & Post-Pandemic Transition

Overall, ferry ridership has continued an upward trend in FY 25/26, with passenger numbers increasing across all routes operated by the District. Persistent challenges such as vacant commercial real estate and expanded remote work policies offered by many employers continue to affect commuter ridership. These impacts remain most pronounced on Mondays and Fridays, with Friday consistently recording the lowest commuter volumes of the week.

Despite these headwinds, the Ferry Division has experienced growing demand on Mondays and a strong recovery in recreational travel. Ridership for the Oracle Park service, supporting Major League Baseball games and special events, has been particularly robust. During the summer of 2025, Oracle Park ridership exceeded pre-pandemic levels (dating back to 2017), generating revenue of more than \$1 million.

The Ferry Division continued its weekend high-speed catamaran service on the Larkspur to San Francisco Ferry Building route, which was first introduced in late summer 2023. Operating a high-speed catamaran instead of a Spaulding-class vessel on this route reduces transit time by 15 minutes, delivering a higher-value experience for customers.

Pre-pandemic, the Ferry Division operated three catamarans on the Larkspur to San Francisco route Monday through Friday, providing 42 one-way trips per day. Current ridership demand does not support the crewing and operation of a third vessel on this route. Ferry Operations has therefore implemented a balanced schedule that optimizes crew availability while meeting customer demand. This schedule delivers 32 one-way trips per day and maintains strong connections with the Sonoma-Marín Area Rail Transit (SMART) train.

In January 2025, scheduled transit time on the Larkspur to San Francisco route was adjusted from 30 minutes to 35 minutes. This five-minute increase per trip has delivered measurable fuel savings and reduced engine wear and maintenance costs. It has also provided additional schedule buffer to accommodate unscheduled operational needs, such as reduced speeds for marine mammal sightings or adverse weather conditions.

### Fleet Maintenance and Capital Development

In FY 25/26, the Ferry Division continued the engineering and design of a new ferry vessel class, the MV Liwa Class. In March 2026, the District awarded a contract and issued Notice to Proceed for the construction of two Liwa class vessels, with options for up to six additional vessels. The first vessel is on track to enter passenger service in 2028.

The MV Liwa Class vessels have a new highly efficient hull design that, when coupled with the emission control equipment, is calculated to reduce the emission footprint of PM & NOx by 95% and 86%, respectively, as well as requiring 29% less power than the existing catamaran fleet. The future fleet will be standardized with this one class of vessel suitable for operation on any of the District ferry service routes.

In FY 25/26, the Ferry Division also completed biennial dry-docking projects with hull examinations by the United States Coast Guard (USCG) for the Mendocino, Napa, Marin, and Golden Gate vessels. These projects



included various levels of maintenance and repair activities, including tasks like removal and overhaul of main engines and replacement of corroded hull plating and structure.

Lastly, the Larkspur Berth Rehabilitation project was completed in FY 25/26. The Berth 1 and Berth 2 gangways were reinstalled and returned to operating service at Larkspur. With the completion of this project, the Larkspur Terminal now has three fully operational passenger berths.

## **2026 Larkspur Ferry Terminal Contingency Plan Exercise**

The 2026 Larkspur Ferry Terminal Contingency Plan Exercise was successfully conducted in February 2026 at the Larkspur Ferry Terminal. The exercise involved the District's Spill Management Team, regulatory agencies, and private contractors. The primary objective was to test the District's contingency plan and spill management procedures while advancing organizational goals and personnel training. The findings from the exercise have been incorporated into Ferry Division operations moving forward.



# FY 26/27 FERRY DIVISION GOALS AND PROJECTS

## Ferry Division Goals

### SAFETY MANAGEMENT

Continue development of a Safety Management System (SMS), consistent with United States Coast Guard requirements. Build a robust training program and continue to foster an environment around training and safety.

### MAINTENANCE

Maintain and improve Ferry vessels and facilities in support of the goal to provide highly reliable passenger ferry service.

### EFFICIENCY

Improve fare-box recovery while tailoring service to meet returning passenger demand.

## FY 26/27 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 26/27. Please refer to the Ferry Division’s Capital project detail for more description.

### FACILITIES

Gangways and Piers – Sausalito Construction

LFT Berth Rehabilitation

LFT Service Building Roof Replacement

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### FERRY OPERATIONS AND ENGINEERING

Ferry Fleet Replacement Program Vessels 1 and 2

Spaulding Drydocking FY 26 – FY 34

Catamaran Dry-Dockings FY 26 – FY 34



## CHANGES FROM FY 25/26 ESTIMATED ACTUAL TO FY 26/27 PROPOSED BUDGET

The Ferry Division's FY 26/27 Proposed Revenues of \$24.8 million which consists of:

- \$15.5 million from Fares
- \$7.8 million from State and Local Operating Grants
- \$0.9 million from Federal Operating Grants
- \$0.6 million from Other Operating Income

The Ferry Division's main sources of revenue have significantly declined as a result of the pandemic. Typically, up to 40% of the Ferry Division is funded by bridge tolls. However, post-pandemic, the District has experienced a precipitous drop in toll revenue significantly diminishing that revenue source. As a result, the Ferry Division is projected to use 60.5% of toll revenue and District reserves in FY 26/27. The second largest revenue source for the Ferry Division is passenger fares, which have also declined dramatically post-pandemic. In FY 18/19, Ferry Fare revenue was \$20.2 million. In FY 19/20, Ferry Fares dropped to \$14.5 million and to less than a million in FY 20/21. Ferry fare revenue recovered in FY 22/23 to \$10.8 million, \$13.3 million in FY 23/24 and is projected to reach \$15.1 million by the end of FY 25/26. Ferry fare revenues are expected to increase slightly to \$15.5 million in FY 26/27. Despite ridership increasing year over year, revenue is not increasing at the same rate with average fare declining year over year. The implementation of credit/debit tap payments at the Clipper fare rate is a primary driver for average fare decline.

The last allocation of SB125 funding was received in FY 25/26, which allowed the District to fill the operating deficit. In FY 26/27 the operating gap is being filled by \$26 million in bridge tolls, \$7.8 million in State Operating Assistance, \$1.5 in other operating revenue and \$12 million in District Reserves.

The Ferry Division's Proposed revenues for FY 26/27 are projected to decrease by \$12.8 million, or 33.9%, compared to FY 25/26 Estimated Actual with \$37.6 million attributed primarily to the receipt of the one-time state funding and a federal operating grant for ferry operations. The projected regional ridership is forecasted to be at 70% of pre-pandemic ridership for FY 26/27.

### Expenses

The Ferry Division's FY 26/27 Proposed Operating Expenses total \$62.8 million. The Ferry Division's FY 26/27 Proposed Budget contains a \$5.4 million, or 9.3% increase over the FY 25/26 Estimated Actual expenses. The components of the changes to expenses are summarized in the table on the following page.



**SUMMARY OF CHANGES FROM FY 25/26 ESTIMATED ACTUAL TO  
FY 26/27 PROPOSED BUDGET  
(ALL FIGURES IN MILLIONS)**

Labor	
Increase in salaries due to funding of vacant positions and COLAs	\$2.3
Increase in payroll taxes for FY 26/27 due to funding of vacant positions and COLAs	\$0.2
Increase in pension costs due to funding of vacant positions	\$0.3
Increase in medical expenses for FY 26/27 due to funding of vacant positions and an increase in annual costs	\$1.7
Increase in postemployment benefits (OPEB)	\$0.2
Professional Services	
Re-funding of Ferry professional services for FY 26/27	\$0.8
Increase in projected legal services for FY 26/27	\$0.9
Increase in contracted maintenance and security services for FY 26/27	\$0.3
Supplies and Other	
Decrease in projected fuel costs due to lower mileage in FY 26/27	\$(0.6)
Increase in projected repair and operating supplies for FY 26/27	\$0.3
Decrease in projected insurance premiums for FY 26/27	\$(0.1)
Reduction in general administrative expenses in FY 26/27 due to one-time settlement in FY 25/26	\$(0.7)
Capital Contribution and Depreciation	
No change in capital contributions in FY 26/27	\$ -
Decrease in projected depreciation expenses in FY 26/27	\$(0.2)
<b>Total Change from FY 25/26 Estimated Actual to FY 26/27 Proposed Budget</b>	<b>\$5.4</b>



## FERRY DIVISION OPERATING BUDGET

	FY 24/25 Actual	FY 25/26 Adopted Budget	FY 25/26 Estimated Actual	FY 26/27 Proposed Budget
<b>Revenues</b>				
Transit Fares	\$14,367,986	\$13,594,800	\$15,089,123	\$15,491,000
Other Operating Income	\$868,035	\$ 605,900	\$1,144,200	\$605,900
State Operating Income	\$6,469,859	\$7,706,900	\$6,774,800	\$7,840,900
SB125 – One-Time Funding	\$ -	\$12,094,500	\$12,094,500	\$ -
FTA Operating Assistance	\$ -	\$ -	\$2,495,498	\$897,200
<b>Total Revenues</b>	<b>\$21,705,880</b>	<b>\$34,002,100</b>	<b>\$37,598,121</b>	<b>\$24,835,000</b>
<b>Percent Change</b>	<b>(1.0%)</b>	<b>56.6%</b>	<b>10.6%</b>	<b>(33.9%)</b>
<b>Expenses</b>				
Salaries	\$16,721,874	\$18,697,300	\$16,836,774	\$19,146,700
Fringe Benefits	\$11,399,505	\$13,454,100	\$12,054,298	\$14,281,400
Professional Services	\$5,420,079	\$7,955,600	\$6,900,691	\$8,953,400
Fuel & Related Taxes	\$6,491,207	\$7,213,400	\$7,518,300	\$6,905,400
Repair & Operating Supplies	\$2,468,668	\$2,608,800	\$2,580,242	\$2,824,000
Insurance, Taxes & Permits	\$2,742,210	\$2,922,700	\$2,975,854	\$2,885,700
Other	\$355,864	\$289,200	\$886,118	\$301,200
Lease & Rentals	\$79,794	\$128,600	\$86,482	\$128,600
<b>Subtotal Expenses</b>	<b>\$45,679,201</b>	<b>\$53,269,700</b>	<b>\$49,838,759</b>	<b>\$55,426,400</b>
Capital Contribution	\$5,000,000	\$2,000,000	\$2,000,000	\$2,000,000
Depreciation	\$11,153,191	\$5,824,000	\$5,636,574	\$5,404,000
<b>Total Expenses</b>	<b>\$61,832,392</b>	<b>\$61,093,700</b>	<b>\$57,475,333</b>	<b>\$62,830,400</b>
<b>Percent Change</b>	<b>(1.0%)</b>	<b>(1.2%)</b>	<b>(5.9%)</b>	<b>9.3%</b>
<b>Revenues Over/(Under) Expenses</b>	<b>\$(40,126,512)</b>	<b>\$(27,091,600)</b>	<b>\$(19,877,212)</b>	<b>\$(37,995,400)</b>
SB125 Payback	\$2,990,600	\$(2,990,600)	\$(2,990,600)	
<b>Revenues Over/(Under) Expenses (with SB125 Payback)*</b>	<b>\$(37,135,912)</b>	<b>\$(30,082,200)</b>	<b>\$(22,867,812)</b>	<b>\$(37,995,400)</b>

\* The remaining balance for FY 24/25 and FY 26/27 is covered with funds produced by the Bridge Division.



## Assumptions

- Starting July 1, 2026, 4% Salary increase for all Coalition and Non-Represented employees.
- Includes Employer MEBA (16.37%), IBU (19.60-21.97%) and Employers’ PERS contribution (34.32%).
- OPEB costs are included in Fringe Benefits and reflect the adoption of GASB 75, which accrues for OPEB costs based on the Annual Required Contribution (ARC) for OPEB benefits.
- \$3.65/gallon for fuel costs for the Ferry Division.
- All fiscal years show the transfer of District Division expenses by line item.
- The Ferry Division’s share of the District Division transfer is \$11.8 million.
- Salaries include approximately \$1.3 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 24/25 Actual	FY 25/26 Adopted Budget	FY 25/26 Estimated Actual	FY 26/27 Proposed Budget
Transit Fares	\$14,367,986	\$13,594,800	\$15,089,123	\$15,491,000
Ridership	1,582,632	1,510,845	1,708,497	1,700,437
Average Fare	\$9.08	\$9.00	\$8.83	\$9.11
Clipper Fare Cost of Transaction per Patron	\$0.76	\$0.76	\$0.86	\$1.02



# FERRY DIVISION CAPITAL BUDGET

## Program Summary

The FY 26/27 Capital Budget for the Ferry Division totals \$75.4 million and represents 31% of the total agency's capital budget. Major work and financial investment in FY 26/27 focus on new and continuing projects, including the Ferry Fleet Replacement Program Vessel 1 and 2 (1940 and 2445, respectively), the Sausalito Gangways & Piers Construction (1441), and the SFFT West and East Berth Rehabilitation (2443). A table summarizing the new, continuing and capital equipment projects for the Ferry Division is below.

Annualized capital expenditures for the Ferry Division during FY 25/26 total \$14.3 million, funded with \$5.1 million, or 36% District funds and \$9.2 million, or 64% grant funds (See Appendix C).

## Completed Projects

Three (3) Ferry Division capital projects were completed/closed in FY 25/26.

### **Project 2442 – LFT Berth 1 Berthing Arrangement Feasibility – \$267,000**

This project conducted a feasibility study and develop a conceptual plan view for a Larkspur berth 1 float installation to facilitate main deck loading. A capital project will be developed to implement the recommendations of this plan. [Operating Budget Impact: No significant impact.]

### **Project 2541 – LFT Berth Rehabilitation - \$2,949,553**

This project rehabilitated the passenger access system at the Larkspur Ferry Terminal (LFT) Berths 1 and 2. The rehabilitation includes refurbishing the Berth 1 ramp hydraulic cylinders, removing, refurbishing and reinstalling the Berth 1 gangway and the two Berth 2 gangways including refurbishing the gangway hydraulic cylinders, replacing worn gangway extension bearings and bushings, furnishing and installing new gangway extension supports, repairing miscellaneous deck plates, conduits and conduit supports, and other ancillary repairs to extend the useful life of the facilities. The scope of this project was adjusted to focus on the LFT Berths 1 and 2 which has experienced deterioration requiring emergency attention, instead of the floating mooring equipment and passenger gangways of both LFT and SFFT. [Operating Budget Impact: Reduction - Medium]

### **Project 2544 – Larkspur Fixed Containment Boom Replacement - \$164,000**

This project was to replace the fixed oil spill containment boom at Larkspur and is being moved to the capital equipment list in FY26/27 and will be completed this year. The containment boom requires complete replacement to help mitigate any potential oil spill from the ferry terminal ramp and gangway hydraulics, vessel fueling, or oily bilgewater systems that are used to service the vessels. [Operating Budget Impact: Reduction - High]



**FERRY DIVISION CAPITAL BUDGET FY 26/27**

Project Number and Description	Total Project	Prior Years	FY 26/27 Budget	Future Years	FY 26/27 Funding District	Other
FY27 - New Projects	10,400,000	-	1,200,000	9,200,000	33%	67%
2740 - Gangways & Piers - SFFT and LFT Design (FERRY/ENG)	10,000,000	-	1,000,000	9,000,000	20%	80%
2741 - LFT Parking Lot Payment System and Upgrade (FERRY/ERC)	400,000	-	200,000	200,000	100%	0%
FY27 – Board Increase through Budget	26,660,000	25,000	6,975,000	19,660,000	20%	80%
1441 - Gangways & Piers - Sausalito Construction (FERRY/ENG)	26,660,000	25,000	6,975,000	19,660,000	20%	80%
FY27 - Continuing Projects	208,886,000	44,077,000	66,154,000	98,655,000	18%	82%
2445 – Ferry Fleet Replacement Program Vessel 2 (FERRY)	59,117,000	-	25,332,000	33,785,000	16%	84%
1940 - Ferry Fleet Replacement Program Vessel 1 (FERRY)	59,027,000	2,856,000	27,261,000	28,910,000	7%	93%
2341 - FY23-30 Ferry Vessel Rehab/DD (Catamarans) (FERRY)	22,000,000	13,628,000	3,872,000	4,500,000	20%	80%
2644 - Spaulding Class Drydockings FY26-FY34 (FERRY)	18,381,000	1,022,000	1,950,000	15,409,000	20%	80%
2443 - SFFT West and East Berth Rehabilitation (FERRY/ENG)	12,528,000	5,463,000	2,872,000	4,193,000	50%	50%
503 - Gangway & Piers - Sausalito Design (FERRY/ENG)	11,863,000	10,421,000	528,000	914,000	17%	83%
2042 - Larkspur Ferry Service and Parking Expansion Env. Clearance and Prelim. Design Study (FERRY/PLANNING)	6,741,000	3,169,000	1,363,000	2,209,000	100%	0%
2447 - Spaulding Drydocking and Capital Improvements (FERRY)	6,624,000	4,202,000	349,000	2,073,000	100%	0%



Project Number and Description	Total Project	Prior Years	FY 26/27 Budget	Future Years	FY 26/27 Funding District	Other
2041 - Corte Madera Marsh Restoration Construction (FERRY/ENG)	3,389,000	2,793,000	348,000	248,000	100%	0%
2645 - Camels and Floats Restoration (FERRY)	2,000,000	-	750,000	1,250,000	20%	80%
2641 - Drainage Culvert Rehabilitation (FERRY/ENG)	1,588,000	104,000	372,000	1,112,000	20%	80%
2642 - LFT Berth and Channel Dredging Design (FERRY/ENG)	1,301,000	35,000	175,000	1,091,000	20%	80%
2540 - Larkspur DEF Storage and Transfer Infrastructure Design (FERRY/ENG)	1,185,000	117,000	225,000	843,000	20%	80%
2542 - LFT Kiosk A Rehabilitation (FERRY/ENG)	972,000	-	236,000	736,000	100%	0%
2546 - LFT Service (Admin) Building Roof Replacement (FERRY/ENG)	800,000	70,000	200,000	530,000	100%	0%
2545 - Ramp Infrastructure Capital Improvements (FERRY)	585,000	148,000	121,000	316,000	100%	0%
2543 - LFT Kiosk C Rehabilitation (FERRY)	485,000	49,000	100,000	336,000	100%	0%
2640 - Electronic Vessel Logs (FERRY/TECH)	300,000	-	100,000	200,000	100%	0%
<b>FY27 - Capital Equipment</b>	<b>2,048,000</b>	<b>-</b>	<b>1,024,000</b>	<b>1,024,000</b>	<b>100%</b>	<b>0%</b>
2549 - Capital Equipment (FY25-FY26) (FERRY)	2,048,000	-	1,024,000	1,024,000	100%	0%
<b>Total Capital Expenditures</b>	<b>247,994,000</b>	<b>44,102,000</b>	<b>75,353,000</b>	<b>128,539,000</b>	<b>19%</b>	<b>81%</b>
<b>Capital Fund Source - Ferry</b>						
District	60,839,000	18,121,000	14,591,000	28,127,000		
Other	187,155,000	25,981,000	60,762,000	100,412,000		
<b>Total</b>	<b>247,994,000</b>	<b>44,102,000</b>	<b>75,353,000</b>	<b>128,539,000</b>		

\* Numbers in this table are rounded to the nearest \$1,000. Please check narrative section for actual Total Project Budget.



## **Ferry Division FY 26/27 Capital Project Detail**

### **New Projects**

#### **Project 2740 – Gangways & Piers – SFFT and LFT Design - \$10,000,000**

This project involves preliminary engineering and environmental work to replace and rehabilitate the existing hydraulic gangway and ramp system installed at the San Francisco and Larkspur ferry terminals. [Operating Budget Impact: Reduction – High]

#### **Project 2741 – LFT Parking Lot Payment System and Upgrade - \$400,000**

This project is for the Ferry Division to evaluate parking payment options for implementation at the Larkspur Ferry Terminal. This project will upgrade current collection equipment, replace metal signage, restripe the parking lot as necessary, and include any equipment, such as license plate readers. [Operating Budget Impact: Reduction - Medium]

### **Budget Increase through Budget Development Process**

#### **Project 1441 – Gangways & Piers – Sausalito Construction - \$22,560,000 to \$26,660,000**

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. The budget increase is requested for the revised estimate of the construction cost. [Operating Budget Impact: Reduction - High]

### **Continuing Projects**

#### **Project 0503 – Gangways & Piers, Sausalito Design – \$11,863,000**

This project funds preliminary engineering, environmental review, and design work for the replacement and rehabilitation of the existing hydraulic gangway and ramp system at the Sausalito Ferry Terminal, originally installed in the mid-1970s.

Formerly titled “Gangways & Piers, Design,” the project has been retitled to reflect its revised scope, which is now limited to the Sausalito Ferry Terminal. A new project, “Gangways & Piers – SFFT and LFT Design” (Project 2740) has been added to the FY 2026/27 Ferry Division Capital Budget to fund comparable design work at the District’s other ferry terminal sites.

#### **Project 1940 – Ferry Fleet Replacement Program Vessel 1 – \$59,027,000**

The District awarded a contract in FY 25/26 for the construction of a 500-passenger, high-speed Liwa-class ferry vessel to replace a retiring catamaran in the Golden Gate Ferry fleet. This vessel represents the first delivery under the District’s fleet replacement program to meet CARB emissions regulations. In addition to vessel construction, the project includes design costs for subsequent Liwa-class vessels to be delivered under future District projects (including Project 2445, currently programmed in the budget). Formerly titled



“Purchase New Vessel,” the project has been retitled to reflect updated sequencing within the District’s broader ferry replacement program. [Operating Budget Impact: Increase - High]

**Project 2041 – Corte Madera Marsh Restoration Construction – \$3,389,185**

In accordance with the conditions of a 1988 dredging permit issued by the U.S. Army Corps of Engineers, the design for this project began in FY 96/97 to provide for the restoration of seasonal and tidal wetlands at the District's 72-acre parcel adjacent to the Corte Madera Ecological Reserve (CMER). The project is in the mandated monitoring phase and mitigates the potential impacts of ferry operations on the CMER shoreline. [Operating Budget Impact: Reduction - Medium]

**Project 2042 – Larkspur Ferry Service and Parking Expansion Environmental Clearance and Preliminary Design Study – \$6,741,000**

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: No significant impact.]

**Project 2341 – FY23-30 Ferry Vessel Rehab/DD (Catamarans) - \$22,000,000**

The purpose of this project is the scheduled rehabilitation and capital improvement of ferry vessels from FY 22/23 through FY 29/30. Projects are associated with the propulsion system, hull inspection, and navigational equipment required to reach the full economic life of a ferry vessel and ensure compliance with USCG regulations. This project is intended to fund dry dockings for the District’s catamaran high-speed vessels for the remainder of their service life. [Operating Budget Impact: Reduction - High]

**Project 2443 – SFFT West and East Berth Rehabilitation - \$12,528,000**

This project includes preparing and advertising a solicitation for bids to rehabilitate the San Francisco Ferry Terminal's existing outer berth including removing the ramp, transporting to a dry dock facility, performing steel repairs, painting, removing existing hydraulic piping and lines, installing new piping and lines, installing new pumps, leveling system and controls. The project budget is requesting an increase due to updated cost estimates of labor and materials. [Operating Budget Impact: Reduction - High]

**Project 2445 - Ferry Fleet Replacement Program Vessel 2 - \$59,117,000**

This project will fund the construction of a second Liwa-class vessel to replace an existing catamaran in the Golden Gate Ferry fleet. Formerly titled “Del Norte Replacement,” the project has been retitled to reflect updated sequencing within the District’s broader ferry vessel replacement program. [Operating Budget Impact: Reduction - High]

**Project 2447 – Spaulding Drydocking and Capital Improvements - \$6,624,000**

The purpose of this project is the scheduled rehabilitation and capital improvement of Spaulding-class ferry vessels beginning in FY24. Projects are associated with propulsion & auxiliary & control systems, hull inspection, and navigational equipment required to reach the full economic life of a ferry vessel and ensure compliance with USCG regulations until they are retired. This project is intended to fund drydocking for the



Ferries MS Marin, MS San Francisco, and MS Sonoma. Vessel's schedule is subject to change due to operational requirements. [Operating Budget Impact: Reduction - High]

**Project 2540 – Larkspur DEF Storage and Transfer Infrastructure Design - \$1,185,000**

This project will investigate and perform the design for the installation of a new fuel tank and piping system at the Larkspur Ferry Terminal. The new fuel tank will be for the storage of diesel exhaust fluid (aqueous urea solution) which is a necessary additive required to be used with diesel-powered vehicles, including the District's new ferry vessels. [Operating Budget Impact: Reduction - Low]

**Project 2542 – LFT Kiosk A Rehabilitation - \$972,000**

This project will prepare design and perform construction of rehabilitation to the Larkspur Ferry Terminal (LFT) Kiosk A, located inside the paid waiting area of the LFT. The work includes rehabilitating the roofs, water damaged areas inside the kiosks, improving ventilation, painting, and other necessary work to repair damaged and deteriorated conditions. [Operating Budget Impact: Reduction - High]

**Project 2543 – LFT Kiosk C Rehabilitation - \$485,000**

This project will rehabilitate Kiosk C due to the antiquated design dating from original construction in 1976, which no longer meets the current & future needs of the Ferry Division. Kiosk C, originally designed for physical ticket vending and collecting by District Staff, requires significant updates to make a functional office space for Terminal Supervisors. This includes updating restrooms, carpet (currently torn out), painting, and updated furnishings. This capital project will bring Kiosk C into a state of good repair. [Operating Budget Impact: Reduction - Low]

**Project 2545 – Ramp Infrastructure Capital Improvements - \$585,000**

This proposed project will implement necessary ramp infrastructure improvements at Angel Island, Tiburon, Larkspur, and Sausalito to ensure continued service reliability and enhance the safety of mooring operations. [Operating Budget Impact: Reduction - Low]

**Project 2546 – LFT Service (Admin) Building Roof Replacement - \$800,000**

The project includes rehabilitating the Larkspur Ferry Terminal service building roof and installing a fall restraint system around the roof perimeter. [Operating Budget Impact: Reduction - Low]

**Project 2640 – Electronic Vessel Logs - \$300,000**

This project will implement electronic vessel log keeping to satisfy USCG regulatory requirements for external audits, comply with internal stakeholder requirements, and simplify the Vessel Masters' daily responsibilities. The Electronic Vessel Log will allow flexibility to changing operational needs, scalable to new vessels, and modernize Golden Gate Ferry's log keeping. [Operating Budget Impact: No significant impact]

**Project 2641 – Drainage Culvert Rehabilitation - \$1,588,000**

The project includes slip lining the existing deteriorated storm drain culvert to restore the integrity of the storm drain and underlying earth berm at Larkspur Ferry Terminal diesel fuel tank farm. The work includes pulling a smaller high-density polyethylene (HDPE) pipe through the full interior length of the existing storm drain, grout fill the annular space between the HDPE and existing corrugated pipe, and constructing new



concrete headwalls at both ends of the drainpipe. [Operating Budget Impact: Reduction - Low]

**Project 2642 – LFT Berth and Channel Dredging Design - \$1,301,000**

The project scope is to retain an environmental engineering consultant to assist the District with the design and permitting associated with dredging the Larkspur Ferry Terminal berths, turning basin and approach channel. These areas require periodic dredging in order to remove sediment that accumulates over time and which if not removed, will impact ferry operations. [Operating Budget Impact: Reduction - Medium]

**Project 2644 – Spaulding Class Drydockings FY26-FY34 - \$18,381,000**

The Spaulding Class vessels are the final three vessels to be retired and replaced by Liwa class vessels. The projected retirement dates for these vessels are 2023, 2033, and 2034. The vessels will require bi-annual USCG drydockings to maintain their valid certificates of inspection. The main engines and auxiliary equipment will require ongoing maintenance and overhauls before the vessels reach retirement. [Operating Budget Impact: Reduction - High]

**Project 2645 – Camels and Floats Restoration - \$2,000,000**

This project will rehabilitate the floating mooring equipment at the Larkspur Ferry Terminal. Rehabilitation includes renewing buoyancy to the floating camels, addressing corrosion and structural repairs to the steel structures, renewal of marine coatings, maintenance and improvements to the vessel servicing equipment to improve safety, efficiency, and reliability of vessel servicing. [Operating Budget Impact: Reduction - High]

***Capital Equipment***

**Project 2749 – Capital Equipment – Ferry – \$2,048,000**

This is the purchase of capital equipment for the Ferry Division for fiscal years FY 26/27 and FY 27/28. [Operating Budget Impact: No significant impact.]



