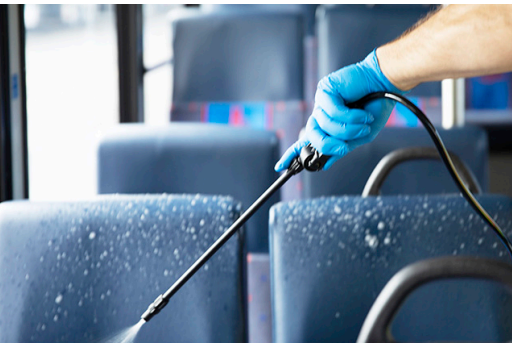




ADOPTED BUDGET

FY 2021-2022



**GOLDEN GATE BRIDGE
HIGHWAY AND TRANSPORTATION DISTRICT**

FISCAL YEAR 21/22 ADOPTED BUDGET

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

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

For the Fiscal Year Beginning

July 1, 2020

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, 2020. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.



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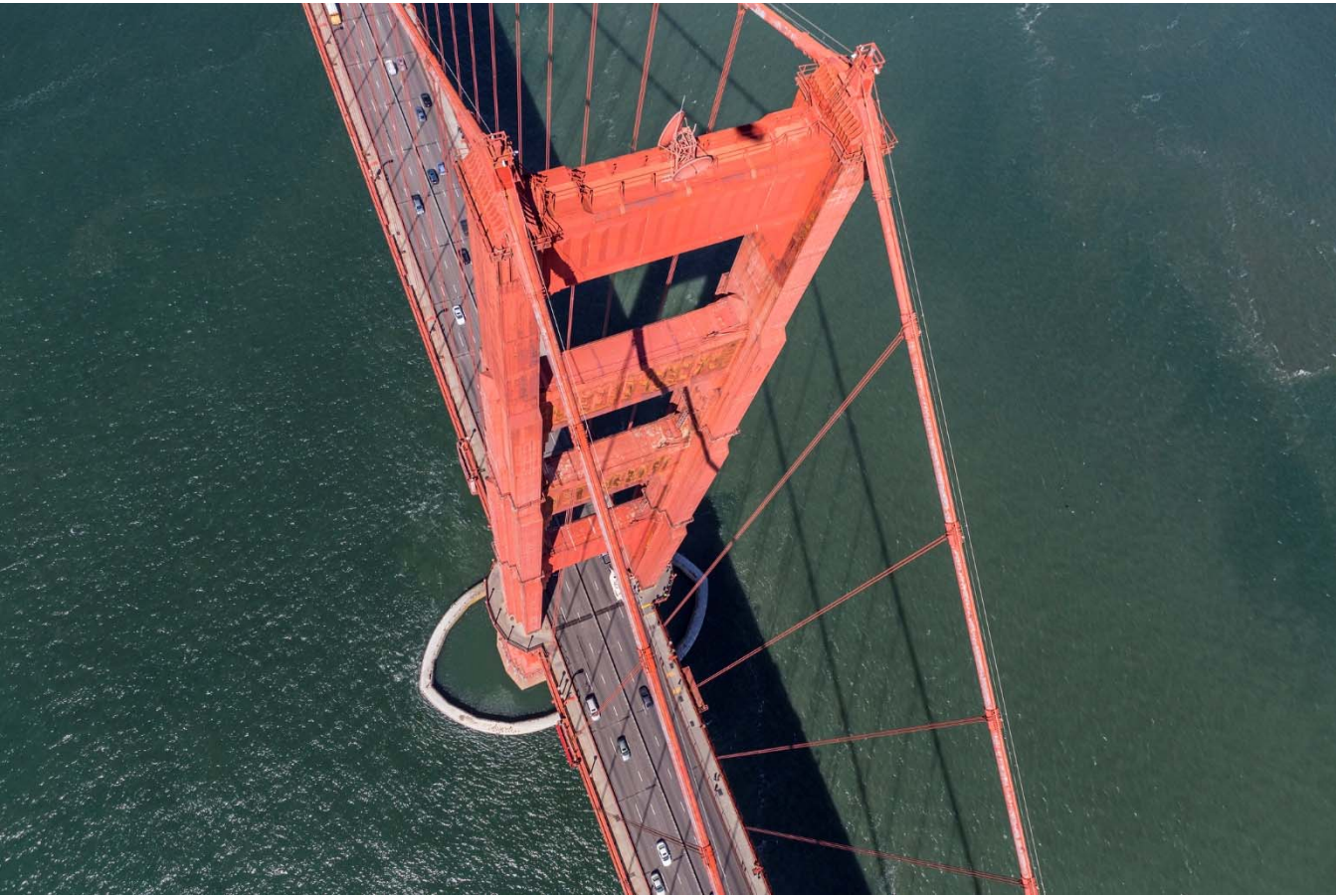
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GENERAL MANAGER'S MESSAGE