# FERRY DIVISION PERSONNEL SUMMARY BY DEPARTMENT

District Staffing by Department	FY 24/25 Year-End	FY 25/26 Adopted Budget	FY 25/26 Year-End	FY 26/27 Proposed Budget	Net Change FY 25/26 to FY 26/27
<b>Ferry Vessel Operations 410</b>					
Deckhand	22	22	22	22	-
Deckhand Baseball	2	2	2	2	-
Deckhand Lead	11	11	11	11	-
Maintenance Deckhand	1	1	1	1	-
Mate	4	4	4	4	-
Safety & Training Vessel Master	1	1	1	1	-
Seasonal Deckhand	3	3	3	3	-
Seasonal Deckhand Lead	2	2	2	2	-
Seasonal Vessel Master	2	1	1	1	-
Supervising Vessel Master	1	1	1	1	-
Vessel Operations Manager	1	1	1	1	-
Vessel Master	11	12	12	12	-
Vessel Master Baseball	1	1	1	1	-
<b>Total</b>	<b>62</b>	<b>62</b>	<b>62</b>	<b>62</b>	<b>-</b>
<b>Ferry Terminal Operations 420</b>					
Director of Ferry Operations	1	1	1	1	-
Ferry Operations Specialist	1	1	1	1	-
Maritime Program Manager	1	1	1	1	-
Operations Manager	1	1	1	1	-
Operations Supervisor	5	5	5	5	-
Operations Supervisor Seasonal	2	2	2	2	-
Terminal Assistant	8	8	8	8	-
Terminal Assistant Seasonal Sausalito	2	2	2	2	-
<b>Total</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>-</b>
<b>Ferry Maintenance 430</b>					
Director of Engineering & Maintenance	1	1	1	1	-
Ferry Maintenance Planner	1	1	1	1	-
Ferry Projects Engineer	2	2	2	2	-
Manager Ferry Maintenance	1	1	1	1	-
Marine Storekeeper	1	1	1	1	-
Mechanic	10	9	9	9	-
Mechanic (Provisional)	0	1	1	1	-
Mechanic Lead	3	3	3	3	-
Working Foreman Mechanic	1	2	2	2	-



District Staffing by Department	FY 24/25 Year-End	FY 25/26 Adopted Budget	FY 25/26 Year-End	FY 26/27 Proposed Budget	Net Change FY 25/26 to FY 26/27
<b>Total</b>	<b>20</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>-</b>
<b>Ferry Procurement 440</b>					
Buyer	1	1	1	1	-
Marine Procurement Officer	1	1	1	1	-
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>
<b>Ferry &amp; General Administration 490</b>					
Administrative Assistant	1	1	1	1	-
Program Manager	1	1	1	1	-
Deputy General Manager, Ferry Division	1	1	1	1	-
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>
<b>Ferry Division Totals</b>					
<b>Total Authorized Positions</b>	<b>108</b>	<b>109</b>	<b>109</b>	<b>109</b>	<b>-</b>

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





District Division Profile and Status ..... 137

FY 26/27 District Division Goals and Projects ..... 147

Changes from FY 25/26 Estimated Actual to FY 26/27 Proposed Budget ..... 148

District Division Operating Budget ..... 150

District Division Capital Budget ..... 151

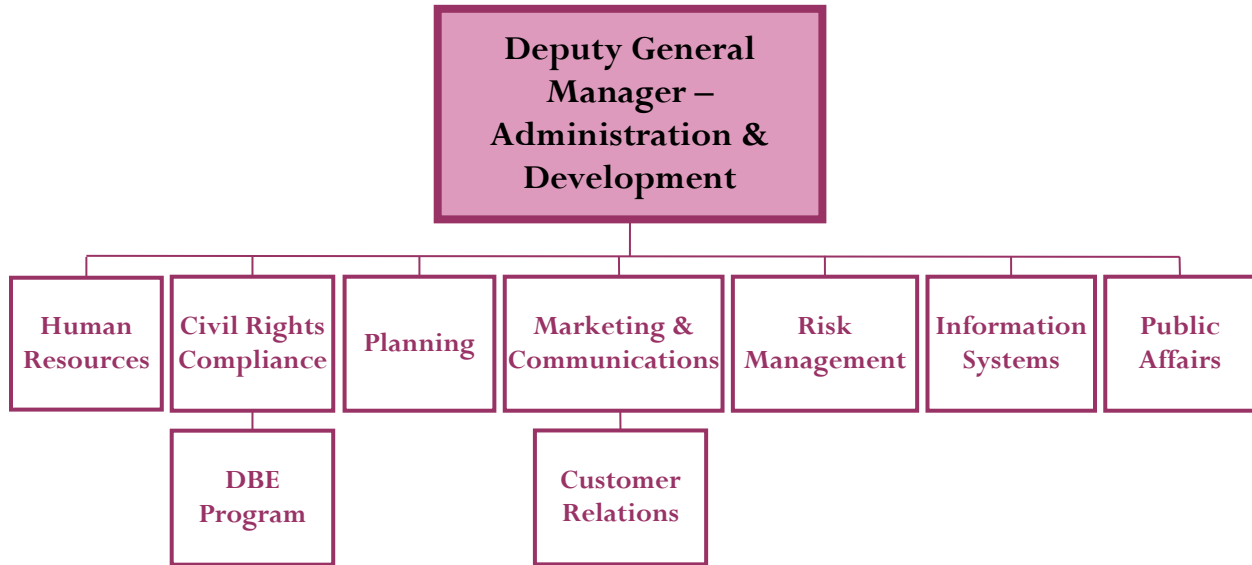
District Division Personnel Summary by Department ..... 158





# DISTRICT DIVISION PROFILE AND STATUS

## Administrative and Development Division



The Administration and Development Division is responsible for administrative functions for the District that include Civil Rights Compliance Programs, Workforce Development efforts, Disadvantaged and Small Business Enterprise Contracting, Environmental Health and Safety, Human Resources, Information Systems (IS), Marketing and Communication, as well as 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.

While not back to “normal,” the District continues to see positive trends in returning traffic and ridership. The agency has continued to show resilience and the ability to quickly pivot with ever-changing impacts. As with any customer-centric agency, a significant portion of this Division’s work continues to be focused on those efforts, including:

- Continued on-site drug testing, health screening and testing to ensure the safety and well-being of all employees. This allowed the District to streamline and adjust quickly to the newly implemented changes to Blood Lead Testing, Hepatitis B shots, and more.
- Comprehensive customer outreach campaigns to keep customers apprised of major service changes implemented, including ongoing education and information about other customer-related information.



## Other Key Program Highlights for FY 25/26 Include:

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

- In anticipation of the Marin and Sonoma Coordinated Transit (MASCOTS) service changes that went into effect in April 2026, staff worked with partner agencies on joint marketing and public information materials for customers and conducted “in-reach” sessions with Golden Gate Transit bus operators so they have complete information regarding the service changes when they interface with customers.
- Implemented new fare payment options with the launch of Clipper 2.0 in late 2025, including direct credit card payments and free or reduced cost transfer credits. Continued to work with Clipper 2.0 staff to add features that were not available at launch.
- Maintained regular virtual meetings of the District’s four passenger advisory committees (Bus, Ferry, Accessibility, and Bicycle/Pedestrian). Coordinated a recruitment effort in conjunction with the Marketing and Communications Department in Fall 2025 to bolster the membership of the existing committees with a second wave of similar efforts in early 2026.
- Continued to work on District efforts related to Regional Transit Coordination efforts. Regularly met with partner transit agencies and MTC staff to advocate for the transit agency's activities during the post-pandemic period, including Regional Mapping and Wayfinding, Fare Coordination, Schedule Coordination, Zero Emission Transit, and paratransit service and fare coordination.
- Implemented ridership campaigns and programs to target leisure travelers, senior communities, hotel concierges, and grow Angel Island ferry ridership.
- Made ADA improvements to the website to comply with new regulations.
- Increased brand awareness by tabling at events throughout the community.

### ***Employee-Focused Efforts***

#### ***Recruitment and Retention***

- Implemented NEOGOV to further automate employee-related activities, including performance reviews, create a more seamless and efficient recruitment process, and offer employees professional development opportunities.
- Conducted after-work information sessions for Bus Operator and Bus Mechanic applicants with the goal of providing information about the organization, position, compensation and benefits, and application process.
- Participated in various school and community job fairs, as well as facilitation of identified outreach programs for recruitment.
- Participated in the Bus Division’s Santa Rosa Junior College Pre-Apprenticeship Shadow Program, provided assistance to pre-apprentices in completing their employment application, and provided guidance to bus managers and/or the college in various pre-apprentice issues.
- Continued the Bus Operator pre-apprenticeship program and partnered for recruitment and community outreach.
- Delivered Harassment Prevention, Manager Academy Training, Executive Coaching, DiSC,



Orientation and Mentors for the Bus Division, Orientation for Casual Deckhands.

- Re-launched the District Guide Program with the aim of providing additional support and/or alternative resources to non-represented new employees.
- Issued and analyzed a District-wide Employee Engagement Survey focusing on engagement, management, training and Values to develop a two-year action plan.
- Continued to provide high-quality benefits and benefits education to District employees in the form of Benefits Orientations, Wellness Fair sessions, Open Enrollment letters and emails, information posted to the District Intranet, email blasts, and individual meetings.

## **Health and Safety**

- Provided onsite flu-shot clinics and health screenings open to all employees and continued issuing health and wellness newsletters.
- Continued to oversee the onsite contracted clinic, providing employee screenings, injury triage, and health services.
- In FY 25/26, the District conducted 460 drug tests and 103 alcohol tests, for a total of 563 tests.
- Continued compliance with employee health and safety regulations, including OSHA Blood Lead Testing policy, required Respirator Medical Questionnaire exams, respirator fit mask testing, hazardous materials trainings, active shooter/threat trainings, and stop the bleed training.

## **Human Resources**

- Investigated claims of harassment, discrimination, and retaliation ensuring conflicts are appropriately addressed.
- Assisted with employment litigation, EEOC, Civil Rights and PERB related claims.
- Interpreted and applied District Policies and MOU terms in a fair and consistent manner to ensure fair treatment of employees that aligns with District agreements and various policies.
- Issued biennial Mandatory Harassment Prevention training to all employees.
- Continued to train all new Bus Operators and Ferry Deckhands with in-person Harassment Prevention and Anti- Bullying Training.
- Continued adherence with policies and processes in compliance with Family Medical Leave Act absences, Medical Leaves of Absence, Pregnancy Disability, Personal Leave and the Catastrophic Leave program.
- Continued compliance with the District's 2024-2028 Civil Rights Program to ensure equal treatment for applicants and employees with regard to hiring, training, promotions, discipline, and separations.
- Continued to implement and enhance the Districts Workers' Compensation program to reduce injuries and hazard through regulatory and safety trainings and inspections.

## **Safety and Security**

- Participated in security and emergency management exercises with local, regional, state, federal,



and international partners to strengthen collaboration when a real event occurs.

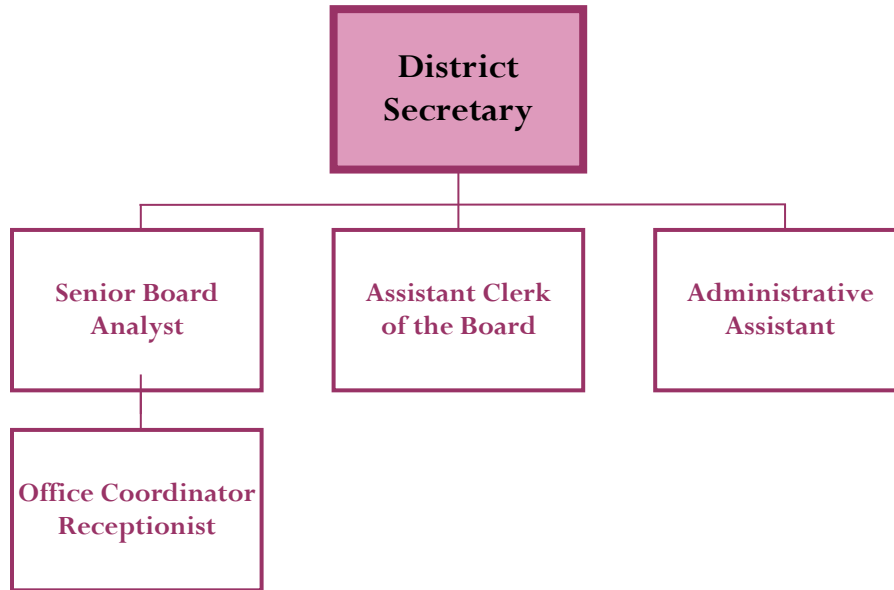
- Strengthened partnerships with law enforcement and first responder agencies for increased security presence and intelligence sharing on District property.
- Selected a new vendor for Districtwide Security Services.

### **Operations-Focused Efforts**

- Implemented the Marin and Sonoma Coordinated Transit Service plan (MASCOTS) to improve the customer experience and transit service efficiency.
- Continued to work on District efforts related to Regional Transit Coordination, including regional mapping and wayfinding, fare coordination, schedule coordination, zero-emission transit, and paratransit service.
- Continued work on the San Rafael Transit Center Replacement Project, including continued progress on environmental clearances, preliminary engineering, and cost estimates.
- Advanced work on the Larkspur Ferry Service and Parking Expansion Environmental Analysis, including a refined travel demand modelling, further technical analyses of ferry wakes, and expanded the number of alternatives that will be analyzed in the environmental process.
- Implemented a replacement solution to the District's twenty-year-old, in-house transit data and reporting system.
- Implemented several technology enhancements across the District, including continued cloud services migration, improved audio and user experiences at District facilities, new computers and new desks for the San Rafael Training facility, installed digital bulletin boards at various locations, and upgrades to the self-service equipment lockers.
- Implemented new efficiencies and systems to assist staff and District operations, including an upgrade of the fuel tank management system at the Santa Rosa Bus Yard, San Rafael Bus Yard, and the Bridge, a new lost and found system for Customer Service, upgrades to various internal systems, including time keeping applications.
- Remained compliant with all applicable federal DBE and Small Business Enterprise (SBE) Program Plan requirements.
- Continued efforts to expand opportunities for small businesses by establishing SBE contract-specific goals on federally and non-federally funded contracts.
- Conducted extensive outreach to the Bay Area contracting community through partnership with the Business Outreach Committee and Caltrans' Calmentor Mentor-Protégé Program.



## District Secretary



The Office of the District Secretary (DS Office) ensures the Board of Directors of the Golden Gate Bridge, Highway and Transportation District (Board) has the tools and information they require to perform their role. Towards this goal, the DS Office plans and executes multiple special events each month including Board and Committee meetings and public hearings. The DS Office also manages official Board documents such as resolutions, ordinances, the Rules of the Board, and the Master Ordinance. The DS Office performs a similar role for the Other Postemployment Benefits (OPEB) Retirement Investment Trust Board (Trust Board).

The DS Office facilitates legal matters and acts as the District’s Legal Service Agent. The DS Office staff does a preliminary analysis and refers legal matters for further handling by the District’s general counsel. In addition, the DS Office orchestrates the District’s response to subpoenas and Public Record Act requests. The DS Office also facilitates the Board fulfilling its legal mandates pertaining to various laws and orchestrates District legal filings.

The DS Office oversees the District’s Records Retention program and is the custodian for key District records including historic records, and those associated with its duties.

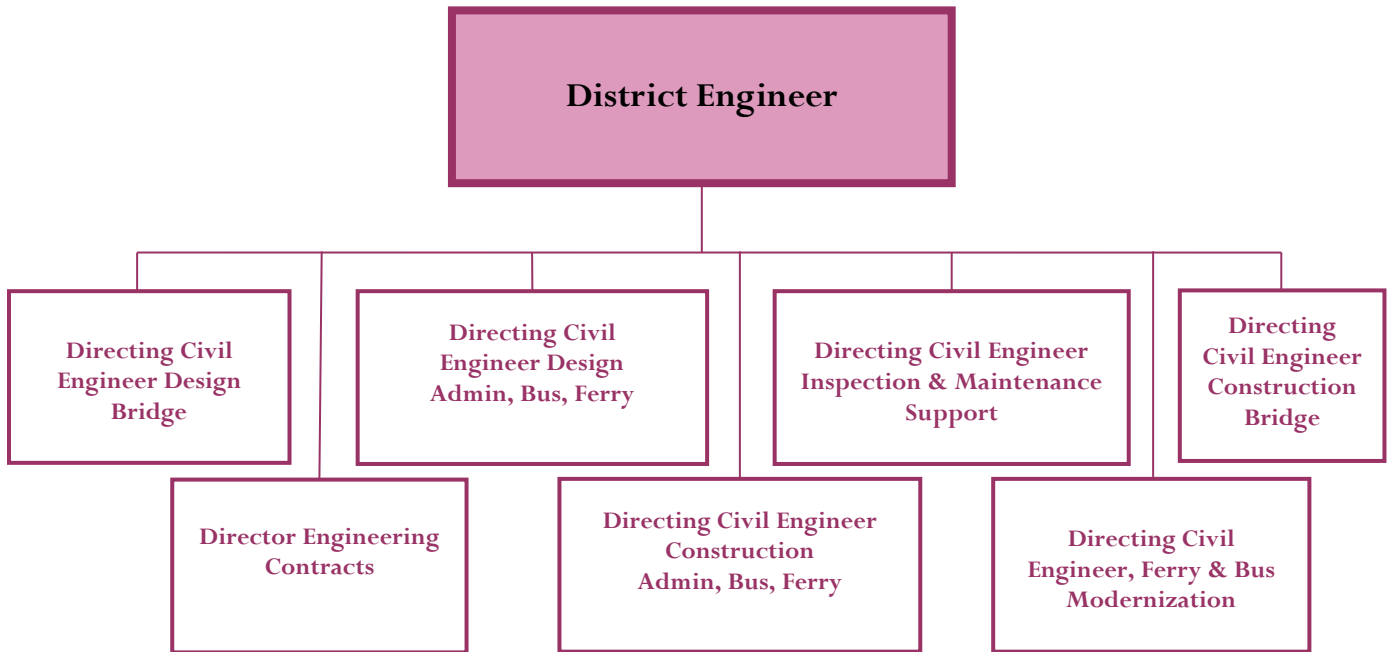
In collaboration with the General Manager’s Office, the DS Office manages the District’s legislative program.

The DS Office remains flexible in completing its duties to meet its various obligations and 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 via the District’s website and e-mail.

In FY 25/26, the DS Office continued digitization efforts of more historic documents and completed the scanning of original plans and Engineering documents related to the construction of the Golden Gate Bridge.



## 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.

In FY 25/26, the Engineering Department completed the Construction Manager/General Contractor (CMGC) preconstruction services for the first construction contract of the Golden Gate Suspension Bridge Seismic Retrofit Project and awarded a construction contract (Contract 1) for the Project. Contract 1 is the largest construction contract awarded in District history and includes the retrofit of the Suspension Bridge North and South Towers and North and South Side Spans. Contract 1 is a multi-year endeavor that will retrofit the most vulnerable elements of the Suspension Bridge and also paint the South Tower above the roadway.

In FY 25/26, the Engineering Department continued to oversee the construction of the Suicide Deterrent Net System (SDNS) and wind retrofit of the Golden Gate Bridge, including completing the remaining field work and demobilizing from the site. Off-site fabrication for the project continued and is anticipated to be completed next fiscal year.

Other projects that progressed in FY 25/26 include the completion of the Resurface D1 Employee Parking Lot and Solar Panels project, which includes improving the pavement and drainage in the existing lot and the installation of an approximately 850 kW solar panel system over the employee parking lot. When



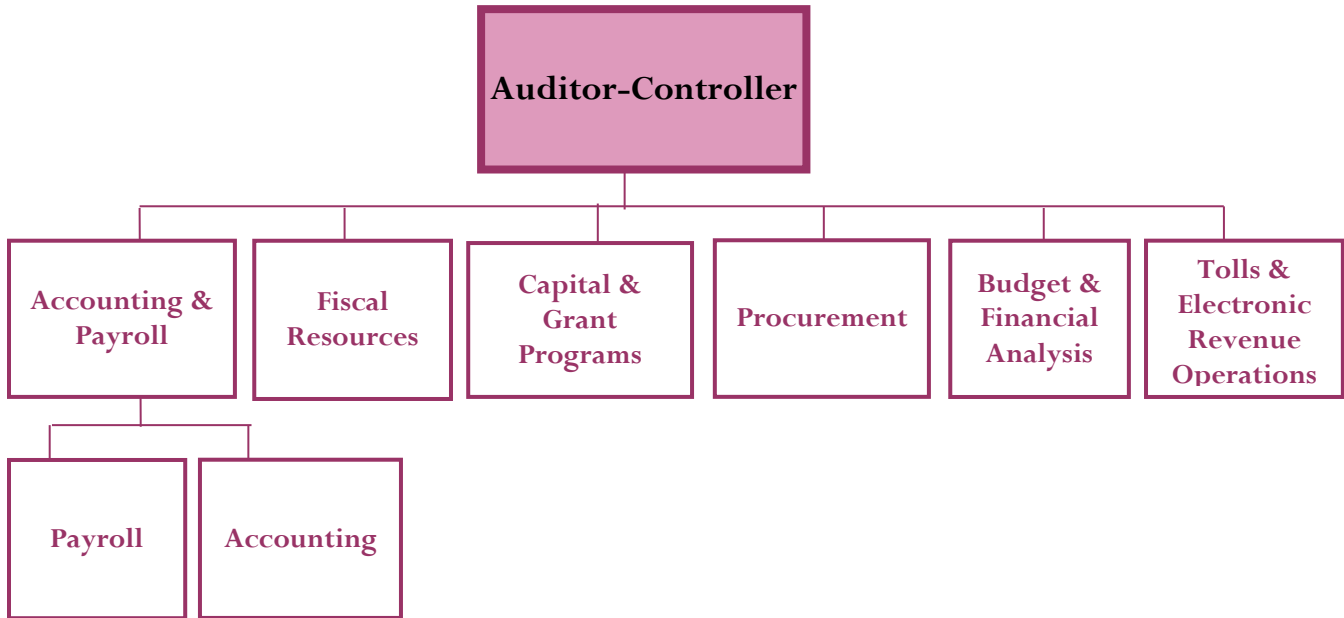
operating, the solar panel system will improve the District's operating budget by reducing the cost of electricity at the site. The Engineering Department also completed the Novato Bus Facility Dispatch and Fuel Island Building Roof Rehabilitation and Building Improvements project, which replaced the roofs and windows, painted the building exteriors, and added a new electric switch for temporary generator power at the site.

In addition to the Golden Gate Suspension Bridge Seismic Retrofit, Contract 1, in FY 26/27 the Engineering Department will continue administering the San Francisco Ferry Terminal West and East Berth Rehabilitation project, the Larkspur Ferry Terminal Berths 1 and 2 Boarding Gangway Ramp Repairs project, the Larkspur Ferry Terminal Diesel Exhaust Fluid (DEF) Storage Tank and Transfer Infrastructure Design project, the Larkspur Ferry Terminal Storm Drainage Culvert Rehabilitation design project, and the weeding and plant monitoring of the Corte Madera Tidal Marsh Restoration project.

The Engineering Department will also continue with the biennial bridge inspections and will provide support and oversight for the District's Bridge Division maintenance operations, which include ongoing repairs and painting operations at various locations on the Suspension Bridge.