There has been no shortage of challenges confronting the District this past year and as we continue to traverse the arc of the pandemic. Fortunately, the District has been the recipient of significant federal COVID relief money from the Coronavirus Aid, Relief, and Economic Security (CARES) Act and the Coronavirus Response and Relief Appropriations Act (CRRSAA) that provided about half of the revenue that the District used to pay its bus and ferry expenses for the 2020/21 fiscal year, averting layoffs.

Today, vaccines are readily available and the rates of infections, hospitalizations and deaths are trending downward in the Bay Area, signaling light at the end of the tunnel. The District is looking forward to discovering the new normal for travel patterns in the Golden Gate Corridor once the Shelter-in-Place Orders become a mere memory.



Until then, travel remains depressed in the Golden Gate Corridor, and the District will be relying upon one-time federal money from the American Rescue Plan (ARP) Act to cover our bus and ferry expenses during the 2021/22 fiscal year. It is anticipated that the Metropolitan Transportation Commission (MTC) will allocate the first tranche of this ARP money at its July meeting, and we anticipate that this first tranche will be adequate to avoid a deficit in 2021/22.

It is inescapable that the District's revenues will not stabilize until there is a complete, unrestricted reopening of businesses and community activities resulting in travel, particularly motorists, returning in the Golden Gate Corridor. With the goal of being part of the solution for reaching this post-pandemic society, in early February the Bridge District reached out and offered Marin County the use of our Larkspur Ferry Terminal as a mass vaccination site at no cost. The site opened for business on February 21, due in no small part to staff from the Bridge and Ferry who were instrumental in quickly opening the site. Some of our staff whose regular job duties and schedules were impacted by the pandemic have now been assisting for many months with directing traffic in the parking lot and other related activities to help the facility operate smoothly. The site operates five days a week (Sunday – Thursday) from 11:00 a.m. – 7:00 p.m. There are 13 drive-through stations and a 14th station for bicyclists, pedestrians and paratransit vans. It is the largest, most productive vaccination site in Marin County.

Bridge tolls and bus and ferry passenger fares have been down about \$1.5 million each week for most of the year, and it is vital that vaccinations are widespread and travel returns. During the past year, revenues from ridership have been down on our buses by about 80 percent (we are carrying 20 percent of our normal bus ridership) and our ferry ridership is down about 95 percent (we are carrying 5 percent of our normal ferry ridership). Bridge traffic continues to be down about 20-30 percent when compared to pre-COVID traffic levels.

While aggregate Bridge traffic has been stagnant for many months, hovering between 20 percent and 30 percent below pre-COVID levels, Bridge traffic during the morning commute (5:00-9:00 a.m. Monday through Friday) is still down 40 percent. The Bridge traffic that has returned is on non-commute, midday

General Manager's Message

and nighttime trips. At this juncture, very few people are commuting from the North Bay into San Francisco for work.

Early in the pandemic, the District greatly reduced transit service in the Golden Gate Corridor in response to the precipitous drop in customer demand for our services. Importantly, the District met travel demand in the corridor with a focus on equity and mobility, and when necessary, the District has added extra bus trips to those routes that were experiencing “pass-ups” due to social distancing restrictions on transit.

While commuters who work in offices were no longer traveling in the Corridor, service workers and those who do not own or have ready access to automobiles have been relying on the District’s regional bus service. Accordingly, the District maintained virtually all of our regional bus service, while suspending about 90 percent of our commute/express bus service that served primarily office workers. This resulted in an overall reduction of about 50 percent in our pre-COVID bus service.