## 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, Transit Asset Management (TAM), Budgeting, Financial Projections, Investments, Treasury, Insurance, Electronic Revenue Collection, Procurement, and Cash Management.

In FY 25/26, the Accounting and Budget Departments published another set of award-winning financial documents. Last year’s Annual Comprehensive Financial Report (ACFR) FY 24/25 and the Adopted Budget for FY 25/26 were awarded Government Finance Officers Awards for another consecutive year. These reports are vital in rendering the District’s finances transparently and clearly to government officials and the general public. These documents were created with the cooperation of many employees across all District Divisions, and we greatly appreciate everyone’s contributions.

In FY 25/26, the Payroll Department continued to process payroll for the District’s 28 different bargaining units through 64 pay periods during the year for approximately 750 employees. The Payroll Department also successfully navigated numerous union and trust fund audits throughout the year while simultaneously fulfilling the District’s ongoing and continual pension and trust fund reporting and administrative requirements.

In FY 25/26, the Accounting Department continued the day-to-day financial activities of the District and assisted with the District’s ongoing compliance with regulations, including the Governmental Accounting Standard Board, State & Local Awards, Indirect Cost Rate Plan, and Federal Uniform Guidance. The Accounting Department also produced the ACFR and associated Single Audit reports and completed compliance and regulatory filings throughout the year, including filings with the National Transit Database, Federal Highway Transportation Administration, Federal Transit Administration and State Controller’s Office.

The Fiscal Resources Department continued to serve as the primary program/project manager for financial programs of the District in FY 25/26, including for the District’s Commercial Paper Program, Fixed Income



Investment Portfolio, Other Post-Employment (OPEB) Trust, Inlandboatmen's Union (IBU) Pension, and IRS Section 457(b) and 401(a) Deferred Compensation Plans. In addition, the Fiscal Resources Department provided financial analysis relating to the four pension plans offered by the District and assisted District staff with benefits programs.

In FY 25/26, the Capital and Grant Programs Department secured over \$600 million in federal, state, and local grant funds for capital projects. An estimated \$57.4 million of FY 25/26 transit operations were funded by state and local operating grants, all secured by the Capital and Grant Programs Department.

The Budget and Financial Analysis Department provides support to all divisions with their operating budgets and facilitates the overall budget process for the District. In FY 25/26, the Budget Department continued to closely track operating expenses, changes in service, and revenue streams to maintain up-to-date estimates of the District's finances in the changing and challenging post-pandemic environment. As part of this effort, the Budget and Financial Analysis Department continued to closely monitor spending of one-time Federal funding and forecast the District's long-term financial future. Lastly, this office assists the operating divisions with their forecasting and operating analysis of programs such as ridership, farebox recovery, and procurement needs.

In FY 25/26, the Tolls and Electronic Revenue Operations Department took on an expanded and increasingly critical role in supporting the District's revenue, operational, and customer-facing functions. In addition to maintaining high-quality oversight of the toll system and ensuring a reliable and responsive toll customer experience, the team was instrumental in guiding the District through several major initiatives, including the complex and extended Clipper 2.0 rollout. The Tolls and Electronic Revenue Department also provided support for District-wide programs, including implementing a bike/pedestrian counter on the Bridge, parking and other programs across multiple District locations and departments. Lastly, this Department is working closely with executing a new system for the gantry construction as well as a partner in procuring an updated toll customer service center for tolling in the region.

The Procurement Department manages all purchasing and contracting activities for the District and oversees operations of the Bridge warehouse. In FY 25/26, the Procurement Department negotiated more than \$430,000 in cost savings, solicited and executed approximately 105 contracts, and issued over 5,000 purchase orders. For the eighth consecutive year, the District's Procurement Department received the Achievement of Excellence in Procurement Award from the National Procurement Institute.

Finally, in FY 25/26, the District continued to implement initiatives under its 2022 Transit Asset Management Plan, which includes assessing the condition of the District's facilities, comparing scenarios for long-term needs versus available funding, completing National Transit Database requirements, and developing business processes for asset management.



## Legal Department

*"The attorney shall have full charge of the legal matters pertaining to the district, and shall be the legal adviser to the board, the general manager, and all of the officers of the district." (Streets and Highways Code § 27184)*

The Legal Department's role and responsibilities are broad and comprehensive - involving strategic counseling and risk mitigation and management to help District staff accomplish the District's goals and policy objectives as set by the Board of Directors. When legal risks are unavoidable, the Legal Department provides judicious advice and zealous advocacy.

Given the varied nature of the District's multiple businesses in Bridge, Bus, and Ferry, the Legal Department must match the District in the breadth of its expertise and adaptability to changing conditions. Specifically, the Legal Department furnishes advice, legal analysis, and research in developing areas of the law such as public infrastructure and procurement, labor and employment (including employee and retiree benefits), federal laws and regulations pertaining to public transportation, civil rights, environmental and natural resources, and the array of laws that pertain to the governance of public agencies. A member of the Legal Department has been assigned to each of the District's four divisions - District, Bridge, Bus, and Ferry - to provide the dedicated support and expertise necessary to effectively and efficiently assist District staff in achieving each division's unique objectives.

The Legal Department supports the implementation of the District's capital projects from early-stage project facilitation through the resolution of any construction claims. It develops templates for efficient contracting and, when the situation calls for it, tailored contracts befitting the complexity of the services provided and the relationship between the parties. The Legal Department serves as the chief labor negotiator for the District and routinely advises the District on personnel issues to prevent problems and manage the inevitable controversies that arise both creatively and effectively.

When disputes arise, the Legal Department applies its broad array of specialized legal expertise to respond to claims and lawsuits, advise as to the merits of those claims and lawsuits, and assist the Board in determining whether to fight or seek resolution. The Legal Department regularly defends the District in the California and Federal trial and appellate courts, and before federal, state, and local administrative agencies, against claims in the areas of construction, contracts, labor and employment, civil rights, class actions, Jones Act, and personal injury. The Legal Department also brings civil actions, when warranted, to assist the District in achieving its goals or protecting its interests.

The Legal Department works alongside District staff, the District's Management Team, and Board leadership to implement best practices, to create efficiencies, and to innovate in support of the Board's goals and objectives. In the District's heavily regulated environment, the Legal Department assists the Management Team and the Board in identifying legal issues and risks that may present challenges to the implementation of the Board's objectives. Members of the Legal Department take pride in finding appropriate, practical, and workable solutions to potential legal problems and roadblocks.

Each and every member of the Legal Department values the partnership with the District and greatly appreciates the opportunity to serve the District's Board of Directors, Management Team, and staff.



# FY 26/27 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, Civil Rights, 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 the public with various forms of communication through the website, written materials, customer service staff and public requests. Provide employees with communication on internal agency issues and activities.

## EFFICIENCY

Continue to improve internal processes and operations to promote effective and efficient service to the Operating Divisions, the Board of Directors and the public.



# CHANGES FROM FY 25/26 ESTIMATED ACTUAL TO FY 26/27 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 26/27 Proposed Operating Expenses total \$53.7 million. The District Division's FY 26/27 Proposed Budget contains an increase of \$5.5 million, or 11.5%, above FY 25/26 Estimated Actual expenses. Approximately \$3.2 million of the increase is associated with a cost-of-living adjustment and funding vacant positions. The summary of changes to the expenses between FY 25/26 estimate actual and the FY 26/27 Proposed Budget are summarized in the table on the following page.



**SUMMARY OF CHANGES FROM FY 25/26 ESTIMATED ACTUAL TO  
FY 26/27 PROPOSED BUDGET  
(ALL FIGURES IN MILLIONS)**

<b>Labor</b>	
Increase in salaries due to funding of vacant positions and COLAs	\$1.3
Increase in payroll taxes for FY 26/27 due to funding of vacant positions and COLAs	\$0.3
Increase in PERS contribution due to funding of vacant positions and COLAs	\$0.9
Increase in medical expenses for FY 26/27 due to funding of vacant positions and increase in annual costs	\$1.9
Increase in post-employment benefits (OPEB) for FY 26/27	\$0.1
Increase in miscellaneous benefits (capitalized benefits) due to more capitalized budgeted labor in FY 26/27 than in FY 25/26 estimated actual	\$(1.4)
<b>Professional Services</b>	
Increase in professional services fees for FY 26/27	\$0.3
Increase in District-wide legal services for FY 26/27	\$1.0
Increase in facilities maintenance for FY 26/27	\$0.3
Increase in FY 26/27 temporary help services	\$0.1
<b>Supplies and Other</b>	
Increase in repair and operating supplies	\$0.1
Re-funding of staff development expenses unused in FY 25/26	\$0.3
<b>Insurance, Taxes and Permits</b>	
Increase in regulatory fees and taxes	\$0.1
<b>Capital Contribution and Depreciation</b>	
Projected increase in depreciation for FY 26/27	\$0.2
<b>Total Change from FY 25/26 Estimated Actual to FY 26/27 Proposed Budget</b>	<b>\$5.5</b>

ICAP: The FY 26/27 Proposed Budget assumes \$2.3 million, as compared to \$1.1 million in FY 25/26 Estimated Actual, 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 26/27 Proposed Budget assumes 50%, which is the same percentage used in FY 25/26, that Engineering Labor and associated benefits will be capitalized resulting in an additional operating Labor and Fringe decrease of \$6.8 million, as compared to \$4.9 million for FY 25/26 Estimated Actual.



## DISTRICT DIVISION OPERATING BUDGET

	FY 24/25 Actual	FY 25/26 Adopted Budget	FY 25/26 Estimated Actual	FY 26/27 Proposed Budget
<b>Expenses</b>				
Salaries	\$18,373,808	\$20,394,400	\$18,095,482	\$19,445,700
Fringe Benefits	\$10,981,035	\$13,697,000	\$11,999,494	\$13,851,400
Professional Services	\$14,779,969	\$15,860,800	\$15,386,594	\$17,042,000
Repair & Operating Supplies	\$767,656	\$888,400	\$726,100	\$828,500
Insurance, Taxes & Permits	\$141,123	\$176,200	\$125,700	\$181,700
Other	\$584,525	\$739,500	\$491,900	\$775,000
Lease & Rentals	\$33,498	\$63,400	\$13,100	\$63,400
<b>Subtotal Expenses</b>	<b>\$45,661,614</b>	<b>\$51,819,700</b>	<b>\$46,838,370</b>	<b>\$52,187,700</b>
Depreciation	\$1,375,797	\$1,087,100	\$1,291,700	\$1,465,000
<b>Total Expenses</b>	<b>\$47,037,411</b>	<b>\$52,906,800</b>	<b>\$48,130,070</b>	<b>\$53,652,700</b>
<b>Percent Change</b>	<b>(0.8%)</b>	<b>12.5%</b>	<b>(9.0%)</b>	<b>11.5%</b>
<b>District Transfers</b>				
Bridge Division	\$21,391,946	\$22,459,800	\$20,644,625	\$22,377,100
Bus Division	\$16,403,887	\$19,513,000	\$17,602,225	\$19,465,700
Ferry Division	\$9,241,578	\$10,934,000	\$9,883,220	\$11,809,900
<b>Total Transfers</b>	<b>\$47,037,411</b>	<b>\$52,906,800</b>	<b>\$48,130,070</b>	<b>\$53,652,700</b>

### Assumptions

- Starting July 1, 2026, 4% Salary increase for all Coalition and Non-Represented employees.
- Includes Employers' PERS Contribution of 34.32%.
- OPEB costs are included in Fringe Benefits and reflect the adoption of GASB 75, which accrues for OPEB costs based on the Annual Required Contribution (ARC) for OPEB benefits.



# DISTRICT DIVISION CAPITAL BUDGET

## Program Summary

The FY 26/27 Capital Budget for the District Division totals \$3.5 million and represents 2% of the total agency's capital budget. The FY 26/27 capital program focuses on continuing projects with the Hastus System Upgrade (2612) and the ERP Expansion and Improvement Design (2515). A table summarizing the new, continuing and capital equipment projects for the District Division is below. Note that while the table is organized to list the projects in descending order from largest to smallest total project budget, the project descriptions that follow are organized by project number in ascending order, smallest to largest.

Annualized FY 25/26 capital expenditures for the District Division totaled \$1.7 million, funded 100% with District funds (See Appendix C).

## Completed Projects

The District Division completed six (6) Capital Projects in FY 25/26.

### **Project 2010 – Asset Management Strategic Program - \$985,000**

This project funded the upgrade of Maximo, the District's asset management system, to a Software as a Service (SaaS). This project combined two District projects that were formerly distinct: Maximo for Bridge Division (1910) and Maximo Upgrade to SaaS. [Operating Budget Impact: To be determined.]

### **Project 2110 – On-Site Medical Trailer Infrastructure - \$675,000**

The project provided a location in the San Rafael administration facility for 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. [Operating Budget Impact: Reduction - Medium]

### **Project 2411 – Replace Server Equipment - \$450,000**

This project replaced server hardware in the District's on-premises data centers. The former servers were reaching the end of their useful life and needed replacement. [Operating Budget Impact: Reduction - Low]

### **Project 2412 – Technology Improvements - \$300,000**

This program of work implemented technologies that underpin the District's network in order to evolve the network. Implementing new/ modern technologies ensures that the District's network is optimized and staying current in areas such as data storage, data backups, and network devices. [Operating Budget Impact: No significant impact]

### **Project 2511 – Fuel Tank Management System Upgrade - \$600,000**

This project upgraded the fuel tank management system at D1, D2, D3, and the Bridge. The former Veeder-Root tank level system installed at D1, D2, D3 and the Bridge was well beyond its useful life. [Operating Budget Impact: No significant impact]



**Project 2513 – Network Security - \$360,000**

This project created new security controls on the network as cyber and network security are changing. The overall network security posture was improved to protect District data and network. New software and hardware was purchased, and existing software was expanded. [Operating Budget Impact: - Low]



**DISTRICT DIVISION CAPITAL BUDGET FY 26/27**

Project Number and Description	Total Project	Prior Years	FY 26/27 Budget	Future Years	FY 26/27 Funding	
					District	Other
FY27 – Board Increase through Budget	768,000	364,000	361,000	43,000	100%	0%
2413 - Kronos Electronic Timekeeping System Upgrade (IS/ACCT)	768,000	364,000	361,000	43,000	100%	0%
<b>FY27 - Continuing Projects</b>	<b>18,765,000</b>	<b>6,379,000</b>	<b>3,068,000</b>	<b>9,318,000</b>	<b>100%</b>	<b>0%</b>
2515 - ERP (Enterprise Resource Planning) Expansion and Improvement – Scope and Design (IS)	4,140,000	2,775,000	423,000	942,000	100%	0%
2612 - Hastus System Upgrade (IS)	2,636,000	-	400,000	2,236,000	100%	0%
2512 - Maximo for Bridge (IS)	2,000,000	-	200,000	1,800,000	100%	0%
2213 - Business Intelligence (BI) Analysis and Transportation Statistics Reporting Solution (IS)	1,721,000	1,040,000	210,000	471,000	100%	0%
2611 - CAD/AVL System Refresh and Replacement (IS)	1,662,000	-	314,000	1,348,000	100%	0%
2613 - Building H Seismic Retrofit and Rehabilitation Design (DISTRICT/ENG)	1,326,000	-	257,000	1,069,000	100%	0%
2210 - Data Loss Prevention (IS)	1,206,000	255,000	383,000	568,000	100%	0%
2211 - Technology Disaster Recovery Plan (IS)	1,000,000	559,000	196,000	245,000	100%	0%
2212 - Cyber Security Strategic Plan and Mitigations (IS)	1,050,000	992,000	50,000	8,000	100%	0%
1816 - Document Management System (IS)	800,000	486,000	300,000	14,000	100%	0%
2514 - District Wide Data Management Program (IS)	500,000	58,000	125,000	317,000	100%	0%
2516 - District Incident Management System (IS/MARKETING)	330,000	144,000	90,000	96,000	100%	0%
2614 - Finance Offices Refresh (DISTRICT/FINANCE)	200,000	-	80,000	120,000	100%	0%
2311 - Enterprise Systems Interface Improvements (IS)	194,000	70,000	40,000	84,000	100%	0%
<b>FY27 - Capital Equipment</b>	<b>150,000</b>	<b>-</b>	<b>75,000</b>	<b>75,000</b>	<b>100%</b>	<b>0%</b>
2719 - Capital Equipment (FY27-FY28) (DISTRICT)	150,000	-	75,000	75,000	100%	0%



**District Division**

Project Number and Description	Total Project	Prior Years	FY 26/27 Budget	Future Years	FY 26/27 Funding	
					District	Other
<b>Total Capital Expenditures</b>	19,683,000	6,743,000	3,504,000	9,436,000	100%	0%
<b>Capital Fund Source - District</b>						
District	19,683,000	6,743,000	3,504,000	9,436,000		
Other	-	-	-	-		
<b>Total</b>	<b>19,683,000</b>	<b>6,743,000</b>	<b>3,504,000</b>	<b>9,436,000</b>		

\* Numbers in this table are rounded to the nearest \$1,000. Please check narrative section for actual Total Project Budget.



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## District Division FY 26/27 Capital Project Detail

### ***Budget Increase through Budget Development Process***

#### **Project 2413 – Kronos Electronic Timekeeping System Upgrade - \$406,840 to \$768,000**

Kronos' current timekeeping version has an end-of-life date of December 31, 2025. To avoid any lapse in support and software availability, the District's plan is to transition to the newest version of Kronos titled Dimensions. Dimensions is a cloud-native solution that offers improved scalability and flexibility, as well as advancements in user experience, extensibility, accessibility, and data extraction & manipulation in comparison to the Kronos legacy version. The budget increase is requested to replace the existing timeclocks across the District. The new clocks will be configured to allow users to tag in using their badges. [Operating Budget Impact: No significant impact]

### ***Continuing Projects***

#### **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 - Low]

#### **Project 2210 – Data Loss Prevention – \$1,206,000**

This project will include a scope to identify sensitive data stored among fifteen departments within the current environment at the District. The project will aim to implement tools for detecting and preventing sensitive data loss to unauthorized individuals and/or parties, protect data confidentiality, manage data transportation within and outside of the District, and provide guidelines and methodologies for data storage to support best practices regarding handling sensitive data at the District. [Operating Budget Impact: Increase - Low]

#### **Project 2211 – Technology Disaster Recovery Plan – \$1,000,000**

This project will aim to incorporate information into creating a technology disaster recovery plan as part of the District's Business Continuity Plan (BCP) based on the BCP's and business units' requirements for recovery time of systems and data. The project will also implement the plan. [Operating Budget Impact: No significant impact.]

#### **Project 2212 – Cyber Security Strategic Plan and Mitigations – \$1,050,000**

This project will enable the District to create a strategic plan for cybersecurity. Mitigation activities will occur during the strategic plan development and continue after the plan is completed. [Operating Budget Impact: Increase - Low]



**Project 2213 – Business Intelligence (BI) Analysis and Transportation Statistics Reporting Solution – \$1,721,000**

This project will invest in a suite of data analysis related products that fit the needs of individual departments, including providing real-time transit data, while supporting the long-term goal of a centralized data analytics platform. [Operating Budget Impact: Reduction - Low]

**Project 2311 – Enterprise Systems Interface Improvements - \$194,000**

The interfaces between some of the District's enterprise systems need updating. Many of them were designed and implemented more than 10 years ago and do not meet today's business needs. This is either because processes have changed over the years or the technology that was used to build them is old and out of date. The objective of this project would be to review and improve the interfaces that Business units have identified as causing issues with day-to-day operations, e.g., new data elements to support changing business processes are required, but changes cannot be made because of old coding changes.

The interfaces that need the most immediate attention are 1) the interface between EJWard and Maximo, 2) the interfaces between the District's ERP system and Maximo. Normally, issues with interfaces are addressed/tackled during a system upgrade project, which often leads to project overruns or implementing workarounds. Carving out a separate project specifically for interfaces will allow Information Systems to proactively work on improving interfaces to meet the business needs. [Operating Budget Impact: No significant impact.]

**Project 2512 – Maximo for Bridge - \$2,000,000**

This project is for the Phase I implementation of Maximo to manage inventory and maintenance work orders for the physical Bridge, facilities, rolling stock, and equipment. Modules identified through an assessment conducted under the Asset Management Strategic Program (2010) will be developed for this purpose within the current version of Maximo. The project also includes Phase II work to implement more modules with the Maximo upgrade to MAS8. Originally, the project was scoped as two separate phases that would occur one at a time but both phases will be completed simultaneously. [Operating Budget Impact: No significant impact.]

**Project 2514 – District-Wide Data Management Program - \$500,000**

Due to the increased need for reporting across the agency, the amount of data housed in the District's Data Warehouse has increased and will continue to grow exponentially over the coming years. It is important to ensure that the data is managed and organized to ensure it is reliable and valuable for reporting and decision-making. The scope of this program is to implement a data management framework, which includes rules and standards for handling data, ensuring it is readily accessible and of high quality and the establishment of metadata management, internal data access controls, and data standardization. This program will also define how each data element should be used, i.e., decision making, reporting etc. and define data stewards. [Operating Budget Impact: No significant impact.]

**Project 2515 – ERP (Enterprise Resource Planning) Expansion and Improvement Project - \$4,140,000**

This project is to expand and improve FE, the District's current finance and HR management system. This project includes integrating grant management, reassessing the asset management configuration, implementing FTE Budget tracking and Budget forecasting capabilities, enhanced user training, addressing issues with



Maximo and FE interface, etc. [Operating Budget Impact: Increase - Low]

**Project 2516 – District Incident Management System – \$330,000**

This project will implement a District-wide enterprise incident management system intended for operational use beyond traditional IT incident tracking. Currently the District employs different methods and processes for logging and tracking incidents, varying by department and/ or Division. The process for tracking incidents to resolution is not optimized, often relying on follow-up by phone or email. By implementing an enterprise system, the District hopes to streamline processes, centralize data, implement workflow for tracking and resolving incidents, and provide metrics and reports. This project was originally scoped to replace the internally developed Customer Service incident system. However, the District is now looking to implement a system that can be used by more departments: Bus and Ferry operations, Bridge Patrol, Customer Service, and DSO, and expanding the requirements of the system to include not only incidents but also hazards and risk management. The project will also assist in optimizing processes by having workflow and improved reporting to meet regulatory requirements around safety. [Operating Budget Impact: Increase - Low]

**Project 2611 – CAD/AVL System Refresh and Replacement – \$1,662,000**

The current version of INIT ITCS is running on Windows Server 2016. We are already on extended support for this, which ends at the end of 2026. Windows Server needs to be upgraded to 2025 (not part of this project), which means that INIT ITCS also needs to be upgraded because the current version will not operate on Windows Server 2025. [Operating Budget Impact: Increase - Low]

**Project 2612 – Hastus System Upgrade – \$2,636,000**

The current version of Hastus, 2018, was implemented in 2020. To ensure that the District follows its strategic objectives to keep systems supported by the vendor, work needs to commence on preparing for an upgrade to GIRO's latest version, which is 2024. NO new modules are required, per direction from Bus. Included with the upgrade is the redesign of the interface with Finance Enterprise, which is a Payroll requirement. Budget is based on a cost proposal provided by GIRO. [Operating Budget Impact: Increase - Low]

**Project 2613 – Building H Seismic Retrofit and Rehabilitation Design – \$1,326,000**

The project includes the design phase of the Toll Plaza Building H seismic retrofit and rehabilitation project. The work includes design for seismic retrofitting of the building, rehabilitation of the mechanical and electrical systems, roof replacement, window replacement, and interior upgrades. [Operating Budget Impact: Reduction - Low]

**Project 2614 – Finance Offices Refresh – \$200,000**

This project will refresh the Finance department's offices, including new carpet, furniture, and any other necessary modifications. [Operating Budget Impact: no significant impact]

***Capital Equipment***

**Project 2719 – Capital Equipment – District – \$150,000**

This project is for the purchase of capital equipment for the District Division for FY 26/27 and FY 27/28. [Operating Budget Impact: no significant impact]



## DISTRICT DIVISION PERSONNEL SUMMARY BY DEPARTMENT

District Staffing by Department	FY 24/25 Year-End	FY 25/26 Budget	FY 25/26 Year-End	FY 26/27 Proposed Budget	Net Change FY 25/26 to FY 26/27
<b>Administration &amp; Development 101</b>					
Administrative Assistant	1	1	1	1	-
Deputy GM, Admin. & Development	1	1	1	1	-
Director of Public Affairs	1	1	1	1	-
Public Affairs Specialist	1	1	1	0	-1(d)
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>(1)</b>
<b>Customer Relations 102</b>					
Customer Relations Assistant	6	6	6	6	-
Customer Relations Supervisor	1	1	1	1	-
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>-</b>
<b>Risk Management 103</b>					
Director of Risk Management & Safety	1	1	1	1	-
Environmental Health & Safety Specialist	1	1	1	1	-
Security Emergency Management Specialist	1	1	1	1	-
Workers' Comp/Liability Claims Admin.	1	1	1	1	-
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>-</b>
<b>Human Resources 104</b>					
Human Resources Administrator	1	1	1	1	-
Human Resources Analyst	4	4	4	4	-
Human Resources Analyst - Admin.	1	1	1	1	-
Human Resources Coordinator	3	1	1	1	-
Human Resources Manager	2	2	2	2	-
Human Resources Technician	1	2	2	2	-
<b>Total</b>	<b>12</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>-</b>
<b>Information Systems 105</b>					
Business Information Systems Engineer	5	6	6	6	-
Chief Technology Director	1	1	1	1	-
Database Engineer	1	1	1	1	-
Network Administrator	1	1	1	1	-
Senior Project Manager	1	1	1	1	-
Payroll/HRIS Systems Analyst	1	0	0	0	-
Project Manager	2	2	2	2	-
Senior Business Info Systems Engineer	3	3	3	3	-
Senior Desktop Systems Administrator	1	1	1	1	-
Senior Information Systems Manager	2	2	2	2	-