Office workers encouraged or required to work remotely significantly affects weekday ferry demand, while the cancellation or closure of parades, street fairs, concerts and theaters decimates the demand for weekend ferry service. Accordingly, early in the pandemic the District suspended 75 percent of weekday ferry service and suspended all weekend ferry service. Meanwhile, Bridge traffic remains well below pre-pandemic levels.

While the state has announced an anticipated broad reopening to occur on June 15th, coupled with the elimination of the color-coded COVID tiers, the announcement still encourages remote work. Nevertheless, as vaccinations become more commonplace, coupled with a decline in the rate of COVID-19 infections, the District will start to see a return of commuters in the Golden Gate Corridor.

Staff is working with the region’s other transit operators, the Metropolitan Transportation Commission (MTC) and the business community to understand how businesses and community organizations envision their reopening and the associated return of travel broadly throughout the Bay Area. Additionally, staff will be reaching out in the North Bay, especially to our prior customers, and polling them to understand what their plans are with respect to returning to onsite work and commuting again in the Golden Gate Corridor. This will inform our restoration of transit service.

We look forward to welcoming back our customers. The District will restore bus and ferry service incrementally, in a measured way as we see the return of our customers traveling in the Golden Gate Corridor. This approach will allow our ARP funds to last as long as possible, while we learn how new approaches to office work, including “hybrid offices” and ongoing remote work affect both office workers as well as supporting service sector jobs, and collectively travel demand during the commute period. Similarly, we will learn how the reopening of community activities and the rebirth of tourism and recreational travel, for both workers and visitors, affects off-peak and weekend travel in the Corridor. The District will provide transit service to meet customer demand.

As an organization, the District has a history of maintaining a long-term focus even when facing tremendous immediate challenges. This past year has been no different as a private ferry operator, Blue and Gold, has petitioned the California Public Utilities Commission to cease ferry operations from San Francisco to Angel Island and from San Francisco to Tiburon. The District is in negotiations to take over this ferry service, consistent with our mission.

Meanwhile, efforts continued on many other projects, such as the ongoing construction of the Suicide Deterrent System Project (the Net), a return to service of the *M.S. Sonoma* ferryboat after a complete

refurbishment, construction of a new four-acre tidal wetland in Corte Madera, and the digging and repaving of the Novato Bus Yard as part of a groundwater cleanup and soil remediation project.

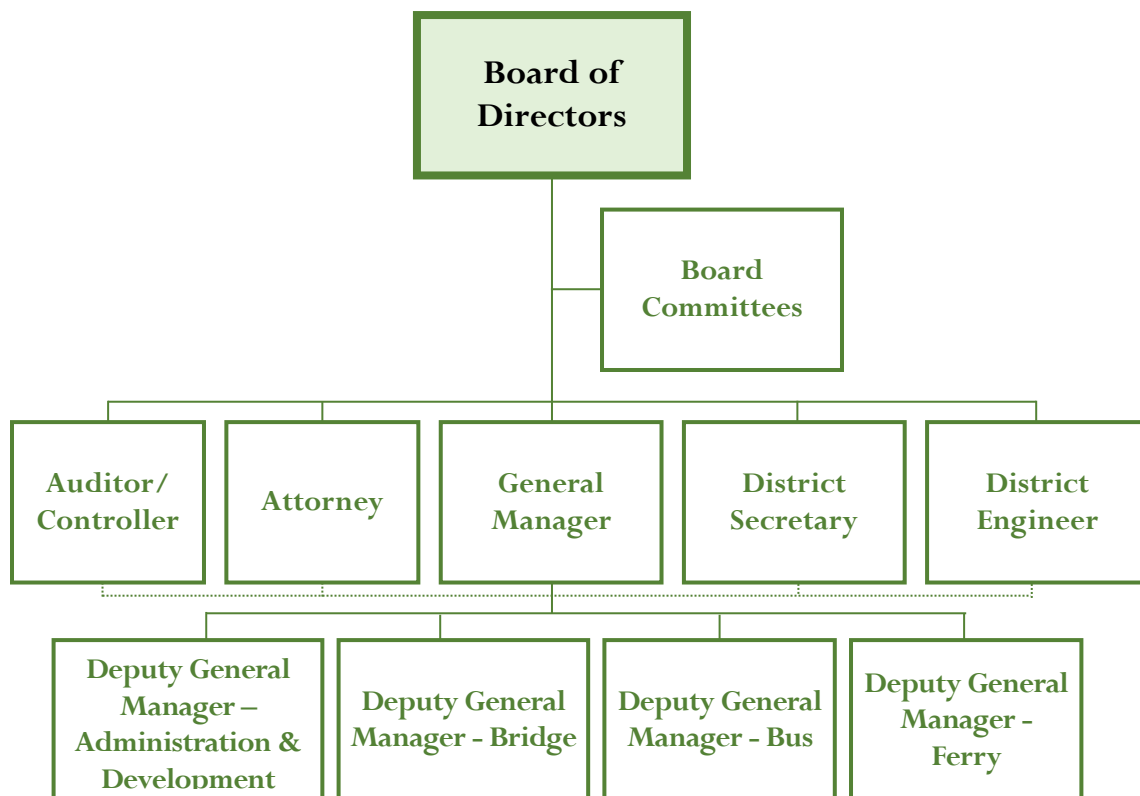
The safety of our employees is also of paramount importance. All district employees with occupational exposure to COVID-19 were given the opportunity to be vaccinated in early March, and the majority of our staff has been fully vaccinated. This was a huge step for our agency in that it provided additional protection for our employees who interact and engage with the public on a daily basis and provide for the continuity of operations.