District Staffing by Department	FY 24/25 Year-End	FY 25/26 Budget	FY 25/26 Year-End	FY 26/27 Proposed Budget	Net Change FY 25/26 to FY 26/27
Senior Network Administrator	1	1	1	1	-
Senior System Administrator	2	2	2	2	-
Senior System Engineer	1	1	1	1	-
System Administrator, PC Support	2	2	2	2	-
<b>Total</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>-</b>
<b>Marketing &amp; Communications 106</b>					
Art Supervisor	1	1	1	1	-
Digital Communications Program Manager	1	1	1	1	-
Marketing and Communications Director	1	1	1	1	-
Marketing Communications Specialist	2	2	2	2	-
Marketing Coordinator	1	1	1	1	-
Marketing Representative	1	1	1	1	-
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>-</b>
<b>Planning 107</b>					
ADA Compliance & Program Manager	1	1	1	1	-
Administrative Assistant	1	1	1	1	-
Associate Planner	1	1	1	0	-1(f)
Director of Planning	1	1	1	1	-
Manager of Real Estate Services & Property Development	1	1	1	1	-
Manager Traffic Engineering & Transit Facilities	1	1	1	1	-
Planner	0	0	0	1	1(f)
Principal Planner	2	2	2	2	-
Senior Planner	1	1	1	1	-
<b>Total</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>-</b>
<b>District Secretary 111</b>					
Administrative Assistant	1	1	1	1	-
Assistant Clerk to the Board	1	1	1	1	-
Office Coordinator	1	1	1	0	-1(d)
Secretary of District	1	1	1	1	-
Senior Board Analyst	1	1	1	1	-
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>(1)</b>
<b>Engineering 120</b>					
Associate Engineering Inspectors	4	4	4	4	-
Associate Steel Inspector	3	3	3	3	-
Deputy District Engineer	0	0	0	0	-
Directing Civil Engineer	6	6	6	6	-
Director of Engineering Contracts	1	1	1	1	-
District Engineer	1	1	1	1	-



## District Division

District Staffing by Department	FY 24/25 Year-End	FY 25/26 Budget	FY 25/26 Year-End	FY 26/27 Proposed Budget	Net Change FY 25/26 to FY 26/27
Documents Control Assistant	0	0	0	0	-
Engineering Contracts Assistant	0	0	0	0	-
Engineering Contracts Officer	0	0	0	0	-
Engineering Design Technician	0	0	0	0	-
Engineering Documents Controls Manager	1	1	1	0	-1(d)
Executive Assistant to District Engineer	1	1	1	1	-
Facilities Engineer	1	1	1	0	-1(e)
Facilities Program Manager	0	0	0	1	1(e)
Senior Civil Engineer	16	16	16	16	-
Senior Electrical Engineer	1	1	1	1	-
Senior Engineer	1	1	1	1	-
Senior Engineering Contracts Assistant	4	4	4	4	-
Senior Engineering Design Technician	1	1	1	1	-
Senior Engineering Document Control Assistant	4	4	4	4	-
Senior Mechanical Engineer	1	1	1	0	-1(d)
Senior Steel Inspector	1	1	1	1	-
Supervising Civil Engineer	0	0	0	0	-
<b>Total</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>45</b>	<b>(2)</b>
<b>Finance 130</b>					
Auditor-Controller	1	1	1	1	-
Finance Administrative Analyst	1	1	1	1	-
Director of Fiscal Resources	1	1	1	1	-
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>
<b>Accounting 131</b>					
Accountant	2	2	2	2	-
Accounting Analyst	1	1	1	1	-
Accounting Manager	1	1	1	1	-
Accounting Specialist	2	2	1	1	-1(f)
Associate Accountant	0	0	1	1	1(f)
Director of Accounting	1	1	1	1	-
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>-</b>
<b>Budget &amp; Financial Analysis 133</b>					
Budget & Programs Analyst	1	1	1	0	-1(d)
Director of Budget & Financial Analysis	1	1	1	1	-
Principal Budget & Programs Analyst	2	2	2	2	-
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>(1)</b>
<b>Capital &amp; Grant Programs 134</b>					
Capital & Grant Programs Analyst	1	1	1	1	-
Director of Capital & Grant Programs	1	1	1	1	-



District Staffing by Department	FY 24/25 Year-End	FY 25/26 Budget	FY 25/26 Year-End	FY 26/27 Proposed Budget	Net Change FY 25/26 to FY 26/27
Grants Manager	0	0	0	1	1(e)
Principal Capital & Grant Programs Analyst	1	2	2	1	-1(e)
Senior Capital & Grant Programs Analyst	1	0	0	0	-
TAM Project Manager	1	1	1	0	-1(d)
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>(1)</b>
<b>Payroll 136</b>					
Assistant Payroll Manager	2	2	2	2	-
Payroll Manager	1	1	1	1	-
Payroll Timekeeping Specialist	3	3	3	3	-
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>-</b>
<b>Procurement &amp; Retail Operations 137</b>					
Contracts Officer	1	1	1	1	-
Assistant Procurement Specialist	2	2	2	1	-1(d)
Procurement Director	1	1	1	1	-
Procurement Program Analyst	1	1	1	1	-
Purchasing Officer	1	1	1	1	-
Senior Buyer	3	3	3	3	-
<b>Total</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>(1)</b>
<b>General Manager 140</b>					
Administrative Assistant	1	1	1	0	-1(d)
Executive Administrator to the GM	1	1	1	1	-
General Manager	1	1	1	1	-
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>(1)</b>
<b>Civil Rights Compliance 141</b>					
Administrator, Leaves of Absence	1	1	1	1	-
Director, EEO Compliance	1	1	1	1	-
Manager, SBE Compliance Programs	1	1	1	1	-
Senior Compliance Analyst	1	1	1	0	-1(d)
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>(1)</b>
<b>District Division Totals</b>					
<b>Total Authorized Positions</b>	<b>160</b>	<b>159</b>	<b>159</b>	<b>150</b>	<b>(9)</b>

Legend: (a) title Change; (b) Added; (c) Transferred; (d) Eliminated; (e) Reclassification; (f) Professional Development Plan





Appendix A - Net Position Available for New Capital Projects or Operations..... 167  
Appendix B - Commercial Paper Budgeting Covenant Certificate of the District ..... 171  
Appendix C - FY 25/26 Capital Program Accomplishments ..... 175  
Appendix D - Grant Funding Sources..... 183  
Appendix E - 10-Year Capital Plan ..... 189  
Appendix F - Strategic Plan ..... 213  
Appendix G - Five- and Ten-Year Financial Projection..... 227



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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 07/01/2026
Available Net Position before Long Term Deferred Outflows, Liabilities, Deferred Inflows, Board Designated Reserves and Other Reserves (Note 1)	A	\$162,900,000
<b>Long Term Deferred Outflows, Liabilities &amp; Deferred Inflows (Note 2)</b>		
CalPERS Retirement Pension Deferred Outflows, Deferred Inflows & Liabilities		89,300,000
Golden Gate Transit Amalgamated Retirement Pension Deferred Outflows, Liabilities & Deferred Inflows		153,500,000
District Other Post-Employment Benefits (OPEB) Deferred Outflows, Liabilities & Deferred Inflows		46,000,000
<b>Subtotal: Long Term Deferred Outflows, Liabilities &amp; Deferred Inflows</b>	<b>B</b>	<b>288,800,000</b>
Available Net Position before Board Designated Reserves and Other Reserves		<b>451,700,000</b>
<b>Fiscal Year 2025 Board Designated Reserves and Other Reserves</b>		
Operating Reserve (Note 3)		(22,500,000)
Emergency Reserve (Note 4)		(10,500,000)
Bridge Self Insurance Loss Reserve (Note 5)		(26,300,000)
<b>Subtotal: Fiscal Year 2025 Board Designated Reserves and Other Reserves</b>	<b>C</b>	<b>(59,300,000)</b>
<b>Net Position (Reserves) Available Before Committed Capital Projects</b>	<b>A+B+C</b>	<b>392,400,000</b>
<b>Fiscal Year 2026 Committed Capital Projects (District Funded Portion Only)</b>		
Bridge		(358,000,000)
Transit		(74,500,000)
<b>Subtotal: Fiscal Year 2026 Committed Capital Projects (District Funded Portion Only)</b>	<b>D</b>	<b>(432,500,000)</b>
<b>Net Position Available for New Capital Projects or Operations as of 6/30/2026*</b>	<b>A+B+C+D</b>	<b>(\$40,100,000)</b>

Category		Estimated Balance 07/01/2027
<b>Beginning Net Position Available for New Capital Projects or Operations</b>	<b>A+B+C+D</b>	<b>(\$39,500,000)</b>
Add Budgeted Net Income/Loss for Fiscal Year 2026 (Note 7 & 8)	E	37,400,000
<b>Available Net Position before Board Designated Reserves and Other Reserves</b>	<b>A+B+C +D+E</b>	<b>(2,100,000)</b>
<b>Change in Fiscal Year 2026 Board Designated Reserves and Other Reserves</b>		
Change in Operating Reserve (Note 6 & 9)		(400,000)
Change in Emergency Reserve (Note 10)		(200,000)
Change in Bridge Self Insurance Loss Reserve (Note 11)		(1,300,000)
<b>Subtotal: Change in Fiscal Year 2026 Board Designated Reserves and Other Reserve</b>	<b>F</b>	<b>(1,900,000)</b>
<b>Net Position (Reserves) Available Before Committed Capital Projects</b>	<b>A+B+C +D+E+F</b>	<b>(4,000,000)</b>
<b>Fiscal Year 2027 Committed Capital Projects (District Funded Portion Only)</b>		
Bridge		(134,200,000)
Transit		(2,200,000)
<b>Subtotal: Fiscal Year 2027 Committed Capital Projects (District Funded Portion Only)</b>	<b>G</b>	<b>(136,400,000)</b>
<b>Net Position Available for New Capital Projects or Operations as of 6/30/2027</b>	<b>A+B+C +D+E+F+G</b>	<b>(\$140,400,000)</b>

\*Does not include future capital contributions annually transferred from operating budget.



## Appendix A – Notes

- Note 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 2026 budget being balanced from the infusion of SB125 funding.
- 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 FY 05/06. The BSIR was intended to be built up to \$25 million minimum level in 2006 dollars and would be used to offset the need to insure the bridge for both physical property damage and loss of use.
- Note 6: To fund reserves to the required contribution levels, additional contributions will be made.
- Note 7: FY 26/27's 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 8: FY 26/27's 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 26/27's operating budget with 7.5% less FY 25/26's Operating Reserve plus additional contributions as discussed in Note 6.
- Note 10: Change in Emergency Reserve is calculated by multiplying FY 26/27's operating budget with 3.5% less FY 25/26's Emergency Reserve.
- Note 11: Change in Bridge Self-Insurance Loss Reserve is calculated by subtracting FY 26/27's reserve from FY 25/26'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 ensure the security of the noteholders 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 the impact of the pandemic on operations, the FY 26/27 Proposed Budget is projected to utilize \$34.4 million in District Reserves to balance the budget.

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

	20/21 Actual	21/22 Actual	22/23 Actual	23/24 Actual	24/25 Actual	25/26 Estimated Actual	26/27 Proposed Budget*
<b>Total Revenues</b>	\$147,254	\$177,869	\$212,104	\$245,136	\$254,674	\$289,062	\$252,442
Less Total Operating Expenses (Less Depreciation, Capital Contribution, Bridge Self-Insurance and Debt Service Payments)	(\$145,721)	(\$153,138)	(\$187,305)	(\$221,199)	(\$218,269)	(\$230,254)	(\$256,668)
<b>Total Net Revenues</b>	<b>\$1,533</b>	<b>\$24,731</b>	<b>\$24,799</b>	<b>\$23,937</b>	<b>\$36,405</b>	<b>\$58,808</b>	<b>(\$4,226)</b>
<b>CARES Act Funding &amp; CRRSAA Funding</b>	<b>\$67,467</b>						
<b>ARP Funding</b>		<b>\$65,263</b>	<b>\$60,133</b>	<b>\$51,186</b>			
Total Net Revenues after Actions to Increase Revenues and/or Decrease Expenses	\$69,000	\$89,994	\$84,932	\$75,123	\$36,405	\$58,808	(\$4,226)
Plus Operating Reserve Fund	\$7,320	\$7,320	\$7,320	\$7,320	\$7,320	\$7,320	\$7,320
<b>Total Net Revenues + Operating Reserve</b>	<b>\$76,320</b>	<b>\$97,314</b>	<b>\$92,252</b>	<b>\$82,443</b>	<b>\$43,725</b>	<b>\$66,128</b>	<b>\$3,094</b>
Actual/Estimated Debt Service	\$109	\$223	\$1,521	\$1,996	\$1,908	\$1,600	\$2,879
Coverage (with Operating Reserve)	700.2	436.4	60.7	41.3	22.9	41.3	1.1
Coverage (without Operating Reserve)	633.0	403.6	55.8	37.6	19.1	36.8	(1.5)

\*Low coverage ratio in Proposed Budget as a result of no Federal or State one-time operating received, no budgeted market gains/losses, and rising operational costs.



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**APPENDIX C**  
**FY 25/26 Capital Program Accomplishments**



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## APPENDIX C - FY 25/26 CAPITAL PROGRAM ACCOMPLISHMENTS

### Program Summary

FY 25/26 capital expenditures for the agency are projected to total \$119.9 million, funded with \$33.7 million, or 28% District funds and \$86.1 million, or 72% grant funds. Total FY 25/26 expenditures consist of both completed projects and ongoing multi-year projects.

A summary of the FY 25/26 program is provided below, followed by each division's detailed program.

### FY 25/26 Capital Expenditures by Division

	Total Project	FY25/26 Budget	FY25/26 Actual	Actual/Budget %
Bridge	1,438,779,927	47,589,513	101,307,836	213%
Bus	70,131,973	7,816,152	2,538,964	32%
Ferry	299,837,193	14,504,447	14,311,851	99%
District	22,717,423	4,501,005	1,701,064	38%
<b>Agency Total</b>	<b>1,831,466,516</b>	<b>74,411,117</b>	<b>119,859,715</b>	<b>161%</b>

### Capital Fund Source

	Total Project	FY25/26 Budget	FY25/26 Actual	% Actual Exp/Total Exp
District Funds	781,910,409	38,026,959	33,731,051	28.1%
Federal Funds	991,136,987	35,270,185	84,101,979	70.2%
State Funds	32,499,120	708,973	2,023,045	1.7%
Other Local Funds	25,920,000	405,000	3,639	0.0%
<b>Total Expenditures</b>	<b>1,831,466,516</b>	<b>74,411,117</b>	<b>119,859,715</b>	<b>100%</b>



**FY 25/26 Capital Program Accomplishments  
Bridge Division**

FY 25/26 Bridge Division capital expenditures are projected to total \$101.3 million, funded with \$25.4 million, or 25% District funds and \$75.9 million, or 75% grant funds.

<b>Project Number and Description</b>	<b>Total Project</b>	<b>FY25/26 Budget</b>	<b>FY25/26 Actual</b>	<b>Actual/Budget %*</b>
<b>Bridge Division</b>				
2520 - Golden Gate Suspension Bridge Towers & Side Span Seismic Retrofit Construction (BRIDGE/ENG)	1,011,726,000	25,000,000	84,432,599	338%
1526 - Suicide Deterrent - Construction (BRIDGE/ENG)	319,564,145	10,000,000	5,382,874	54%
1923 - Golden Gate Suspension Bridge Seismic Retrofit Pre-Construction (BRIDGE/ENG)	25,643,934	654,827	7,349,227	1122%
2620 - Gantry Toll System (BRIDGE/ERC)	15,000,000	500,000	-	0%
2421 - District-wide Radio Project (BRIDGE/TECH)	12,000,000	1,000,000	461,644	46%
1528 - GGB Wind Retrofit (BRIDGE/ENG)	11,860,000	94,266	160,115	170%
1525 - Toll System Upgrade (BRIDGE/ERC)	11,730,848	347,646	79	0%
1820 - Toll Plaza Gantry - Construction (BRIDGE/ENG)	10,264,000	593,759	177,331	30%
2529 - Capital Equipment (FY25-FY26) (BRIDGE)	9,196,000	7,047,586	3,059,520	43%
2221 - South Approach Viaduct Stringer Rehab (BRIDGE/ENG)	6,000,000	857,143	167,708	20%
2423 - Alexander Avenue Rehabilitation Design (BRIDGE/ENG)	2,193,000	313,286	39	0%
2521 - Moore Road Repairs - Environmental and Design (BRIDGE/ENG)	1,977,000	400,000	-	0%
2522 - ERC (D) and Purchasing Trailer Rehabilitation (BRIDGE/ENG)	1,025,000	531,000	-	0%
2524 - Access and Video Network Upgrade (BRIDGE/TECH)	300,000	100,000	105,824	106%
2523 - Fiber Optic Infrastructure Upgrade (BRIDGE/TECH)	200,000	100,000	10,875	11%
2525 - Novato - Big Rock MW Link (BRIDGE/TECH)	100,000	50,000	-	0%
<b>Total Bridge Division</b>	<b>\$1,438,779,927</b>	<b>\$47,589,513</b>	<b>\$101,307,836</b>	<b>213%</b>

**Capital Fund Source**

	<b>Total Project</b>	<b>FY25/26 Budget</b>	<b>FY25/26 Actual</b>	<b>% Actual Exp/Total Exp</b>
District Funds	668,878,216	22,571,385	25,353,796	25%
Federal Funds	763,510,428	24,818,128	75,846,383	75%
State Funds	6,391,283	200,000	107,657	0%
Other Local Funds	-	-	-	0%
<b>Total Expenditures</b>	<b>\$1,438,779,927</b>	<b>\$47,589,513</b>	<b>\$101,307,836</b>	<b>100%</b>

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



## FY 25/26 Capital Program Accomplishments

### Bus Division

FY 25/26 Bus Division capital expenditures are projected to total \$2.5 million, funded with \$1.6 million, or 63% District funds and \$0.9 million, or 37% grant funds.

Project Number and Description	Total Project	FY25/26 Budget	FY25/26 Actual	Actual/ Budget %*
<b>Bus Division</b>				
2431 - San Rafael Transit Center Final Design and Property Acquisition (BUS/ENG)	32,000,000	500,000	4,493	1%
1431 - Resurface D1 Employee Parking Lot & Solar Panels (BUS/ENG)	12,155,618	2,006,537	902,843	45%
2433 - ZEBs & Charging Equipment (BUS)	10,500,000	750,000	-	0%
1717 - SRTC Replacement Design/Env (Planning Dept) (BUS/PLANNING)	5,644,609	150,000	315,391	210%
2539 - Capital Equipment (FY25-FY26) (BUS)	2,408,234	2,198,537	662,996	30%
2130 - Zero Emission Bus (ZEB) Infrastructure Design (BUS)	2,000,000	285,714	-	0%
2631 - Demand Vehicle Replacement (BUS/PLANNING)	1,750,000	200,000	-	0%
2131 - D-1 Bus Admin Bldg Roof and HVAC Rehab, Fire Alarm System Upgrade, New Front Door Enclosure & New Radio Rm Windows (BUS/ENG)	1,119,000	500,000	15,676	3%
2435 - D-2 Dispatch & Fuel Island Bldg Roof Rehab (BUS/ENG)	710,512	250,000	543,194	217%
2630 - D1 Main Water Line Rehabilitation (BUS/ENG)	613,000	150,000	66	0%
1931 - Bus Division Office Improvements (BUS)	510,000	184,823	34,041	18%
2530 - San Rafael Heavy Duty Shop Overhead Crane (BUS/ENG)	471,000	442,608	60,264	14%
2230 - Automated Passenger Counting (APC)/NTD Cert Software (BUS/IS)	150,000	97,933	-	0%
2231 - Safety Management System (SMS) Software (BUS/IS)	100,000	100,000	-	0%
<b>Total Bus Division</b>	<b>\$70,131,973</b>	<b>\$7,816,152</b>	<b>\$2,538,964</b>	<b>32%</b>

### Capital Fund Source

	Total Project	FY25/26 Budget	FY25/26 Actual	% Actual Exp/ Total Exp
District Funds	19,112,698	4,633,851	1,595,430	63%
Federal Funds	25,099,275	2,777,301	939,894	37%
State Funds	-	-	-	0%
Other Local Funds	25,920,000	405,000	3,639	0%
<b>Total Expenditures</b>	<b>\$70,131,973</b>	<b>\$7,816,152</b>	<b>\$2,538,964</b>	<b>100%</b>

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



**FY 25/26 Capital Program Accomplishments  
Ferry Division**

FY 25/26 Ferry Division capital expenditures are projected to total \$14.3 million, funded with \$5.1 million, or 36% District funds and \$9.2 million, or 64% grant funds.

<b>Project Number and Description</b>	<b>Total Project</b>	<b>FY25/26 Budget</b>	<b>FY25/26 Actual</b>	<b>Actual / Budget %*</b>
<b>Ferry Division</b>				
2446 - Spaulding Replacement Project (FERRY)	63,000,000	1,080,000	-	0%
2445 - Del Norte Replacement (FERRY)	59,117,134	1,040,000	-	0%
1940 - Purchase New Vessel (FERRY)	59,026,833	100,000	830,315	830%
1441 - Gangways & Piers - Sausalito Construction (FERRY/ENG)	22,560,000	1,609,667	-	0%
2341 - FY23-30 Ferry Vessel Rehab/DD (Catamarans) (FERRY)	22,000,000	700,000	3,944,418	563%
2644 - Spaulding Class Drydockings FY26-FY34 (FERRY)	18,381,000	2,779,000	1,021,903	37%
2443 - SFFT West and East Berth Rehabilitation (FERRY/ENG)	12,528,140	753,429	3,429,772	455%
503 - Gangway & Piers - Sausalito Design (FERRY/ENG)	11,862,725	175,279	317,650	181%
2042 - Larkspur Ferry Service and Parking Expansion Env. Clearance and Prelim. Design Study (FERRY/PLANNING)	6,741,213	500,000	840,680	168%
2447 - Spaulding Drydocking and Capital Improvements (FERRY)	6,624,000	1,098,000	72,827	7%
2041 - Corte Madera Marsh Restoration Construction (FERRY/ENG)	3,389,185	100,000	200,029	200%
2541 - LFT Berth Rehabilitation (FERRY/ENG)	2,949,553	500,000	2,888,110	578%
2645 - Camels and Floats Restoration (FERRY)	2,000,000	500,000	-	0%
2641 - Drainage Culvert Rehabilitation (FERRY/ENG)	1,588,000	100,000	104,370	104%
2642 - LFT Berth and Channel Dredging Design (FERRY/ENG)	1,301,000	600,000	35,487	6%
2540 - Larkspur DEF Storage and Transfer Infrastructure Design (FERRY/ENG)	1,185,000	500,000	106,164	21%
2542 - LFT Kiosk A Rehabilitation (FERRY/ENG)	972,000	501,000	-	0%
2646 - LFT ADA Parking Lot Rehabilitation (FERRY/ENG)	821,000	95,000	-	0%
2546 - LFT Service (Admin) Building Roof Replacement (FERRY/ENG)	800,000	260,000	69,887	27%
2549 - Capital Equipment (FY25-FY26) (FERRY)	690,000	636,002	348,134	55%
2545 - Ramp Infrastructure Capital Improvements (FERRY)	584,610	194,870	-	0%
2342 - Ferry Fleet & Infrastructure Electrification Concept (FERRY)	500,000	100,000	-	0%
2543 - LFT Kiosk C Rehabilitation (FERRY)	484,800	341,200	38,825	11%
2640 - Electronic Vessel Logs (FERRY/TECH)	300,000	100,000	-	0%
2442 - LFT Berth 1 Berthing Arrangement Feasibility (FERRY)	267,000	100,000	63,282	63%
2544 - Larkspur Fixed Containment Boom	164,000	41,000	-	0%



Replacement (FERRY)				
<b>Total Ferry Division</b>	<b>\$299,837,193</b>	<b>\$14,504,447</b>	<b>\$14,311,851</b>	<b>99%</b>

**Capital Fund Source**

	<b>Total Project</b>	<b>FY25/26 Budget</b>	<b>FY25/26 Actual</b>	<b>% Actual Exp/ Total Exp</b>
District Funds	71,202,072	6,320,717	5,080,762	36%
Federal Funds	202,527,285	7,674,757	7,315,701	51%
State Funds	26,107,837	508,973	1,915,388	13%
Other Local Funds	-	-	-	0%
<b>Total Expenditures</b>	<b>\$299,837,193</b>	<b>\$14,504,447</b>	<b>\$14,311,851</b>	<b>100%</b>

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



**FY 25/26 Capital Program Accomplishments  
District Division**

FY 25/26 District Division capital expenditures are projected to total \$1.7 million, funded with 100% District funds.

<b>Project Number and Description</b>	<b>Total Project</b>	<b>FY25/26 Budget</b>	<b>FY25/26 Actual</b>	<b>Actual/Budget %*</b>
<b>District Division</b>				
2515 - ERP (Enterprise Resource Planning) Expansion and Improvement – Scope and Design (IS)	4,140,493	300,000	203,752	68%
2612 - Hastus System Upgrade (IS)	2,635,895	500,000	-	0%
2512 - Maximo for Bridge (IS)	2,000,000	372,000	-	0%
2213 - Business Intelligence (BI) Analysis and Transportation Statistics Reporting Solution (IS)	1,720,711	315,000	55,294	18%
2611 - CAD/AVL System Refresh and Replacement (IS)	1,662,484	721,862	-	0%
2613 - Building H Seismic Retrofit and Rehabilitation Design (DISTRICT/ENG)	1,326,000	300,000	-	0%
2210 - Data Loss Prevention (IS)	1,206,000	30,000	229,179	764%
2212 - Cyber Security Strategic Plan and Mitigations (IS)	1,050,000	126,397	68,750	54%
2211 - Technology Disaster Recovery Plan (IS)	1,000,000	50,000	-	0%
2010 - Asset Management Strategic Program (IS)	985,000	154,947	17,063	11%
1816 - Document Management System (IS)	800,000	90,000	225,608	251%
2110 - On-Site Medical Trailer Infrastructure (DISTRICT)	675,000	100,000	61,270	61%
2511 - Fuel Tank Management System Upgrade (IS)	600,000	400,000	263,475	66%
2514 - District Wide Data Management Program (IS)	500,000	249,000	56,155	23%
2411 - Replace Server Equipment (IS)	450,000	205,839	223,319	108%
2413 - Kronos Electronic Timekeeping System Upgrade (IS/ACCT)	406,840	43,052	450	1%
2513 - Network Security (IS)	360,000	43,603	50,699	116%
2516 - District Incident Management System (IS/MARKETING)	330,000	150,000	144,236	96%
2412 - Technology Improvements (IS)	300,000	67,581	84,148	125%
2614 - Finance Offices Refresh (DISTRICT/FINANCE)	200,000	40,000	-	0%
2311 - Enterprise Systems Interface Improvements (IS)	194,000	123,717	-	0%
2519 - Capital Equipment (FY25-FY26) (DISTRICT)	175,000	118,007	17,667	15%
<b>Total District Division</b>	<b>\$22,717,423</b>	<b>\$4,501,005</b>	<b>\$1,701,064</b>	<b>38%</b>

**Capital Fund Source**

	<b>Total Project</b>	<b>FY25/26 Budget</b>	<b>FY25/26 Actual</b>	<b>% Actual Exp/ Total Exp</b>
District Funds	22,717,423	4,501,005	1,701,064	100%
Federal Funds	-	-	-	0%
State Funds	-	-	-	0%
Other Local Funds	-	-	-	0%
<b>Total Expenditures</b>	<b>\$22,717,423</b>	<b>\$4,501,005</b>	<b>\$1,701,064</b>	<b>100%</b>

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



**APPENDIX D**  
**Grant Funding Sources**



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## APPENDIX D - GRANT FUNDING SOURCES

Fund Source	Active Grant Awards			% of Capital 10YP Funded by Remaining Grant Balance
	Total Award	Total Spent	Total Remaining	
<b>Federal Capital Grants</b>				
<b>Ferry Boat Discretionary and Formula Programs</b>	\$12,737,497	\$3,148,766	\$9,588,732	0.31%
<p>The Passenger Ferry Grant program (49 U.S.C. 5307(h)), distributed through the Federal Transit Administration, provides competitive funding for projects that support passenger ferry systems in urbanized areas. These funds constitute a core investment in the enhancement and revitalization of public ferry systems in the nation’s urbanized areas. Funds are awarded based on factors such as the age and condition of existing ferry boats, terminals and related infrastructure; benefits to riders, such as increased reliability; project readiness; and connectivity to other modes of transportation. The District has received funding for new ferry purchases and facilities rehabilitation.</p>				
<b>Federal Transit Administration (FTA) - Section 5307 &amp; 5337 Programs</b>	\$162,655,200	\$63,241,534	\$99,413,666	3.24%
<p>The District applies annually for FTA formula programs 5307 and 5337 funding for bus and ferry purchases along with eligible facility improvement projects. The Urbanized Area Formula Funding program (49 U.S.C. 5307) makes federal resources available to governors and other recipients for transit capital and operating assistance and transportation-related planning in urbanized areas. The State of Good Repair Grants Program (49 U.S.C. 5337) provides capital assistance for maintenance, replacement, and rehabilitation projects of high-intensity fixed guideway and motorbus systems to help transit agencies maintain assets in a state of good repair in urbanized areas. Additionally, State of Good Repair formula grants are eligible for developing and implementing Transit Asset Management plans.</p>				
<b>FHWA: State Highway Bridge Program (HBP) / SAFETEA-LU High Priority Project (HPP) / Discretionary Bridge Fund (DBF) / Surface Transportation Program (STP) / Bridge Investment Program (BIP)</b>	\$645,321,386	\$97,155,249	\$548,166,138	17.84%
<p>Federal-aid highway funds are authorized by Congress to assist states in the construction, reconstruction, and improvement of highways and bridges on eligible Federal-aid highway routes. These multiple funding programs are managed by Caltrans. The purpose of the Highway Bridge Program (HBP) is to replace or rehabilitate public highway bridges over waterways, other topographical barriers, other highways, or railroads when the State and the Federal Highway Administration determine that a bridge is significantly important and qualifies under the HBP program Guidelines. The Bridge Investment Program (BIP) is a competitive, discretionary program that focuses on existing bridges to reduce the overall number of bridges in poor condition, or in fair condition at risk of falling into poor condition.</p>				
<b>Low Carbon Transit Operations Program (LCTOP)</b>	\$10,532,278	\$535,454	\$9,996,824	0.33%
<p>The Low Carbon Transit Operations Program (LCTOP) is a program funded by auction proceeds from the California Air Resources Board Cap-and-Trade Program. LCTOP provides public transportation operating and capital assistance to transit agencies to reduce greenhouse gas emissions and improve mobility through new and enhanced services. LCTOP funding comes to the region through an annual formula allocation.</p>				



Active Grant Awards				% of Capital 10YP Funded by Remaining Grant Balance
Fund Source	Total Award	Total Spent	Total Remaining	
<b>State of Good Repair (SGR)</b>	\$10,204,905	\$58,497	\$10,146,408	0.33%
<p>The Road Repair and Accountability Act of 2017, Senate Bill (SB) 1 (Chapter 5, Statutes of 2017), signed by the Governor on April 28, 2017, included a program that provides additional revenues for transit infrastructure repair and service improvements. This investment in public transit is referred to as the State of Good Repair (SGR) Program. This program receives funding of approximately \$105 million annually. SGR funds are made available for eligible transit maintenance, rehabilitation and capital projects.</p>				
Other Local Capital Grants				
<b>Cell Site Revenues</b>	\$607,610	\$335,000	\$272,610	0.01%
<p>Cellular site lease revenues are generated by the District at the toll plaza pursuant to Amendment 21 of the District's 1931 Right-of-Way Permit. Amendment 21 provides that the cell site revenues may be used for projects jointly agreed upon by the NPS and the District. Accordingly, the parties negotiated an annual payment to NPS from the cellular site income.</p>				
<b>Regional Measure 3</b>	\$32,000,000	\$258,533	\$31,741,467	1.03%
<p>In June 2018, Bay Area voters approved Regional Measure 3 (RM3), authorizing increased Bay Area bridge tolls to fund specific capital projects and operating programs outlined in the RM3 Expenditure Plan. The RM3 funding is administered through MTC. The District has been allocated \$30M of RM3 funding for the San Rafael Transit Center Replacement project.</p>				
<b>Total Capital Project Grants</b>	<b>\$874,058,876</b>	<b>\$164,733,032</b>	<b>\$709,325,844</b>	<b>23%</b>



Fund Source	Estimated Amount FY25/26	Planned Allocation FY26/27	Difference FY26 - FY27
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**Annual Operating Grants**

<b>Transportation Development Act (TDA)</b>	Marin:		
	\$7,550,000	\$7,209,300	(\$340,700)
	Sonoma:		
	\$3,698,700	\$800,500	(\$2,898,200)

Transportation Development Act (TDA) funds (statewide sales tax revenues) are made available annually to the District for operating purposes through the MTC. TDA funding allows each county to establish a quarter-cent sales tax to finance a wide variety of transportation projects, including: transit operations, bus and rail projects, special transit services for disabled riders, pedestrian and bicycle facilities, and transportation planning. The projected reduction in the planned allocation is due to service changes that were implemented in MASCOTS. Allocations to the District come from apportionments to Marin and Sonoma Counties.

<b>State Transit Assistance (STA)</b>	\$11,583,000	\$15,170,500	\$3,587,500
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State Transit Assistance Act (STA) funds, from gasoline and diesel fuel sales tax revenues, are available annually to support transit operations. The amount of money available for transit agencies varies from year to year based on the ups and downs of diesel prices. The State splits the STA program into two components: population based funds and revenue based funds. Per existing funding agreements, the District is eligible to claim Marin County population-based and Statewide revenue-based STA funds.

<b>Regional Measure 2</b>	\$2,336,900	\$2,338,800	\$1,900
<b>Regional Measure 3</b>	\$3,292,200	\$2,647,600	(\$644,600)

In March 2004, voters passed Regional Measure 2 (RM2) raising the toll for all vehicles on the seven state-owned toll bridges in the San Francisco Bay Area by \$1.00. This extra dollar funds various transportation projects within the region that have been determined to reduce congestion or to make improvements to travel in the toll bridge corridors. In June 2018, Bay Area voters approved Regional Measure 3 (RM3), authorizing increased Bay Area bridge tolls to fund specific capital projects and operating programs outlined in the RM3 Expenditure Plan. The District is eligible to claim both RM2 and RM3 funds for operating Route 580 service over the Richmond Bridge.

<b>Total Annual Operating Grants</b>	\$28,460,800	\$28,166,700	(\$294,100)
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**APPENDIX E**  
**10-Year Capital Plan**



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## APPENDIX E - 10-YEAR CAPITAL PLAN

### Golden Gate Bridge, Highway and Transportation District 10-Year Projected Capital Need (Thousands)

	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
<b>BRIDGE DIVISION</b>									
<i>Grant Funded</i>	220,246	103,324	129,718	129,167	129,167	87,924	41,188	702,632	1,543,366
<i>District Funded</i>	190,151	50,776	57,534	53,802	49,043	92,113	138,546	385,153	1,017,117
<b>TOTAL</b>	410,396	154,100	187,252	182,969	178,210	180,037	179,734	1,087,786	2,560,483

<b>BUS DIVISION</b>									
<i>Grant Funded</i>	3,216	3,742	13,639	13,549	17,549	13,879	28,639	48,117	142,330
<i>District Funded</i>	2,025	3,910	6,176	5,355	5,602	8,175	12,551	37,619	81,413
<b>TOTAL</b>	5,241	7,652	19,815	18,904	23,151	22,054	41,190	85,735	223,743

<b>FERRY DIVISION</b>									
<i>Grant Funded</i>	48,302	60,761	47,561	25,772	21,625	46,635	55,658	203,792	510,106
<i>District Funded</i>	19,848	14,592	16,587	11,328	9,145	14,844	14,731	108,674	209,750
<b>TOTAL</b>	68,150	75,353	64,148	37,100	30,770	61,479	70,389	312,467	719,856

<b>DISTRICT DIVISION</b>									
<i>Grant Funded</i>	-	-	-	-	-	-	-	-	-
<i>District Funded</i>	6,745	3,503	5,241	6,187	6,955	6,921	7,508	16,176	59,236
<b>TOTAL</b>	6,745	3,503	5,241	6,187	6,955	6,921	7,508	16,176	59,236

<b>ACROSS ALL DIVISIONS</b>									
<i>Grant Funded</i>	271,763	167,827	190,918	168,487	168,341	148,438	125,485	954,542	2,195,802
<i>District Funded</i>	218,768	72,781	85,538	76,672	70,745	122,053	173,336	547,622	1,367,516
<b>GRAND TOTAL</b>	490,531	240,609	276,456	245,160	239,086	270,492	298,821	1,502,163	3,563,318

NOTE: In the following pages listing out projects in each division the blank dollars values for a project represent projects that are deemed as future needs but currently do not have any projected expenditure in the next 10 fiscal years.



<b>BRIDGE DIVISION</b>									
<b>GGB SEISMIC RETROFIT</b>									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
<i>SEISMIC DESIGN</i>									
1923 - Golden Gate Suspension Bridge Seismic Retrofit Pre-Con	22,616	50	-	-	-	-	-	-	22,666
<i>SEISMIC CONSTRUCTION</i>									
1528 - GGB Wind Retrofit	11,109	200	551	-	-	-	-	-	11,860
2520 - Golden Gate Suspension Bridge Towers & Side Span Seismic Retrofit Con	84,433	120,000	161,459	161,459	161,459	161,459	161,459	-	1,011,726
0000 - Golden Gate Suspension Bridge Main Span Seismic Retrofit Con	-	-	-	-	-	-	-	900,000	900,000
0000 - Seismic Construction Financing	-	-	-	-	-	-	-	76,000	76,000
0000 - Golden Gate Suspension Bridge Travelers Installation	-	-	-	-	-	-	-	10,000	10,000
<b>BRIDGE IMPROVEMENTS/ REHABILITATION</b>									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
<i>SAFETY/SECURITY</i>									
1526 - Suicide Deterrent - Con	280,675	16,100	-	-	-	-	-	-	296,775



BRIDGE IMPROVEMENTS/ REHABILITATION									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
0805 - South Approach & Pier Security Impvts.	-	-	-	-	-	-	-	2,500	2,500
0000 - Fixed CMS North Approach (#1620)	-	-	-	-	-	-	-	-	-
2620 - Gantry Toll System	-	2,071	2,155	2,155	2,155	2,155	2,155	2,155	15,000
1525 - Toll System Upgrade	8,079	100	3,552	-	-	-	-	-	11,731
0000 - Toll System Upgrade	-	-	-	-	-	1,000	1,000	3,000	5,000
0000 - Toll System Upgrade	-	-	-	-	-	-	-	2,000	2,000
<i>BRIDGE ACCESS SYSTEMS</i>									
2420 - Main Cable Rehab Project CM/GC	-	-	-	-	255	255	255	-	766
2722 - NER Rehabilitation	-	272	931	931	-	-	-	-	2,134
2721 - Access Control and Video Management System Upgrade	-	810	180	-	-	-	-	-	990
0000 - Main Cable Rehab Project	-	-	-	-	6,000	6,000	6,000	12,000	30,000
0000 - Bridge Emergency Call Box Upgrade	-	-	120	120	-	-	-	-	240
0000 - Bridge Span PA Speakers	-	-	125	125	-	-	-	-	250



**Appendix E**

<b>BRIDGE IMPROVEMENTS/ REHABILITATION</b>									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
0000 - Golden Gate Bridge Electric Service Rehab	-	-	1,370	1,370	-	-	-	-	2,740
0000 - North Approach Viaduct System	-	-	-	-	-	-	-	-	-
0000 - South Approach & Arch Access Systems (#1521)	-	-	-	-	-	-	-	-	-
2524 - Access and Video Network Upgrade	106	190	2	2	-	-	-	-	300
0000 - District Fiberoptic Upgrade	-	-	2,000	2,000	2,000	-	-	-	6,000
2523 - Fiber Optic Infra Upgrade	11	100	45	45	-	-	-	-	200
<b>IMPROVEMENTS/REHAB</b>									
2221 - South Approach Viaduct Stringer Rehab	213	1,500	2,144	2,144	-	-	-	-	6,000
1820 - Toll Plaza Gantry - Con	2,271	3,788	2,102	2,102	-	-	-	-	10,264
<b>PAINT EROSION REHAB</b>									
1822 - North Tower Pier Shore Protection Des/Env	-	-	-	-	-	167	167	167	500
0000 - North Tower Pier Shore Protection Con	-	-	-	-	-	-	-	800	800
0000 - North Tower Paint Rehab	-	-	-	-	-	-	-	10,000	10,000



<b>BRIDGE IMPROVEMENTS/ REHABILITATION</b>									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
<b>ROADWAY REHAB</b>									
1424 - Bridge Deck Roadway Pavement Rehab Investigation	-	-	452	452	452	452	-	-	1,809
0000 - Bridge Pavement Repair	-	-	-	-	-	-	-	30,000	30,000
<b>FACILITIES REHABILITATION</b>									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
<b>TOLL PLAZA BUILDINGS</b>									
2522 - ERC (D) and Purchasing Trailer Rehab	-	100	308	308	308	-	-	-	1,025
2723 - Sergeants Office, Roadway Service, and Elevator Room Doors	-	95	-	-	-	-	-	-	95
0000 - Bridge Trailers Rehab	-	-	-	-	-	-	-	500	500
0000 - Bridge Patrol Gun Room and Sergeants Office Remodel	-	-	2,500	2,500	-	-	-	-	5,000
0000 - Sergeant's Office Refresh	-	-	100	100	-	-	-	-	200
0000 - Toll Plaza Administration Building Exterior Door Replacement	-	-	-	-	-	477	477	-	954
0000 - Bridge HVAC Replacements	-	-	-	-	-	-	45	45	90



**Appendix E**

<b>FACILITIES REHABILITATION</b>									
	<b>FY26 &amp; Prior Years</b>	<b>FY27 Budget</b>	<b>FY 2028</b>	<b>FY 2029</b>	<b>FY 2030</b>	<b>FY 2031</b>	<b>FY 2032</b>	<b>FY 2033 - 2037</b>	<b>10-Year Plan Total</b>
0000 - Toll Plaza Admin Building Rehab	-	-	-	-	-	-	-	908	908
0000 - Toll Plaza Admin Building Seismic Retrofit	-	-	-	-	-	-	-	3,500	3,500
0000 - Round House Roof Rehab	-	-	-	-	-	-	-	-	-
0000 - South Visitor Plaza Restrooms Improvement - Con	-	-	-	-	-	-	-	-	-
0000 - Secondary Sergeant's Operations Center	-	-	-	-	-	1,000	1,000	-	2,000
<b>MAINTENANCE FACILITIES</b>									
0000 - Bridge Maintenance Shop Roof Rehab	-	-	-	-	-	-	-	1,373	1,373
0000 - Maintenance Shop Retrofit and Exhaust Replacement	-	-	-	-	-	-	-	1,500	1,500
0000 - Fuel Station Upgrade and Rehab	-	-	-	-	-	-	-	410	410
0000 - Bridge Bunker Remodel	-	-	-	-	50	50	-	-	100
<b>GROUNDS AND ROADS</b>									
2423 - Alexander Avenue Rehab Design Project	5	-	1,094	1,094	-	-	-	-	2,193



FACILITIES REHABILITATION									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
2720 - Lincoln Boulevard Rail Rehabilitation and Tunnel Retrofit	-	863	431	431	-	-	-	-	1,725
0000 - Toll Plaza Undercrossing Seismic Retrofit	-	-	-	-	-	-	-	2,000	2,000
0000 - East Parking Lot and Directors Lot Rehab	-	-	-	-	-	-	-	250	250
0000 - Merchant Road Rehab	-	-	-	-	-	-	-	-	-
2521 - Moore Road Repairs - Environmental and Design	-	-	659	659	659	-	-	-	1,977
INFORMATION SYSTEMS/ TECHNOLOGY									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
2525 - Novato - Big Rock MW Link	-	50	25	25	-	-	-	-	100
0000 - Santa Rosa - Sonoma MW Link	-	-	75	75	-	-	-	-	150
2421 - District-wide Radio Project	878	1,762	1,872	1,872	1,872	1,872	1,872	-	12,000
0000 - Security Systems	-	-	-	-	-	-	-	700	700



**Appendix E**

<b>CAPITAL EQUIPMENT</b>									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
xx29 - Capital Equipment Bridge	-	6,049	5,000	5,000	5,000	5,150	5,305	27,979	59,482

<b>BRIDGE DIVISION</b>									
<b>TOTAL</b>	<b>410,396</b>	<b>154,100</b>	<b>189,252</b>	<b>184,969</b>	<b>180,210</b>	<b>180,037</b>	<b>179,734</b>	<b>1,087,786</b>	<b>2,566,483</b>



BUS DIVISION									
REVENUE VEHICLES									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
2730 - Replace 10 Over-the- Road Coaches	-	500	5,750	5,750	-	-	-	-	12,000
0000 - Replace Fare Collection Equipment	-	-	-	-	1,833	1,833	1,833	-	5,500
0000 - Bus Radio Upgrade	-	-	-	-	-	-	500	1,500	2,000
0000 - Bus Technology Replacement	-	-	-	-	-	1,500	1,500	-	3,000
2631 - Demand Response Vehicle Replacement	-	200	775	775	-	-	-	-	1,750
0000 - Replace 22 Over-the- Road Coaches	-	-	-	-	10,267	10,267	10,267	-	30,800
0000 - Replace 39 40' Buses	-	-	-	-	-	-	18,200	36,400	54,600
0000 - Phase 2: ZEB Over-the- Road (OTR) Coaches & Charging/Fueling Equipment	-	-	-	-	-	-	-	-	-
0000 - Phase 3: ZEB Over-the- Road (OTR) Coaches & Charging/Fueling Equipment	-	-	-	-	-	-	-	-	-
0000 - Phase 4: ZEB Over-the- Road (OTR) Coaches & Charging/Fueling Equipment	-	-	-	-	-	-	-	-	-
0000 - Phase 5: ZEB Over-the- Road (OTR) Coaches & Charging/Fueling Equipment	-	-	-	-	-	-	-	-	-



**Appendix E**

<b>REVENUE VEHICLES</b>									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
0000 - ZEB Smart Charging System	-	-	-	-	-	-	-	-	-
<b>INFORMATION SYSTEMS</b>									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
0000 - Security Systems	-	-	-	-	-	-	250	750	1,000
<b>INFORMATION SYSTEMS</b>									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
2231 - Safety Management System (SMS) Software	-	-	-	50	50	-	-	-	100
2230 - Automated Passenger Counting (APC)/NTD Cert Software	52	-	49	49	-	-	-	-	150
<b>FACILITIES REHABILITATION</b>									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
0000 - Bus Division Security Gates Enhancements	-	-	-	-	-	-	-	-	-
0000 - D1 and D3 Office Remodels	-	-	-	-	-	-	175	525	700
0000 - Install LED Yard Lighting at Bus Facilities	-	-	-	-	-	-	-	-	-
2430 - Novato (D-2) and Santa Rosa (D-3) Satellite Operations Control Centers (OCCs)	-	-	-	-	55	55	-	-	110
0000 - D3 and D4 Irrigation Replacement	-	-	-	-	-	-	-	-	-



FACILITIES REHABILITATION									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
<i>R7 SRTC</i>									
0000 - San Rafael Transit Center Con	-	-	-	-	-	7,240	7,240	28,960	43,440
2431 - San Rafael Transit Center Final Design and Property Acquisition	4	3,000	9,665	9,665	9,665	-	-	-	32,000
1717 - SRTC Replacement Design/Env (Planning Dept)	4,655	800	189	-	-	-	-	-	5,645
<i>D1 SAN RAFAEL</i>									
2530 - San Rafael Heavy Duty Shop Overhead Crane	89	350	32	-	-	-	-	-	471
2131 - D-1 Bus Admin Bldg Roof and HVAC Rehab, Fire Alarm System Upgrade, New Front Door Enclosure & New Radio Rm Windows	81	277	381	381	-	-	-	-	1,119
2630 - D1 Main Water Line Rehab	0	154	153	153	153	-	-	-	613
2731 - D1 Steam Cleaning Bay Bus Lift Replacement	-	706	516	-	-	-	-	-	1,222
2733 - San Rafael District Administration Building Gutter Repair	-	201	345	345	-	-	-	-	890
2734 - D1 Bus Maintenance Shop and Building B Exterior Painting	-	100	320	-	-	-	-	-	420
0000 - D1 ZEB Infra	-	-	-	-	-	-	-	-	-



**Appendix E**

FACILITIES REHABILITATION									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
0000 - D1 Water Treatment Redesign and Rehab	-	-	-	-	-	-	-	2,000	2,000
0000 - D1 Body Shop and Wash Rack Solar Inverters Replacement	-	-	-	-	-	-	-	500	500
0000 - D1 Exhaust Extraction	-	-	-	-	-	-	-	2,000	2,000
0000 - D-1 Fuel Island Building Rehab	-	-	-	-	-	-	-	1,456	1,456
0000 - D1 Body Shop Rollup Door Replacement and Expansion	-	-	-	-	-	-	-	-	-
0000 - D1 Heavy Duty Shop Pit Redesign	-	-	-	-	-	-	-	-	-
0000 - D1 District Admin Building Safety Enhancements	-	-	-	-	-	-	-	-	-
0000 - D1 Door Replacement	-	-	-	-	-	-	-	-	-
0000 - Tank Wall Installation	-	-	-	-	-	-	-	-	-
0000 - D1 Exterior Building Rehab	-	-	-	-	-	-	-	-	-
0000 - D1 Backup Generator Replacement	-	-	-	-	-	-	-	-	-
0000 - D1 Body Shop and Warehouse Roof Replacement and Walkway Installation	-	-	-	-	-	-	-	-	-



FACILITIES REHABILITATION									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
0000 - Internal Drain System Replacement	-	-	-	-	-	-	-	-	-
0000 - ZEB Maintenance Space Expansion	-	-	-	-	-	-	-	-	-
0000 - Bus Main Shop Heaters Replacement	-	-	-	-	-	-	-	-	-
0000 - D1 Heavy Duty Shop Roof Replacement and Impvts.	-	-	-	-	-	-	-	-	-
0000 - D-1 Bus Lot Pavement Rehab	-	-	-	-	-	-	-	-	-
0000 - D1 Maintenance Shop Roof Replacement	-	-	-	-	-	-	-	-	-
2130 - Zero Emission Bus (ZEB) Infra Design	-	-	-	-	-	-	-	2,000	2,000
1931 - Bus Division Office Impvts.	359	20	65	65	-	-	-	-	510
0000 - Paneling Installation and Wall Extension	-	-	-	67	67	67	-	-	200
<b>D2 NOVATO</b>									
0000 - D2 Fuel Storage Tank Water Sealing	-	-	-	-	-	-	100	200	300
0000 - D2 Wash Rack Replacement	-	-	-	-	-	-	-	3,200	3,200



**Appendix E**

<b>FACILITIES REHABILITATION</b>									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
0000 - D2 Parking Lot Repaving	-	-	-	-	-	-	-	-	-
0000 - D2 HVAC, Exhaust Fan, and Storage Room Exhaust Pipe Replacement	-	-	-	-	-	-	-	-	-
0000 - D2 ZEB Infra	-	-	-	-	-	-	-	-	-
<b>D3 SANTA ROSA</b>									
2732 - D3 Site Security Upgrade	-	250	575	575	-	-	-	-	1,400
0000 - D3 Maintenance Shop HVAC Replacement	-	-	-	-	-	-	-	90	90
0000 - D-3 Wash Rack Impvts.	-	-	-	-	-	-	-	-	-
0000 - D3 Facility Impvts.	-	-	-	-	-	-	-	-	-
0000 - D3 ZEB Infra	-	-	-	-	-	-	-	-	-
<b>D4 SAN FRANCISCO</b>									
0000 - D4 ZEB Infra	-	-	-	-	-	-	-	-	-
0000 - D-4 Pavement Rehab	-	-	-	-	-	-	-	-	-
0000 - D4 Roof Replacement	-	-	-	-	-	-	-	-	-
<b>CAPITAL EQUIPMENT</b>									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
xx39 - Capital Equipment Bus	-	1,093	1,000	1,030	1,061	1,093	1,126	6,155	12,557
<b>BUS DIVISION</b>									
<b>TOTAL</b>	<b>5,241</b>	<b>7,652</b>	<b>19,815</b>	<b>18,904</b>	<b>23,151</b>	<b>22,054</b>	<b>41,190</b>	<b>85,735</b>	<b>223,743</b>



<b>FERRY DIVISION</b>									
<b>REVENUE VEHICLES</b>									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
2644 - Spaulding Class Drydockings FY26-FY34	1,022	1,950	1,926	1,926	1,926	1,926	1,926	5,778	18,381
2446 - Spaulding Replacement Project	-	-	-	-	-	-	-	131,126	131,126
2341 - FY23-30 Ferry Vessel Rehab/DD (Catamarans)	13,628	3,872	1,500	1,500	1,500	-	-	-	22,000
2342 - Ferry Fleet & Infra Electrification Concept	48	-	-	-	-	452	-	-	500
0000 - Methanol Propulsion Demonstration Project	-	-	500	500	-	-	-	-	1,000
0000 - MV Mendocino Replacement	-	-	-	393	10,030	34,379	9,514	-	54,317
0000 - Sonoma Replacement	-	-	-	-	-	-	479	70,019	70,498
0000 - Vessel Drydocking	-	-	-	-	-	5,000	5,250	30,460	40,710
0000 - MV Golden Gate Replacement	-	-	-	-	409	10,736	36,790	10,181	58,117
2445 - Del Norte Replacement	-	25,332	26,137	7,649	-	-	-	-	59,117
2447 - Spaulding Drydocking and Capital Impvts.	4,202	349	518	518	518	518	-	-	6,624
0000 - MV Napa Replacement	-	-	-	-	-	426	11,258	49,296	60,979
1940 - Purchase New Vessel	26,856	27,261	4,909	-	-	-	-	-	59,027



**Appendix E**

<b>FACILITIES REHABILITATION</b>									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
0000 - Painting Project	-	-	-	-	-	-	-	150	150
<b>FACILITIES REHABILITATION</b>									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
2640 - Electronic Vessel Logs	-	100	100	100	-	-	-	-	300
0000 - Ferry Berthing Area, San Quentin State Prison	-	-	-	-	-	-	-	-	-
<i>LARKSPUR FERRY TERMINAL</i>									
2540 - Larkspur DEF Storage and Transfer Infra Design	117	225	422	422	-	-	-	-	1,185
2642 - LFT Berth and Channel Dredging Design	35	175	545	545	-	-	-	-	1,301
2546 - LFT Service (Admin) Building Roof Replacement	70	200	265	265	-	-	-	-	800
2646 - LFT ADA Parking Lot Rehab	-	-	274	274	274	-	-	-	821
2645 - Camels and Floats Restoration	-	750	625	625	-	-	-	-	2,000
2641 - Drainage Culvert Rehab	104	372	371	371	371	-	-	-	1,588
0000 - LFT DEF Tank and System Construction	-	-	649	649	649	-	-	-	1,946
2740 - Gangways & Piers - SFFT and LFT Design	-	1,000	1,125	1,125	1,125	1,125	1,125	3,375	10,000
0000 - LFT Facilities Rehab	-	-	-	-	2,840	2,840	2,840	5,680	14,200
0000 - LFT Utility Rehab	-	-	-	-	257	257	257	515	1,287



FACILITIES REHABILITATION									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
0000 - LFT Berth and Channel Dredging Con	-	-	7,500	7,500	-	-	-	-	15,000
2542 - LFT Kiosk A Rehab	-	236	368	368	-	-	-	-	972
0000 - Clean and Repair Space Truss Gutters	-	-	-	200	-	-	-	-	200
0000 - LFT Terminal Truss Rehab and Painting	-	-	-	-	-	-	-	3,000	3,000
0000 - Butler Building Roof Replacement	-	-	-	-	-	-	-	100	100
0000 - LFT Berth 3 Drydocking Restoration	-	-	703	703	-	-	-	-	1,406
0000 - LFT Berth 4 Fenders Rehab	-	-	-	-	-	-	-	150	150
0000 - Rehab Parking Lot Repaving	-	-	-	-	-	-	-	-	-
0000 - LFT Elevator Installation	-	-	-	-	-	-	-	-	-
0000 - Gangways & Piers - Larkspur Con	-	-	-	-	-	-	-	-	-
0000 - LFT Berth 1 Main Deck Boarding Float	-	-	-	-	-	-	-	-	-
0000 - LFT Rehab Main Parking Lot & Overflow Lot	-	-	-	-	-	-	-	-	-
0000 - LFT Parking Garage	-	-	-	-	-	-	-	-	-



**Appendix E**

<b>FACILITIES REHABILITATION</b>									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
2042 - Larkspur Ferry Service and Parking Expansion Env. Clearance and Prelim. Design Study	3,169	1,363	736	736	736	-	-	-	6,741
2543 - LFT Kiosk C Rehab	49	100	168	168	-	-	-	-	485
0000 - LFT Berth Arrangement	-	-	250	250	-	-	-	-	500
2741 - LFT Parking Lot Payment System and Upgrade	-	200	200	-	-	-	-	-	400
0000 - Oil Storage Shed	-	-	-	167	167	167	-	-	500
0000 - LFT Electrical Room Refresh	-	-	-	-	100	100	100	-	300
0000 - Ticket Vending Machine Replacement	-	-	-	-	-	167	167	167	500
0000 - LFT Signage Installation	-	-	-	-	-	67	67	67	200
0000 - LFT Bike Rack Storage and Installation	-	-	-	-	-	-	33	67	100
0000 - Ferry Terminals Landscaping	-	-	-	-	-	-	200	400	600
<b>SAN FRANCISCO FERRY TERMINAL</b>									
2443 - SFFT West and East Berth Rehab	5,463	2,872	4,193	-	-	-	-	-	12,528
0000 - SFFT Roof and Door Replacement	-	-	-	-	-	-	-	750	750
0000 - SFFT Landside Rehabilitation	-	-	2,275	2,275	2,275	2,275	-	-	9,100



FACILITIES REHABILITATION									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
0000 - SFFT Maintenance Shop and Supervisor Office Remodel	-	-	-	-	-	-	-	100	100
0000 - Gangways & Piers - San Francisco Con	-	-	-	-	-	-	-	-	-
0000 - Emergency Generator Replacement	-	-	-	-	-	-	-	-	-
<i>SAUSALITO FERRY TERMINAL</i>									
503 - Gangways & Piers - Sausalito Design	10,421	528	914	-	-	-	-	-	11,863
1441 - Gangways & Piers - Sausalito Con	25	6,975	6,553	6,553	6,553	-	-	-	26,660
<i>TIBURON FERRY TERMINAL</i>									
2545 - Ramp Infra Capital Impvts.	148	121	158	158	-	-	-	-	585
0000 - Tiburon Float Rehab	-	-	-	225	225	225	225	225	1,126
0000 - Tiburon Float Reposition	-	-	-	667	667	667	-	-	2,000
0000 - Tiburon Ferry Terminal Gangways & Piers Design and Con	-	-	-	-	-	-	-	-	-
<i>CORTE MADERA MARSH</i>									
2041 - Corte Madera Marsh Restoration Con	2,793	348	124	124	-	-	-	-	3,389
<b>CAPITAL EQUIPMENT</b>									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
xx49 - Capital Equipment Ferry	-	1,024	140	144	149	153	158	862	2,629
<b>FERRY DIVISION</b>									
<b>TOTAL</b>	<b>68,150</b>	<b>75,353</b>	<b>64,148</b>	<b>37,100</b>	<b>30,770</b>	<b>61,479</b>	<b>70,389</b>	<b>312,467</b>	<b>719,856</b>



<b>DISTRICT DIVISION</b>									
<b>INFORMATION SYSTEMS/ TECHNOLOGY</b>									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
0000 - ADA Compliance	-	-	1,250	1,250	1,250	1,250	1,250	3,750	10,000
2515 - ERP Expansion & Improvement Project- Scope and Design	2,775	423	314	314	314	-	-	-	4,140
1816 - Document Management System	486	300	14	-	-	-	-	-	800
2512 - Maximo for Bridge	-	200	450	450	450	450	-	-	2,000
2611 - CAD/AVL System Refresh and Replacement	-	314	450	450	450	-	-	-	1,662
2213 - Business Intelligence (BI) Analysis and Transportation Statistics Reporting Solution	1,040	210	235	235	-	-	-	-	1,721
2311 - Enterprise Systems Interface Impvts.	70	40	42	42	-	-	-	-	194
2413 - Kronos Electronic Timekeeping System Upgrade	364	361	43	-	-	-	-	-	768
2514 - District Wide Data Management Program	58	125	159	159	-	-	-	-	500
2210 - Data Loss Prevention	255	383	284	284	-	-	-	-	1,206
<b>INFORMATION SYSTEMS/ TECHNOLOGY</b>									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
2211 - Technology Disaster Recovery Plan	559	196	123	123	-	-	-	-	1,000
2212 - Cyber Security Strategic Plan and Mitigations	992	50	8	-	-	-	-	-	1,050
0000 - ERP Expansion & Improvement Project - Configuration and Implementation	-	-	-	325	325	325	-	-	975
0000 - Financial/HR/Payroll Management System Procurement	-	-	-	-	-	340	340	1,020	1,700
0000 - Upgrade Odyssey Fareboxes	-	-	-	150	150	150	150	-	600



INFORMATION SYSTEMS/ TECHNOLOGY									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
0000 - Document Control & Management - Assessment	-	-	-	50	50	50	50	-	200
0000 - Asset Management Upgrade (Maximo)	-	-	-	-	300	300	300	600	1,500
2516 - District Incident Management System	144	90	48	48	-	-	-	-	330
0000 - Business Intelligence	-	-	250	250	250	250	250	-	1,250
0000 - CAD/AVL System Refresh and/or Replacement	-	-	320	320	320	320	320	-	1,600
0000 - Kronos Clock replacement	-	-	-	125	125	125	125	-	500
0000 - Time Keeping System upgrades/ evaluation	-	-	-	231	231	231	231	231	1,155
2612 - Hastus System Upgrade	-	400	559	559	559	559	-	-	2,636
0000 - Bus Scheduling System Assessment	-	-	-	125	125	125	125	-	500
0000 - Asset and Vehicle Fluid Mgmt. System (10-YP)	-	-	-	-	-	250	250	750	1,250
0000 - Replace Network Equipment	-	-	-	-	185	185	185	185	740
0000 - Replace Server Equipment	-	-	-	-	-	138	138	275	550
0000 - Data Storage System	-	-	-	-	150	150	150	150	600
0000 - Replace Wireless Equipment	-	-	-	-	165	165	165	165	660
0000 - Bus Wi-Fi	-	-	-	-	83	83	83	-	250
0000 - Replace Video Conferencing equipment	-	-	-	-	100	100	100	-	300
0000 - Disaster Recovery	-	-	-	-	188	188	188	188	750
0000 - Cyber Security	-	-	-	-	144	144	144	144	575
0000 - Network Security	-	-	-	-	77	77	77	-	230
0000 - Redundant Network / Systems	-	-	-	-	163	163	163	163	650
0000 - Technology Impvts.	-	-	-	-	125	125	125	625	1,000



**Appendix E**

<b>INFORMATION SYSTEMS/ TECHNOLOGY</b>									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
0000 - District Web Site Re-Design w/Mobile App	-	-	-	-	-	-	73	147	220
0000 - Avtec VP Gate Refresh	-	-	-	-	-	-	7	13	20
0000 - Exacom Voice Recorder Refresh	-	-	-	-	-	-	13	27	40
0000 - Office Facility Renovation/Consolidation	-	-	-	-	-	-	1,392	5,568	6,960
0000 - Intranet Redesign	-	-	-	-	-	-	133	267	400
0000 - Kronos Timekeeping Upgrade	-	-	-	-	-	-	125	375	500
<b>FACILITIES REHABILITATION</b>									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
0000 - A&D Admin Bldg Remodel/Rehab	-	-	-	-	-	-	-	-	-
1916 - San Rafael A&D Admin Office Impvts.	-	-	-	-	-	-	157	314	471
2113 - Trailer B Remodel	-	-	-	-	-	-	17	34	51
2614 - Finance Offices Refresh	-	80	60	60	-	-	-	-	200
2613 - Building H Seismic Retrofit and Rehab Design	-	257	535	535	-	-	-	-	1,326
0000 - Building H Seismic Retrofit and Rehab Con	-	-	-	-	571	571	571	571	2,284
0000 - Toll Plaza Admin Bldg Space Redesign	-	-	-	-	-	-	-	-	-
<b>CAPITAL EQUIPMENT</b>									
	FY26 & Prior Years	FY27 Budget	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033 - 2037	10-Year Plan Total
xx19 - Capital Equipment District	-	75	100	103	106	109	113	615	1,221
<b>DISTRICT DIVISION</b>									
<b>TOTAL</b>	<b>6,745</b>	<b>3,503</b>	<b>5,241</b>	<b>6,187</b>	<b>6,955</b>	<b>6,921</b>	<b>7,508</b>	<b>16,176</b>	<b>59,236</b>



**APPENDIX F**  
**Strategic Plan**  
Amended as of June 27, 2025



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## APPENDIX F - STRATEGIC PLAN

Agenda Item No. (3)

To: Rules, Policy and Industrial Relations  
Committee/Committee of the Whole Meeting of June  
27, 2025

From: Denis J. Mulligan, General Manager

Subject: **RESCIND RESOLUTION NOS. 2020-049 AND 2023-010, REVISE THE STRATEGIC PLAN, AND AUTHORIZE THE GENERAL MANAGER TO TAKE ANY OTHER ACTIONS NECESSARY TO COMPLY WITH THE FEDERAL TRANSIT ADMINISTRATION MASTER AGREEMENT, FEDERAL HIGHWAY ADMINISTRATION GRANT AGREEMENTS AND UNITED STATES DEPARTMENT OF TRANSPORTATION GUIDANCE**



### **Recommendation**

The Rules, Policy and Industrial Relations Committee recommends the Board of Directors approve the following actions:

1. Rescind Board Resolution No. 2020-049;
2. Rescind Board Resolution No. 2023-010;
3. Revise the Final 2024 Strategic Plan; and,
4. Authorize the General Manager to take any other actions necessary to ensure the Golden Gate Bridge, Highway and Transportation District is in compliance with the Federal Transit Administration Master Agreement 33, as may be superseded by future versions, and Federal Highway Administration grant agreements, and United States Department of Transportation guidance.

This matter will be presented to the Board of Directors at its June 27, 2025, meeting for appropriate action.

### **Summary**

Federal Transit Administration (“FTA”) grant agreements between the FTA and grant recipients incorporate the terms and conditions of the applicable FTA Master Agreement. Similarly, Federal Highway Administration (FHWA) grant agreements incorporate analogous terms to the FTA Master Agreement. As required by Executive Order 14173, "Ending Illegal Discrimination and Restoring Merit-Based Opportunity," the most recent FTA Master Agreement 33, dated April 25, 2025 ("Master Agreement 33"), contains a new provision that subjects grant recipients to liability under the False Claims Act if a recipient fails to comply with "all applicable Federal anti-discrimination laws," or if a Recipient operates any programs "promoting" DEI initiatives that violate any applicable Federal anti-discrimination laws at the time a Recipient requests FTA funds.



In a letter dated April 24, 2025 to all recipients of United States Department of Transportation ("U.S. DOT") assistance, U.S. DOT Secretary Sean Duffy provided the following guidance regarding the types of programs promoting DEI that violate applicable federal anti-discrimination laws: "Whether or not described in neutral terms, any policy, program, or activity that is premised on a prohibited classification, including discriminatory policies or practices designed to achieve so called 'diversity, equity, and inclusion,' or 'DEI,' goals, presumptively violates Federal law."

FTA grant agreements executed after April 25, 2025 are subject to Master Agreement 33, and staff anticipates that future FHWA grant agreements, including the \$400 million Bridge Investment Program grant, will contain the same new terms required by Executive Order 14173.

Accordingly, staff recommends making the policy changes and delegating the authority to the General Manager described below to ensure the Golden Gate Bridge, Highway and Transportation District ("District") is in compliance with FTA Master Agreement 33, as may be superseded by future versions, FHWA grant agreements, and DOT guidance.

***Rescind Resolution No. 2020-049***

On July 24, 2020, the Board of Directors ("Board") approved Resolution No. 2020-049, which condemned racism and committed the District to ensuring its workforce, facilities, and services are safe and free of discrimination. Although not in violation of applicable federal anti-discrimination law, this Resolution authorized certain anti-discrimination efforts focused on specific racial groups and contains DEI language, which could be construed as inconsistent with U.S. DOT's interpretation of the new prohibition on DEI programs in Master Agreement 33. Therefore, staff recommends rescinding Resolution No. 2020-049 to align with the requirements in Master Agreement 33 and U.S. DOT guidance.

***Rescind Resolution No. 2023-010***

On January 27, 2023, the Board approved Resolution No. 2023-010, which authorized updates to the District's Procurement Manual to allow for the inclusion of Social Equity as an evaluation factor in some District best value procurements, as detailed in the related staff report. Although not in violation of applicable federal anti-discrimination law, this policy contains DEI language that could be construed as inconsistent with U.S. DOT's interpretation of the new prohibition on DEI programs in Master Agreement 33. Therefore, staff recommends rescinding Resolution No. 2023-010, removing the language allowing the District to consider Social Equity as an evaluation factor from the Procurement Manual, and not including Social Equity as an evaluation factor in future procurements, to align with the requirements in Master Agreement 33 and U.S. DOT guidance.

***Revise the Final 2024 Strategic Plan***

On May 24, 2024, the Board approved the District's Final 2024 Strategic Plan ("Strategic Plan"). The Strategic Plan is a living document subject to change year-to-year as initiatives are completed, restructured, deferred or withdrawn, or as new ideas, concepts and initiatives are added. Approval of the Strategic Plan did not constitute the approval of any of the specific initiatives within the Strategic Plan. Prior to the implementation of any specific initiative, further staff analysis will be completed and as required by Board policy, each initiative of the Strategic Plan will be brought through the Board's committee structure and then forwarded to the Board for consideration and possible approval.



Although not in violation of applicable federal anti-discrimination law, initiatives 5, 30, and 35 in the Strategic Plan contain DEI language that could prompt scrutiny by the federal government. Initiative 5 is "Prioritize equity as a criterion when planning and implementing transit service, with a focus on providing robust service within equity-priority communities that have significant concentrations of underserved populations." Initiative 30 is "Study the effectiveness of all staff training, including training on sexual harassment and implicit bias." Initiative 35 is "Complete the work of the GGB Board's Advisory Committee on Diversity, Equity and Inclusion and implement its recommendations." Staff recommends withdrawing initiatives 5 and 35 from the Strategic Plan, and revising initiative 30 to remove the reference to "implicit bias," to align with the requirements in Master Agreement 33 and U.S. DOT guidance.

***Authorize the General Manager to Take Actions Necessary to Comply with the FTA Master Agreement and U.S. DOT Guidance***

Staff recommends authorizing the General Manager to take any other actions necessary to ensure the District is in compliance with FTA Master Agreement 33, as may be superseded by future versions, FHWA grant agreements, and U.S. DOT guidance. For example, such actions may include but are not limited to, revising contracting procedures or personnel policies.

**Fiscal Impact**

There is no fiscal impact associated with these actions.



**REVISED June 5, 2024**

Agenda Item No. (10)(A)  
Special Order of Business

To: Board of Directors  
Meeting of May 24, 2024

From: Strategic Planning Advisory Committee

Subject: **DISCUSSION AND POSSIBLE ACTION TO APPROVE THE DISTRICT'S  
PROPOSED FINAL 2024 STRATEGIC PLAN**



**Recommendation**

The Strategic Planning Advisory Committee recommends that the Board review, discuss and take action on the Golden Gate Bridge, Highway and Transportation District's (District) Proposed Final 2024 Strategic Plan.

**Summary**

This report contains the Proposed Final 2024 Strategic Plan (Strategic Plan) which is the product of the Strategic Planning Advisory Committee (Committee). The Committee was assigned in January 2023 to undertake an extensive internal and public outreach process, seek input, and then form that input into a Strategic Plan.

The Committee provided a Draft Final 2024 Strategic Plan to the Board for consideration, discussion and comment as a special order of business at its March Board meeting. At that meeting, the Board asked the public, Board members, and partner agencies to provide the Committee with comments on the Draft Final 2024 Strategic Plan. The Committee would then make appropriate adjustments to the Strategic Plan to bring back to a future Board meeting for discussion and action.

The Committee has reviewed all comments submitted to the District during the comment period that ran from the March Board meeting until May 3rd. There were approximately 10 comments, emails or letters which, after consideration, led the Committee to incorporate changes into the Strategic Plan now before the Board. Those changes include editing a number of the initiatives to make the language clearer to commenters and to future readers, combining three initiatives covering similar topics into one, and splitting one initiative into two to provide more clarity. A new initiative group heading was added to accentuate the District's commitment to, and the importance of, regional coordination to the success of a number of the initiatives.

BOX 29000, PRESIDIO STATION ♦ SAN FRANCISCO, CA 94129-9000 ♦ USA



**Proposed Final Strategic Plan Structure**

The Strategic Plan is made up of 39 initiatives divided into 5 descriptive groupings; Customer Service Improvements, Improve Transit Service Through Regional Coordination, Sustainability and Climate Responsibility, Address Financial Shortfall, and Operational Excellence.

Within each grouping, the initiatives are ordered by three levels of criteria using the categorization key included in Attachment B and the Strategic Plan.

- Timing is the first criterion. Each initiative is grouped by whether the District can work to complete the initiative at the time of its choosing, whether the work is contingent on the cooperation of another organization or agency, or whether the initiative requires significant preparation or other events to occur for it to be undertaken.
- Duration is the second criterion. Each of the three Timing groups is further ordered by whether the initiative is underway, will take less than a year to complete, or will take more than a year to complete.
- Fiscal Impact is the third criterion. Each of the three Duration groupings is further ordered by the level of the initiative's estimated net fiscal impact on the District's long-term finances. The initiatives are ordered in six classifications of net fiscal impact: high, medium and low – both positive and negative. For example, High Positive is estimated to increase revenues or decrease costs by over \$1 million a year, while High Negative is estimated to increase costs or decrease revenues by over \$1 million a year. Medium affects costs and/or revenues by between \$100,000 and \$1 million per year; and Low affects costs and/or revenues by less than \$100,000 per year.

**Background*****Process Followed in Creating the Proposed Final Strategic Plan***

The objective of the 2023/2024 Strategic Planning process was to allow the involvement of all of the stakeholders in the Golden Gate Bridge, Highway and Transportation District's (District) businesses -- bridge operation and maintenance, and the provision of bus and ferry service between North Bay and San Francisco. To achieve that goal, the District leadership undertook or directed staff to undertake a series of outreach efforts described below:

- In January of 2023, the Board President created the Strategic Planning Advisory Committee comprised of the chairs of the standing board committees to lead the strategic planning effort.
- To ensure that the expertise of the entire board was tapped, the Board created four advisory subcommittees of the Board to provide input focused on the areas of bridge and transit service, sustainability, the labor force and fiscal responsibility.
- The Board requested and received input from the District's four established public advisory committees: Bus Passengers, Ferry Passengers, Accessibility and Bicycles and Pedestrians.
- Extensive direct outreach to District customers and the general public through various methods to request input for the strategic plan.



- Direct requests for input to stakeholder agencies in the Bay Area.
- Learning session with North Bay transit operators and public funding agencies.
- Direct solicitation for input from District staff and the inclusion of initiatives produced by the extensive 2021/2022 internal strategic planning process that involved staff from throughout the District.

The extensive outreach process produced over 400 comments, statements, ideas and requests on topics related to the District's businesses, how they operate, or how they could operate. Given that these comments came from a varied number of sources, they were often a variation on the same issues, so they were combined for review by the Advisory Committee on Strategic Planning. The Committee has met regularly over the last 6 months and developed the combined comments into 39 initiatives that are included in the Proposed Final Strategic Plan, Attachment A of this report.

### ***Purpose of Strategic Plan***

The Proposed Final 2024 Strategic Plan targets a diverse set of purposes as evidenced by the far-ranging initiatives it contains. This Strategic Plan is broader than the District's previous three strategic financial plans that focused on long-term deficit reduction. The 39 initiatives in the Strategic Plan can be described as enabling the District to:

- Carry out its mission in the post-pandemic environment; operate, maintain, and strengthen the Golden Gate Bridge and ensure efficient flowing traffic across it during commute periods by providing public transit alternatives;
- Meet the demand of its customers that has been changed by the pandemic, with a reduced level of resources due to that reduction in customer demand;
- Reach the climate sustainability goals of the District, Region and State;
- Attract, train and maintain a high-quality workforce to ensure that the District can meet its customer-driven mission;
- Participate meaningfully in the region's transportation goals; and,
- Make a significant positive contribution to the quality of life of the people in its service area.

### ***Process for Approving Individual Initiatives***

Even if a Final Strategic Plan is approved that is not the approval of any of the specific initiatives within the Strategic Plan. Prior to the implementation of any specific initiative, further staff analysis will be completed and as required by Board policy, each initiative of the Strategic Plan will be brought through the Board's committee structure and then forwarded to the Board for consideration and possible approval. This ensures that the public will have the opportunity to provide input on every initiative prior to possible implementation. Additionally, some initiatives will require additional formal public outreach and public hearings during the deliberation process.



***Annual Review***

An approved Strategic Plan will be monitored, reviewed and updated annually as part of the Board’s regular financial planning cycle which currently includes the yearly budget and long-term financial projection. The Strategic Plan will be a living document subject to change year-to-year as initiatives are completed, restructured, deferred or withdrawn, or as new ideas, concepts and initiatives are added.

***Work Plan***

The Strategic Plan contains 39 initiatives that are focused on achieving the Board’s goals and as such, also serves as a work plan for staff. The Strategic Plan identifies 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. The workload impact of the Strategic Plan will be addressed each year in the District's budget. Initiatives will begin at the Board's direction, but the staff’s entire workload will be taken into consideration in the timing of when the initiatives in the Strategic Plan are undertaken. The Strategic Plan will seek to keep existing projects that are underway moving forward on schedule to the degree possible.

**Next Steps**

If the Strategic Plan is approved by the Board, staff will incorporate it into its current work plan and its workplans for future years. The process of bringing individual items to the Board for discussion and possible action will begin. If the Board provides additional input on the Strategic Plan, staff will work with the Strategic Planning Advisory Committee at its next meeting to address the comments and return an updated Final Strategic Plan to the full Board for consideration and possible action at a future meeting.

**Fiscal Impact**

There is no direct fiscal impact in discussing the Proposed Final Strategic Plan.

Attachments: A – Proposed Final Strategic Plan

B – Categorization Criteria for the Proposed Final Strategic Plan



Final Strategic Plan Amended as of June 27, 2025

Appendix A

Initiative #

Strategic Plan Initiatives

Timing

Duration

Fiscal Impact

Customer Service Improvements

1	Enhance accessibility when planning bus stops, routes and facilities including accessible paths of travel.	A	⌚ ⌚	-\$
2	Study and implement ways to work to reduce District jurisdiction injury crashes yearly, with a goal of reaching zero serious injuries or fatalities.	A	⌚ ⌚	-\$
3	Match Bus and Ferry service levels to changing customer demand post-pandemic to maximize passengers per trip. Tailor service to the varied and unmet customer demand during the workweek and seasonally.	A	⌚ ⌚ ⌚	+\$ \$\$ \$
4	Improve bicycle access on transit. Examples include new, secure long-term parking for bikes of different sizes, types, and dimensions, more dry storage on board ferries, and secure bike racks with additional capacity on buses.	A	⌚ ⌚ ⌚	-\$

Improve Transit Service Through Regional Coordination

6	Work with partner agencies to integrate the San Rafael Transit Center into the community by providing seamless transit connections with the goal of substantially increasing transit ridership in the county.	C	⌚	-\$
7	Work with partner agencies to develop and implement an Active Transportation Program that includes supporting where possible, their First & Last Mile solutions to increase access to District transit.	C	⌚	-\$
8	Work with partner agencies to develop a comprehensive, forward looking service plan for the Highway 101 Corridor and evaluate where there is duplicative North Bay service between SMART, GGT, Marin Transit and Sonoma service providers.	C	⌚ ⌚ ⌚	+\$ \$\$ \$
9	Support the Regional Network Management goals, such as those embodied in the MASCOT program.	C	⌚ ⌚ ⌚	+\$ \$
10	Work with State and regional partners to increase bus speeds, including increasing the effectiveness of the HOV lanes and reducing operating costs on the Highway 101 corridor. Examples include extended carpool hours, converting HOV to 3+ passengers, and/or removing zero-emission vehicles from HOV.	C	⌚ ⌚ ⌚	+\$ \$
11	Work with regional partners to improve bus travel times on the westbound approach to the Richmond Bridge during commute hours.	C	⌚ ⌚ ⌚	+\$ \$
12	Increase bus ridership by working with state and regional partners (including cities, counties and private land owners) to increase capacity at, and accessibility to, park and ride lots in the Highway 101 corridor.	C	⌚ ⌚ ⌚	+\$ \$
13	Work with partner agencies to investigate undertaking a comprehensive marketing strategy (including social media) to attract both more transit riders and those of various types, including organized groups, families, transit-dependent individuals, non-commute users, and convention attendees. Examine marketing additional Ferry and Bus service to special events and non-commute locations and how passengers can make connections to local destinations.	C	⌚ ⌚ ⌚	+\$
14	Work with regional funding partners and in cooperation with government and commercial entities to expand bus and ferry service beyond the 101 corridor including access to high-traffic special events and recreational sites in the District's service area during and outside of its normal operating hours and additional links to the I-80 corridor.	C	⌚ ⌚ ⌚	+\$
15	Work with the Transportation Authority of Marin on the 101-580 Multi-modal and Local Access Improvement Project to increase traffic flow and bus speeds in the 101 corridor.	C	⌚ ⌚ ⌚	-\$
16	Work with funding partners to enhance safety on Alexander Avenue to align more properly with its place in the active transportation network.	C	⌚ ⌚ ⌚	-\$



Final Strategic Plan Amended as of June 27, 2025

Appendix A

Initiative #

Strategic Plan Initiatives

Timing

Duration

Fiscal Impact

**Sustainability and Climate Responsibility**

17	Plan for climate change by establishing a financially feasible and environmentally sustainable business model for the District including: a long-term energy plan for facilities with implementation timeline goals; green transportation options for Bridge, Bus and Ferry operations; and, a plan to increase efficiency and reduce waste throughout the District's operations that incorporates modern practices, long-term sustainability and environmental and climate responsibility. Work with State and regional transportation partners and customers, staff and the general public to achieve climate goals. Consider dedicating staff permanently to the effort and foster District-wide employee involvement in the District's sustainability goals. Design the plan for achieving financial savings, possibly including earning revenue through clean energy generation. Updates will be provided as available in the General Manager's monthly report.	A	⌚ ⌚ ⌚	-\$
18	Study and implement effective alternatives for bus and ferry emissions reductions, as resources allow.	A	⌚ ⌚ ⌚	-\$
19	Explore opportunities and possible mechanisms to continue to jointly use and share District facilities with other agencies for transit purposes and to support efforts to jointly develop housing at District property consistent with local zoning and planning jurisdictions and within the District's Mission.	C	⌚ ⌚ ⌚	+\$ \$
20	Explore opportunities to provide transit service at new transit-oriented developments.	C	⌚ ⌚ ⌚	-\$

**Address the District's Financial Shortfall**

21	Develop and implement a new 5-year toll increase program that helps to address the funding needs of the Bridge and the District's transit operations.	A	⌚ ⌚	+\$ \$ \$
22	Analyze adding staff and/or consulting resources to increase the District's ability to seek additional grant funding to maintain the District's aging capital infrastructure.	A	⌚ ⌚	+\$ \$ \$
23	Eliminate toll discounts for private transportation services providing service to SFO.	A	⌚ ⌚	+\$ \$
24	Determine the financial feasibility of paying down unfunded liabilities with CalPERS.	A	⌚ ⌚	+\$ \$
25	Develop a comprehensive paid vehicle access and parking program across all District parking lots.	A	⌚ ⌚ ⌚	+\$ \$
26	Examine the feasibility of re-directing some of the District's northern bus routes to the District's ferry terminals to provide efficient and cost-effective service to San Francisco.	C	⌚ ⌚ ⌚	+\$ \$ \$
27	Study the feasibility of expanding the Bridge experience for visitors with fee-based tours.	F	⌚ ⌚ ⌚	+\$ \$ \$
28	Study the feasibility of two-way tolling on the Golden Gate Bridge: collect half the toll amount northbound and half the toll southbound.	F	⌚ ⌚ ⌚	+\$ \$ \$






Final Strategic Plan Amended as of June 27, 2025

Appendix A

Initiative #		Timing	Duration	Fiscal Impact
<b>Operational Excellence</b>				
29	Develop 5- and 10-year capital plans based on current project delivery abilities.	A	⌚ ⌚	+\$ \$\$
30	Study the effectiveness of all staff training, including training on sexual harassment.	A	⌚ ⌚	-\$
31	Regularly carry out employee surveys and/or focus groups on issues concerning the District to take advantage of their value, knowledge, and experience toward both setting the future direction of the District and improving its current customer service and operational efficiency.	A	⌚ ⌚	-\$
32	Institute a process to reevaluate business areas and staff levels in all departments; examine both filled and vacant positions.	A	⌚ ⌚ ⌚	+\$ \$\$
33	Explore alternative methods of capital project planning, tracking and delivery to increase the efficiency of completing projects, reduce costs and improve asset management.	A	⌚ ⌚ ⌚	+\$ \$\$
34	Create and implement a comprehensive, District-wide program to attract, train, promote, and retain management and staff needed to accomplish strategic goals.	A	⌚ ⌚ ⌚	+\$
36	Study the feasibility and impact on employees of replacing the annual stipend and HRA program with a cost-effective higher medical stipend to give employees more autonomy with less administrative work.	C	⌚ ⌚ ⌚	+\$ \$\$
37	Study the feasibility and impact on employees of cost-saving health care program changes and standardization such as District-wide standard premium sharing amounts, capping employer premium payments to one HMO plan and one PPO plan, and synchronizing District retiree medical benefit qualifications to allow for consistency across all employees.	C	⌚ ⌚ ⌚	+\$
38	Work with partners to craft standard language within MOUs to improve administrative efficiencies.	C	⌚ ⌚ ⌚	+\$
39	In cooperation with the bus operator union, take the necessary steps to ensure a stable defined benefit pension for all bus operators.	C	⌚ ⌚ ⌚	-\$ \$\$



# Categorization Criteria for the Draft Final Strategic Plan

Timing	Duration	Fiscal Impact	<b>Categorization Criteria</b>
A			Anytime: project can be undertaken at anytime
C			Contingent: on actions of others outside of the District
F			Future: requires significant preparation or time to pass
	  		Underway: initiative is underway already
			Short: less than one year to implement
			Long: more than one year to implement
		+\$\$\$	High: Estimated to decrease costs or increase revenues by a net of more than \$1 million a year.
		+\$\$	Medium: Estimated to decrease costs or increase revenues by a net of between \$100,000 and \$1 million a year.
		+\$	Low: Estimated to decrease costs or increase revenues by a net of less than \$100,000 a year.
		-\$	Low Negative Impact: Estimated to increase costs or decrease revenues by a net of less than \$100,000 a year.
		-\$\$	Medium Negative Impact: Estimated to increase costs or decrease revenues by a net of between \$100,000 and \$1 million a year.
		-\$\$\$	High Negative Impact: Estimated to increase costs or decrease revenues by a net of more than \$1 million a year.



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**APPENDIX G**  
**Five- and Ten-Year Financial Projection**



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

Agenda Item No. (8)

To: Finance-Auditing Committee/ Committee of the Whole  
Meeting of September 25, 2025

From: Grant Martinez, Director of Budget and Financial Analysis  
Jennifer H. Mennucci, 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 26/27 through FY 35/36. The projection reflects the FY 25/26 Adopted Budget as a baseline that includes 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 outside of what is currently approved are not included in this projection. The last year of the current toll increase plan is FY 28/29, and the final year of the current approved transit fare plan is FY 27/28.

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

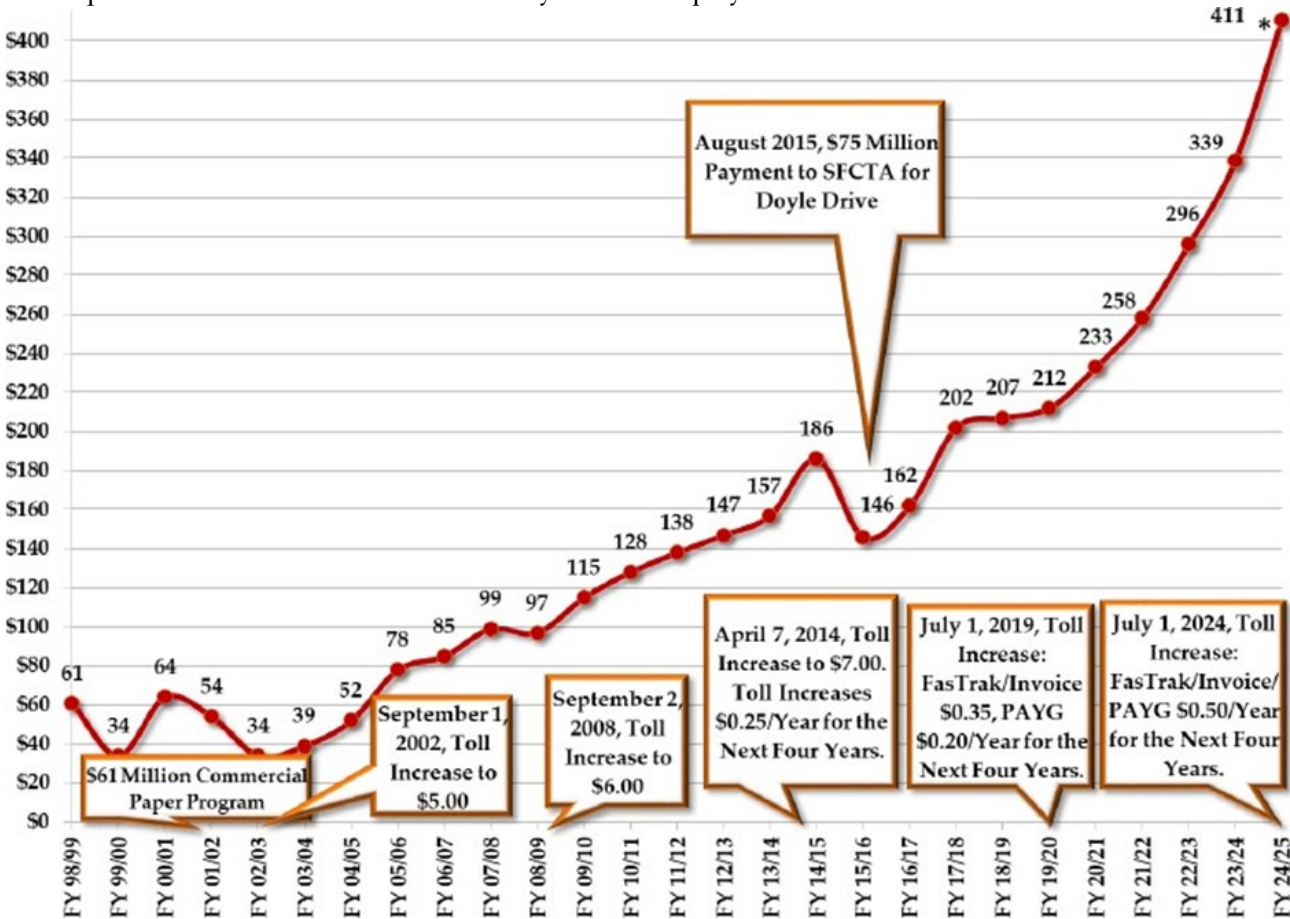
Summary

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 economic downturns.

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

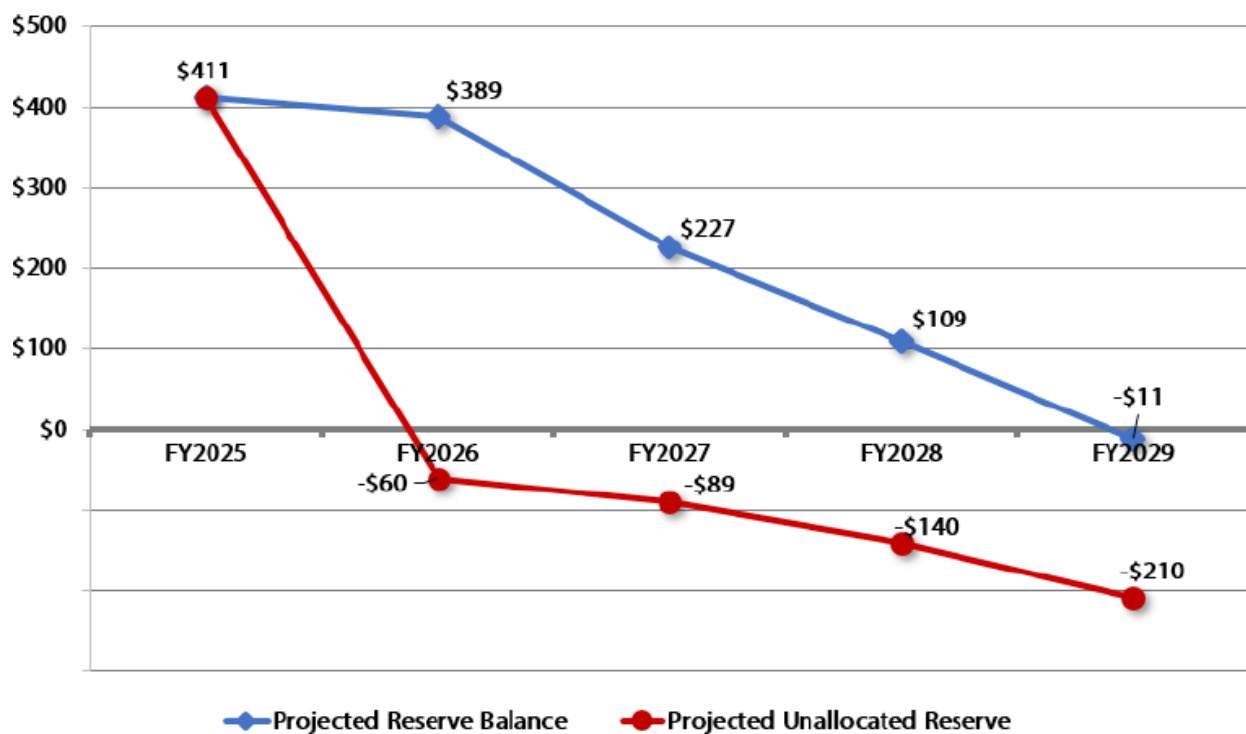
Given the projected funding needs for capital projects and the liability, and operating reserves over the next few years, this section will discuss the use of reserves in this projection. In the first five years of the projection,



the estimated District funded Capital need is approximately \$582 million, with the largest project being Contract 1 of the Golden Gate Suspension Bridge Seismic Retrofit included at \$267 million in District required funding. The balance of reserves that has been built up over the past 20+ years will be critical in funding the completion of projects in the capital plan. Additional funding for new capital projects in future years will need to be raised to fully fund the 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 assuming the cash flow needs of the project over time. The following graph represents an updated projection of how the current total of capital reserves would be encumbered (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. Given the significant amount of District funding required for the Golden Gate Suspension Bridge Seismic Retrofit, the projected Unallocated Reserve is earmarked within the first fiscal year of the projection. 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 two mechanisms the capital reserve contribution set aside and depreciation expense. 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 Appendices D and E).

***III. Current Projection Findings***

The findings of the updated five and ten-year projections 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 25/26 Adopted Budget, which provides the resources for the District to maintain its transit service to meet current customer demand.

	<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 FY 25/26 Budget)	\$1,624	\$3,523
Total Operating Revenues	\$1,242	\$2,491
<b>Total Operating &amp; Capital Surplus/(Shortfall)</b>	<b>(\$382)</b>	<b>(\$1,032)</b>

The projected shortfall exists because as projected expenses rise over the ten-year measurement period, many of the sources of revenue either do not or rise at a smaller rate. Main revenue sources, such as tolls and fares, will only increase through future public action outside of the current approved toll and transit fare plans. Over the ten-year measurement period, District expenditures are projected to increase by \$578 million. The primary drivers of increases in expenditures include salary costs (\$139 million), benefit costs (\$199 million), and depreciation costs due to the completion of major projects, including the Golden Gate Suspension Bridge Seismic Retrofit, in the ten-year timeframe (\$152 million).

Based on the FY 25/26 Adopted Budget, the District projects that there will be a \$382 million shortfall over the next five fiscal years. Under the same assumptions, the District projects that there will be a \$1.03 billion shortfall over the next ten fiscal years, as it includes Contract 2 of the Golden Gate Suspension Bridge Seismic Retrofit with an assumption of 68% grant funded.

It is important to note that the current projection includes the toll plan approved by the Board in January 2024 to increase tolls and the remaining increases as a part of this plan are in the first three years of this ten-year projection. There are approved increases in transit fares associated with the adopted five-year transit fare policy during the first two years of the projection period.



The District assumes some growth in bridge traffic (~0.7% annual increase in southbound crossings for FY 26/27 to FY 27/28). Beyond that, the District is assuming southbound crossings will be flat at ~17.2 million southbound crossings (~87% of pre-pandemic southbound crossings). The District assumes some growth in bus ridership (~3.1% annually between FY 26/27 – FY 28/29 with relatively minimal growth in the remaining seven years of the projection). By FY 35/36, the District is projecting bus ridership at ~1.7 million (~56% of pre-pandemic bus ridership). The District assumes some growth in ferry ridership (~3.3% annually between FY 26/27 – FY 28/29 with relatively minimal growth in the remaining 7 years of the projection). By FY 34/35, the District is projecting ferry ridership at ~1.7 million (about 71% of pre-pandemic ferry ridership).

**Capital Contribution**

The FY 25/26 Adopted Budget includes a \$21 million capital reserve contribution amount. A capital reserve contribution of \$21 million for each year of the ten-year plan is assumed and required to help fund the projected ten-year capital plan. An updated ten-year Capital Plan was approved by the Board as a part of the FY 25/26 Adopted Budget and 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 five- and ten-year District funded capital need is estimated at \$582 million and \$974 million respectively. After including amounts contributed by depreciation and the current capital contribution of \$21 million annually, and the use of all of the projected available District reserves to offset the projected increase in capital project costs, the necessary additional capital contribution from District Operations is approximately \$10 million annually or \$103 million for the ten-year period (See Appendix D for details). If reserves are not depleted to fund the District’s portion of the Capital needs over 10 years, and the ability to maintain the \$21 million annual capital contribution and required depreciation occurs, the District would need to contribute an additional \$46.6 million annually (detail provided in Appendix D).

**Comparison to the Previous Projection**

For comparison purposes, the projected five-year revenue over expense shortfall of \$382 million is approximately \$146 million higher than the \$237 million presented in the previous projection in September 2024. Similarly, the projected ten-year revenue over expense shortfall of \$1.03 billion is approximately \$346 million higher than the \$685 million presented in the previous projection. The \$146 million increase in the five-year projected shortfall is primarily due to a decrease in projected operating revenues, primarily driven by FY 28/29 being the last year of the current toll increase plan and FY 27/28 being the last year of the transit fare increase plan. 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.

	<b>Impact on Current Projection Deficit (\$M)</b>
Net Difference - New 10th Year, Old First Year	(\$146)
Net Difference - Improvements in District Financial Situation	(\$200)
<b>Total</b>	<b>(\$346)</b>



### *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 26/27 through FY 35/36 Ten-Year Capital Projection, provided in Appendix C, identifies a \$2.8 billion capital need over the next ten years requiring a District contribution of \$974 million. This plan has been structured to systematically maintain and sustain existing Bridge, Bus and Ferry capital investments within existing staff resources.

Based on the current approved ten-year capital plan the overall projected funding split is 65% Grant funded and 35% District funded. The Golden Gate Suspension Bridge Seismic Retrofit is assumed to be 68% Grant funded and 32% District funded for the whole project. 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.

### *V. Next Steps*

The Strategic Plan, approved by the Board in June 2024, included financial initiatives which will serve as a work plan for staff to aid in balancing the District's finances over the long term, with a status update on progress to be provided later this Fall.

### **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-1**  
**Golden Gate Bridge, Highway & Transportation District Operating Budget Projection**  
**Five-Year and Ten-Year Financial Projections FY 26/27 - FY 35/36**  
**All Figures Rounded to (\$000)**

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total 5 Year	Total 10 Year
	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31	FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	Estimate	Estimate
	Adopted Budget	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
<b>Agency Expense:</b>													
Salaries	\$ 95,028	\$ 98,502	\$ 100,768	\$ 102,985	\$ 105,250	\$ 107,566	\$ 109,932	\$ 112,351	\$ 114,822	\$ 117,348	\$ 119,930	\$ 515,070	\$ 1,089,454
Fringe Benefits (Incl PR Taxes)	\$ 80,917	\$ 86,663	\$ 89,745	\$ 94,209	\$ 96,977	\$ 99,814	\$ 100,349	\$ 104,093	\$ 108,009	\$ 112,104	\$ 116,387	\$ 467,409	\$ 1,008,350
Professional Services	\$ 40,646	\$ 41,581	\$ 42,537	\$ 43,473	\$ 44,429	\$ 45,407	\$ 46,406	\$ 47,426	\$ 48,470	\$ 49,585	\$ 50,725	\$ 217,426	\$ 460,037
Fuel & Related Taxes	\$ 11,349	\$ 11,610	\$ 11,877	\$ 12,138	\$ 12,405	\$ 12,678	\$ 12,957	\$ 13,242	\$ 13,533	\$ 13,844	\$ 14,163	\$ 60,707	\$ 128,446
Repair & Operating Supplies	\$ 12,494	\$ 12,781	\$ 13,075	\$ 13,363	\$ 13,657	\$ 13,957	\$ 14,264	\$ 14,578	\$ 14,899	\$ 15,241	\$ 15,592	\$ 66,832	\$ 141,405
Insurance, Taxes & Permits	\$ 10,969	\$ 11,221	\$ 11,479	\$ 11,731	\$ 11,989	\$ 12,253	\$ 12,523	\$ 12,798	\$ 13,080	\$ 13,381	\$ 13,688	\$ 58,674	\$ 124,144
Purchased Transportation	\$ 1,664	\$ 1,702	\$ 1,741	\$ 1,779	\$ 1,819	\$ 1,859	\$ 1,899	\$ 1,941	\$ 1,984	\$ 2,030	\$ 2,076	\$ 8,900	\$ 18,830
Staff Development	\$ 1,529	\$ 1,564	\$ 1,600	\$ 1,635	\$ 1,671	\$ 1,708	\$ 1,745	\$ 1,784	\$ 1,823	\$ 1,865	\$ 1,908	\$ 8,177	\$ 17,301
Leases & Rentals	\$ 1,166	\$ 1,193	\$ 1,221	\$ 1,248	\$ 1,275	\$ 1,303	\$ 1,332	\$ 1,361	\$ 1,391	\$ 1,423	\$ 1,456	\$ 6,239	\$ 13,202
Debt Service-Interest Expense	\$ 3,233	\$ 1,678	\$ 1,525	\$ 1,373	\$ 1,373	\$ 1,373	\$ 1,373	\$ 1,373	\$ 1,373	\$ 1,373	\$ 1,373	\$ 7,320	\$ 14,183
Depreciation	\$ 14,532	\$ 15,000	\$ 17,469	\$ 21,859	\$ 23,426	\$ 24,727	\$ 31,895	\$ 34,092	\$ 36,728	\$ 42,832	\$ 49,700	\$ 102,482	\$ 297,727
<b>Total Expenses</b>	<b>\$ 273,525</b>	<b>\$ 283,494</b>	<b>\$ 293,036</b>	<b>\$ 305,791</b>	<b>\$ 314,271</b>	<b>\$ 322,643</b>	<b>\$ 334,673</b>	<b>\$ 345,038</b>	<b>\$ 356,111</b>	<b>\$ 371,025</b>	<b>\$ 386,997</b>	<b>\$ 1,519,235</b>	<b>\$ 3,313,080</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>\$ 21,000</b>	<b>\$ 105,000</b>	<b>\$ 210,000</b>
<b>Total Expense</b>	<b>\$ 294,525</b>	<b>\$ 304,494</b>	<b>\$ 314,036</b>	<b>\$ 326,791</b>	<b>\$ 335,271</b>	<b>\$ 343,643</b>	<b>\$ 355,673</b>	<b>\$ 366,038</b>	<b>\$ 377,111</b>	<b>\$ 392,025</b>	<b>\$ 407,997</b>	<b>\$ 1,624,235</b>	<b>\$ 3,523,080</b>
<b>Total Operating Revenue</b>	<b>\$ 270,830</b>	<b>\$ 247,159</b>	<b>\$ 247,451</b>	<b>\$ 248,681</b>	<b>\$ 249,252</b>	<b>\$ 249,484</b>	<b>\$ 249,659</b>	<b>\$ 249,792</b>	<b>\$ 249,892</b>	<b>\$ 249,967</b>	<b>\$ 250,024</b>	<b>\$ 1,242,026</b>	<b>\$ 2,491,361</b>
<b>Total Net Surplus/(Deficit)</b>	<b>\$ (23,695)</b>	<b>\$ (57,335)</b>	<b>\$ (66,586)</b>	<b>\$ (78,110)</b>	<b>\$ (86,019)</b>	<b>\$ (94,160)</b>	<b>\$ (106,014)</b>	<b>\$ (116,247)</b>	<b>\$ (127,219)</b>	<b>\$ (142,057)</b>	<b>\$ (157,973)</b>	<b>\$ (382,209)</b>	<b>\$ (1,031,719)</b>
<b>Bridge Expense</b>	<b>\$ 119,592</b>	<b>\$ 123,233</b>	<b>\$ 127,283</b>	<b>\$ 135,318</b>	<b>\$ 138,595</b>	<b>\$ 141,902</b>	<b>\$ 150,039</b>	<b>\$ 154,425</b>	<b>\$ 159,667</b>	<b>\$ 166,596</b>	<b>\$ 175,216</b>	<b>\$ 666,332</b>	<b>\$ 1,472,276</b>
<b>Transit Expense</b>	<b>\$ 174,933</b>	<b>\$ 181,260</b>	<b>\$ 186,753</b>	<b>\$ 191,473</b>	<b>\$ 196,676</b>	<b>\$ 201,741</b>	<b>\$ 205,635</b>	<b>\$ 211,613</b>	<b>\$ 217,443</b>	<b>\$ 225,429</b>	<b>\$ 232,781</b>	<b>\$ 957,903</b>	<b>\$ 2,050,804</b>



**Appendix A-2**  
**Golden Gate Bridge, Highway & Transportation District Operating Budget Projection**  
**Five-Year and Ten-Year Financial Projections FY 26/27 - FY 35/36**

**Revenue Detail**

All Figures Rounded to (\$000)

Revenue Categories	Year 0 FY 25/26 Adopted Budget	Year 1 FY 26/27 Estimate	Year 2 FY 27/28 Estimate	Year 3 FY 28/29 Estimate	Year 4 FY 29/30 Estimate	Year 5 FY 30/31 Estimate	Year 6 FY 31/32 Estimate	Year 7 FY 32/33 Estimate	Year 8 FY 33/34 Estimate	Year 9 FY 34/35 Estimate	Year 10 FY 35/36 Estimate	Total 5 Year Estimate	Total 10 Year Estimate
Bridge Tolls	\$ 165,656	\$ 171,896	\$ 178,273	\$ 183,446	\$ 183,446	\$ 183,446	\$ 183,446	\$ 183,446	\$ 183,446	\$ 183,446	\$ 183,446	\$ 900,507	\$ 1,817,736
Transit Fares	21,442	22,571	23,304	23,703	24,008	24,240	24,415	24,548	24,648	24,723	24,780	117,826	240,940
Investment Income	12,350	9,739	4,600	-	-	-	-	-	-	-	-	14,340	14,340
Other (Incl Adv. & Leases)	1,790	1,790	1,790	1,790	1,790	1,790	1,790	1,790	1,790	1,790	1,790	8,952	17,904
RM2/RM3 Local funding	4,949	2,963	2,963	2,963	2,963	2,963	2,963	2,963	2,963	2,963	2,963	14,817	29,634
SB125	34,556	-	-	-	-	-	-	-	-	-	-	-	-
Local Funds (MCTD Contract)	12,221	12,587	12,965	12,965	12,965	12,965	12,965	12,965	12,965	12,965	12,965	64,445	129,267
Federal/State/Local Funds	25,707	25,613	23,555	23,814	24,080	24,080	24,080	24,080	24,080	24,080	24,080	121,141	241,540
<b>Sub-Total</b>	<b>\$ 278,671</b>	<b>\$ 247,159</b>	<b>\$ 247,451</b>	<b>\$ 248,681</b>	<b>\$ 249,252</b>	<b>\$ 249,484</b>	<b>\$ 249,659</b>	<b>\$ 249,792</b>	<b>\$ 249,892</b>	<b>\$ 249,967</b>	<b>\$ 250,024</b>	<b>\$ 1,242,026</b>	<b>\$ 2,491,361</b>
Known Changes													
SB125 Payback	(7,841)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Known Changes	(7,841)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Operating Revenue	\$ 270,830	\$ 247,159	\$ 247,451	\$ 248,681	\$ 249,252	\$ 249,484	\$ 249,659	\$ 249,792	\$ 249,892	\$ 249,967	\$ 250,024	\$ 1,242,026	\$ 2,491,361
Bridge Revenue	\$ 178,504	\$ 182,133	\$ 183,374	\$ 183,943	\$ 183,943	\$ 183,943	\$ 183,943	\$ 183,943	\$ 183,943	\$ 183,943	\$ 183,943	\$ 917,335	\$ 1,837,053
Transit Revenue	\$ 92,327	\$ 65,026	\$ 64,079	\$ 64,738	\$ 65,308	\$ 65,540	\$ 65,716	\$ 65,848	\$ 65,948	\$ 66,024	\$ 66,081	\$ 324,691	\$ 654,308



## Appendix B

## Golden Gate Bridge, Highway and Transportation District Five- and Ten-Year Financial Projection for FY 26/27 – FY 35/36

### CATEGORY ASSUMPTIONS

#### Operating Revenue

**General Assumption: The FY 25/26 Budgeted amounts have been used as the basis for all revenue and expense projections.**

##### Bridge Tolls

In FY24-25, southbound traffic increased by 0.9% from the previous fiscal year. The FY25/26 Adopted Budget projects southbound traffic will increase by 0.7% from the previous fiscal year. Moving beyond this fiscal year, the projection assumes an additional 120,000 annual southbound crossings for FY26/27 – FY27/28 (i.e., approximately 0.7% annual increases). The projection fixes this level of southbound traffic (17.2 million southbound crossings) for the remainder of the projection period (FY28/29– FY35/36). The adopted toll rate for most motorists is an increase of \$0.50 per year through FY28/29. Southbound crossings have been slowly recovering from the pandemic and hovers around 85% of pre- pandemic crossings.

##### Bus Transit

In FY24/25, bus ridership increased by 4.9% from the previous fiscal year. The FY25/26 Adopted Budget projects bus ridership will remain at levels similar to the prior fiscal year. Moving beyond this fiscal year, the projection assumes moderate growth averaging 3.1% annually between FY26/27 – FY28/29, while bus ridership growth from FY29/30 through FY35/36 is under a percent on average. 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. After the ridership reduction that was a result of the pandemic Bus ridership has been slowly recovering with FY24/25 ridership about 49% of pre-pandemic ridership.

##### Ferry Transit

In FY24/25, ferry ridership increased by 11.4% from the previous fiscal year. The FY25/26 Adopted Budget projects ferry ridership will remain fairly flat from the previous fiscal year. Moving beyond this fiscal year, the projection assumes moderate growth averaging 4.3% annually between FY26/27 – FY27/28, while only assuming only slight growth in ridership through FY35/36. Transit fare increases are assumed through FY27/28 in accordance with the adopted transit fare policy. After the ridership reduction that was a result of the pandemic Ferry ridership has been slowly recovering with FY24/25 ridership about 65% of pre-pandemic ridership.

##### 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 FY25/26 is held constant through the 10-year projection. The District assumes that RM3 funding levels will revert to levels before Senate Bill 125 (\$656,400) and are held constant through the 10-year projection.



## **Appendix G**

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### 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.

### STA

STA funding is comprised of statewide revenue-based funds, Marin County population-based funds, and Sonoma County population-based funds. In FY26/27, the District assumes the same levels of revenue that were in the FY25/26 Adopted Budget. For FY27/28, the District projects that statewide revenue-based funds and Marin County population-based funds will be held at the same levels of revenue that were in the FY25/26 Adopted Budget. However, the District projects that Sonoma County population-based funds will decrease by 50% given reductions in Sonoma County services associated with Marin-Sonoma Coordinated Transit Service Plan (MASCOTS). Overall, there will be a 3.3% reduction in STA revenues for FY27/28, which has been held constant in the 10-year projection.

### TDA

TDA revenue is comprised of two tranches from Marin and Sonoma County. The District projects that service level recommendations associated with Marin-Sonoma Coordinated Transit Service Plan (MASCOTS) will impact both revenue tranches in different ways.

For Marin TDA, for FY26/27 the District assumes the same levels of revenue that were in the FY25/26 Adopted Budget. For FY27/28 through FY29/30, the District is using sales tax projections provided by MTC of 2.6% annual increases, with the remainder of the projection period fixed at levels projected for FY29/30.

For Sonoma TDA, for FY26/27 the District assumes the same levels of revenue that were in the FY25/26 Adopted Budget. For FY27/28, the District is assuming that less service will be provided in Sonoma County (based on recommendations associated with MASCOTS), which will reduce the amount of TDA revenue the District is projected to receive. The projected reduction for Sonoma TDA revenue in FY27/28 is 50% of the levels of revenue that were in the FY25/26 Adopted Budget. For FY27/28 through FY29/30, the District is using sales tax projections provided by MTC of 2.6% annual increases, with the remainder of the projection period fixed at levels projected for FY29/30.

There is no funding associated with Senate Bill 125 assumed in the projection period, as it's projected to be exhausted by Fiscal Year 2025-26.

### Federal Funding

There is no Federal funding for operations assumed in this projection.

### Investment Income

Interest on investment is projected based on the estimated investment portfolio balance and associated interest growth rates. Investment income is projected through FY 27/28.

### Other Income

Other Revenue is based on the amount budgeted in FY25/26, which is used as the projection for the following 10 years.



## Appendix B

**Golden Gate Bridge, Highway and Transportation District  
Five- and Ten-Year Financial Projection for FY 26/27 – FY 35/36****Operating Expense**Position Vacancies

The FY25/26 Adopted Budget assumed that all approved positions would be funded for the fiscal year, and this projection assumes all positions are funded.

CPI Rates

Projected CPI rates are based on projections provided by the Congressional Budget Office (CBO). Projected rates for 2027 – 2035 was 2.2% - 2.3% annually.

Salaries

Salary increases for Coalition and Non-Represented employees are based on approved increases for FY25/26– FY26/27. Beyond FY26/27, 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 approved increases for FY25/26. Beyond FY25/26, CPI rate projections are used to estimate increases in salaries for the remaining years of the projection.

Pension

PERS Pension (Employer Responsibility) is based on CalPERS actuarial estimates of 34.32%, 34.3%, 36%, 35.3%, 34.6%, and 30.9% for the years FY26/27 through FY31/32 respectively. This projection assumes that the pension percentage rate continues to remain flat for the years of FY 31/32 - FY 35/36. This projection assumes that the ATU pension rate (34.5%) continues to remain flat for the years of FY26/27-FY35/36. IBU & MEBA pension rates (22.37% and 16.61% respectively) continue to remain flat for the years of FY26/27-FY35/36.

Medical Insurance

The projection assumes an increase of 5.4% - 6.4% for the years FY26/27– FY32/33 based on the Center for the Medicare/Medicaid Office of the Actuary projections for Health Insurance increases. This projection assumes that the pension percentage rate continues to remain flat for the years of FY 33/34 - FY 35/36.

OPEB

The projection assumes an annual increase between 2.9% and 3% over the 10-year projection based on projections identified in the Golden Gate Bridge Highway and Transportation District Retiree Healthcare Plan July 1, 2023 Actuarial Valuation report.

Workers' Compensation

Workers' Compensation are projected based on a five-year average of annual expense increases (FY20/21– FY24/25).

Debt Service Payment

The projection assumes debt services expenses between \$1.4 million - \$1.7 million annually based on outstanding commercial paper balance and associated interest rates (between 2.25% and 2.75% for FY26/27– FY35/36).

All other expenses not mentioned above

The projection assumes the use of CPI-U projected rates of inflation from CBO.



## Appendix G

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### Depreciation

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



**Appendix C**  
**Golden Gate Bridge, Highway and Transportation District**  
**Five-Year and Ten-Year Financial Projections FY 26/27 - FY 35/36**

10-Year Projected Capital Need (\$'000)														
	FY 25/26 Budget	Year										Total 10-Year Projected Capital Need	Future Years	Total Capital Plan
		Year 1 FY 26/27	Year 2 FY 27/28	Year 3 FY 28/29	Year 4 FY 29/30	Year 5 FY 30/31	Year 6 FY 31/32	Year 7 FY 32/33	Year 8 FY 33/34	Year 9 FY 34/35	Year 10 FY 35/36			
<b>BRIDGE DIVISION</b>														
<i>Grant Funded</i>	23,519	172,839	151,408	151,611	132,788	132,788	132,980	132,980	132,980	14,391	1,306,194	25,623	1,538,680	
<i>District Funded</i>	24,071	103,481	84,336	86,428	79,925	80,315	79,070	76,161	71,000	15,969	762,624	60,770	992,226	
<b>TOTAL</b>	47,590	276,341	235,744	238,039	212,712	213,103	212,050	209,141	203,980	30,361	2,068,817	86,393	2,530,907	
<b>BUS DIVISION</b>														
<i>Grant Funded</i>	3,205	23,146	28,039	33,134	33,374	18,130	18,130	9,230	446	-	187,597	22,411	224,848	
<i>District Funded</i>	4,967	7,508	8,446	9,870	10,527	7,375	7,253	5,032	3,283	2,054	68,564	20,870	99,012	
<b>TOTAL</b>	7,816	30,653	36,485	43,004	43,902	25,505	25,383	14,262	3,729	2,054	256,161	43,281	323,860	
<b>FERRY DIVISION</b>														
<i>Grant Funded</i>	8,332	50,315	43,890	27,312	26,992	26,141	25,915	21,603	17,737	4,209	294,271	206,185	527,047	
<i>District Funded</i>	6,173	31,665	11,328	7,371	6,897	6,894	6,842	5,769	4,601	1,224	94,301	51,546	172,270	
<b>TOTAL</b>	14,504	81,980	55,218	34,884	33,889	33,035	32,758	27,372	22,338	5,434	388,572	257,732	699,317	
<b>DISTRICT DIVISION</b>														
<i>Grant Funded</i>	-	427	612	618	190	190	-	-	-	-	2,649	-	3,049	
<i>District Funded</i>	9,266	5,920	6,037	5,661	5,545	6,069	4,889	4,594	2,111	1,557	48,526	1,700	63,231	
<b>TOTAL</b>	9,266	6,347	6,649	6,279	5,736	6,259	4,889	4,594	2,111	1,557	51,175	1,700	66,280	
<b>ACROSS ALL DIVISIONS</b>														
<i>Grant Funded</i>	213,238	35,456	223,949	212,875	193,344	177,249	177,026	163,813	151,163	18,601	1,790,711	254,219	2,293,624	
<i>District Funded</i>	179,245	38,593	148,574	109,331	102,894	100,653	98,054	91,497	80,995	20,804	974,015	134,887	1,326,739	
<b>GRAND TOTAL</b>	392,483	74,049	392,321	322,206	296,238	277,902	275,080	255,310	232,158	39,405	2,764,726	389,106	3,620,364	



**Appendix D**  
**Golden Gate Bridge, Highway and Transportation District**  
**Five-Year and Ten-Year Financial Projections FY 26/27 - FY 35/36**  
**CAPITAL CONTRIBUTION REQUIRED TO FUND PROJECTED CAPITAL PLAN**

All Figures Rounded to (\$000)

	Year 1 FY 2027 Estimate	Year 2 FY 2028 Estimate	Year 3 FY 2029 Estimate	Year 4 FY 2030 Estimate	Year 5 FY 2031 Estimate	Year 6 FY 2032 Estimate	Year 7 FY 2033 Estimate	Year 8 FY 2034 Estimate	Year 9 FY 2035 Estimate	Year 10 FY 2036 Estimate	Total 5 Year Estimate	Total 10 Year Estimate
DISTRICT	\$148,574	\$111,749	\$109,464	\$109,331	\$102,894	\$100,653	\$98,054	\$91,497	\$80,995	\$20,804	\$582,011	\$974,015
GRANTS	-	246,747	223,949	225,944	212,875	193,344	177,026	163,813	151,163	18,601	1,102,860	1,790,711
<b>TOTAL</b>	<b>\$395,321</b>	<b>\$335,698</b>	<b>\$335,408</b>	<b>\$322,206</b>	<b>\$296,238</b>	<b>\$277,902</b>	<b>\$275,080</b>	<b>\$255,310</b>	<b>\$232,158</b>	<b>\$39,405</b>	<b>\$1,684,871</b>	<b>\$2,764,726</b>
District Portion Of the Capital Requirement	\$148,570	\$111,750	\$109,460	\$109,330	\$102,890	\$100,650	\$98,050	\$91,500	\$81,000	\$20,800	\$582,000	\$974,000
Total Capital Contribution	\$21,000	\$21,000	\$21,000	\$21,000	\$21,000	\$21,000	\$21,000	\$21,000	\$21,000	\$21,000	\$105,000	\$210,000
Total Depreciation Included in the Budget	15,000	17,469	21,859	23,426	24,727	31,895	34,092	36,728	42,832	49,700	102,482	297,727
Net Capital Contribution Required to Fund Projected Capital Plan	112,570	73,281	66,601	64,904	57,163	47,755	42,958	33,772	17,168	(49,900)	374,518	466,273
<b>Annual Additional Average Capital Contribution Beyond Current Allocation</b>	<b>\$46,600</b>	<b>\$46,600</b>	<b>\$46,600</b>	<b>\$46,600</b>	<b>\$46,600</b>	<b>\$46,600</b>	<b>\$46,600</b>	<b>\$46,600</b>	<b>\$46,600</b>	<b>\$46,600</b>	<b>\$233,000</b>	<b>\$ 466,000</b>
<b>Re- Stated: Fund District Capital through Reserves</b>	<b>FY 2027</b>	<b>FY 2028</b>	<b>FY 2029</b>	<b>FY 2030</b>	<b>FY 2031</b>	<b>FY 2032</b>	<b>FY 2033</b>	<b>FY 2034</b>	<b>FY 2035</b>	<b>FY 2036</b>	<b>Year 1 - 5</b>	<b>Year 1 - 10</b>
District Funded Capital Projects net of Depreciation*	\$112,600	\$73,300	\$66,600	\$64,900	\$57,200	\$47,800	\$43,000	\$33,800	\$17,200	(\$49,900)	\$374,600	\$ 467,000
Reserves Use to Fund District Portion of Seismic**	66,597	66,597	66,597	64,900	-	\$47,800	\$43,000	\$33,800	\$17,200	(\$49,900)	264,691	\$ 264,691
Subtotal After Seismic Usage	46,003	6,703	3	-	57,200	\$47,800	\$43,000	\$33,800	\$17,200	(\$49,900)	109,909	\$ 201,809
Reserves Use to Fund Remaining District Projects**	46,003	6,703	3	-	45,700	-	-	-	-	-	98,409	98,409
Additional Capital Contribution Required to Fund Projected Capital Plan with Reserves	-	-	-	-	11,500	47,800	43,000	33,800	17,200	(49,900)	11,500	103,000
Annual Average 10 Year Capital Contribution After Use of Available Reserves***	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	50,000	\$ 100,000

\* Assumes contract 1 and 2 of the seismic retrofit is funded 68% by Grants and 32% by District funds  
 \*\*Projected reserves balance at the beginning of FY26/27 is \$363M  
 \*\*\*Assumes Capital Contribution and Depreciation was added to reserves and existing reserve fund is drawn down



**Appendix E**  
**GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT**  
**NET POSITION AVAILABLE FOR NEW CAPITAL PROJECTS OR OPERATIONS - FY 25/26 BUDGET**

Category	Estimated Balance 7/1/2025
<b>Available Net Position before Long Term Deferred Outflows, Liabilities, Deferred Inflows, Board Designated Reserves and Other Reserves (Note 1)</b>	<b>\$191,800,000</b>
<b>Long Term Deferred Outflows, Liabilities, Deferred Inflows (Note 2)</b>	
CalPERS Retirement Pension Deferred Outflows, Deferred Inflows & Liability	\$89,300,000
Golden Gate Transit Amalgamated Retirement Pension Deferred Outflows, Liabilities & Deferred Inflows	\$135,100,000
District Other Post Employment Benefits (OPEB) Deferred Outflows, Liabilities & Deferred Inflows	\$50,400,000
<b>Subtotal: Long Term Deferred Outflows, Liabilities &amp; Deferred Inflows</b>	<b>\$274,800,000</b>
<b>Available Net Position before Board Designated Reserves and Other Reserves</b>	<b>\$466,600,000</b>
<b>Fiscal Year 2025 Board Designated Reserves and Other Reserves</b>	
Operating Reserve (Note 3)	\$(20,600,000)
Emergency Reserve (Note 4)	\$(9,600,000)
Bridge Self Insurance Loss Reserve (Note 5)	\$(25,000,000)
<b>Subtotal: Fiscal Year 2024 Board Designated Reserves and Other Reserves</b>	<b>\$(55,200,000)</b>
<b>Net Position (Reserves) Available Before Committed Capital Projects</b>	<b>\$411,400,000</b>
<b>Fiscal Year 2025 Committed Capital Projects (District-funded portion only):</b>	
Bridge	\$(260,400,000)
Transit	\$(65,200,000)
<b>Subtotal: Fiscal Year 2025 Total Committed Capital Projects (District-Funded portion only)</b>	<b>\$(325,600,000)</b>
<b>Net Position Available for New Capital Projects or Operations as of 6/30/25</b>	<b>\$85,800,000</b>

Category	Estimated Balance 7/1/2026
<b>Beginning Net Position Available for New Capital Projects or Operations</b>	<b>\$85,800,000</b>
Add Budgeted net Income/Loss for Fiscal Year 2026 (Note 7 & 8)	\$34,200,000
<b>Available Net Position before Board Designated Reserves and Other Reserves</b>	<b>\$120,000,000</b>
<b>Change in Fiscal Year 2025 Board Designated Reserves and Other Reserves</b>	
Change in Operating Reserve (Note 6 & 9)	\$(1,400,000)
Change in Emergency Reserve (Note 10)	\$(700,000)
Change in Bridge Self Insurance Loss Reserve (Note 11)	\$(1,300,000)
<b>Subtotal: Change in Fiscal Year 2026 Board Designated Reserves and Other Reserves</b>	<b>\$(3,400,000)</b>
<b>Net Position (Reserves) Available Before Committed Capital Projects</b>	<b>\$116,600,000</b>
<b>Fiscal Year 2025 Committed Capital Projects (District Funded Portion Only)</b>	
Bridge	\$(106,800,000)
Transit	\$(200,000)
<b>Subtotal: Fiscal Year 2025 Committed Capital Projects (District Funded Portion Only)</b>	<b>\$(107,000,000)</b>
<b>Net Position Available for New Capital Projects or Operations as of 6/30/26</b>	<b>\$9,600,000</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 2025 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 whereas 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, whichever is larger.
4. Board Policy funds the emergency reserve at 3.5% of the operating budget to enable the amount kept in reserve for emergencies to remain relative to the size of 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 in 2006 dollars 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 25/26 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 25/26's operating budget with 7.5% less FY24/25's Operating Reserve plus additional contributions as discussed in Note 6.
10. Change in Emergency Reserve is calculated by multiplying FY 25/26's operating budget with 3.5% less FY24/25's Emergency Reserve.
11. Change in Bridge Self-Insurance Loss Reserve is calculated by subtracting FY 25/26's reserve from FY 24/25's reserve.