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, as well as by standing up and operating a mass vaccination site. Lastly, I want to thank our customers for their continued support.



Denis J. Mulligan
General Manager

DISTRICT ORGANIZATIONAL CHART



GOLDEN GATE BRIDGE, HIGHWAY & TRANSPORTATION DISTRICT PROFILE

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

Mission Statement

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

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

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

On August 15, 1970, the District inaugurated GGF service between Sausalito and San Francisco. Service was added between Larkspur and San Francisco on December 13, 1976. Since March 31, 2000, dedicated San Francisco Giants Baseball ferry service has been provided between Larkspur and the Giants waterfront ballpark in downtown San Francisco. On March 6, 2017, the District began weekday commute Golden Gate Ferry service between Tiburon and San Francisco. Today, the fleet is comprised of seven vessels serving nearly 2.5 million passengers annually. On January 1, 1972, the District introduced GGT basic bus service and on January 3, 1972, GGT commute service began. GGT also provides local bus service within Marin County under contract with Marin Transit. January 1, 2012, marked GGT's 40th anniversary. Today, GGT serves 4.8 million regional and local customers annually with an active fleet of 176 clean diesel and diesel/electric hybrid buses.

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

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



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COVID-19: DISTRICT OVERVIEW AND STATUS

National Pandemic Overview

The transportation industry was greatly impacted by the coronavirus pandemic (COVID-19) at the start of 2020. Across the country, transportation agencies looked to carry out their role as essential providers by readjusting their services to meet their customer's needs and deal with the financial impact as a result of COVID-19. In the Bay Area here in California, the transportation agencies have all been significantly affected with agencies reporting tens of thousands to millions of dollars in losses each week.

As the calendar year 2020 progressed, it was hoped that traffic and transit ridership would rebound back to pre-COVID levels. The summer of 2020 started to show signs of recovery for bridge traffic, but the pre-pandemic commuters have yet to return to San Francisco from the North Bay stifling the District's trend to full pre-pandemic level recovery. In November 2020, the Bay Area region was shut down again with a stringent shelter in place orders due to the significant rise of COVID cases that led to a statewide order a few weeks later.

With the COVID-19 vaccine approved in December 2020 and distributed widely in the Bay Area beginning February 2021, the Bay Area has been working towards reducing the spread of COVID-19, aggressively vaccinating its residents, and work towards a greater re-opening of the local economy. However, with many of the large businesses still working remote, the lack of predicted out-of-state visitors, and return to large events the District is not seeing the demand or return of their historical customer base in all its modes of transportation.

Pandemic Effect on District Operations

The District has experienced an unprecedented drop in customer demand in all of its three operations. The District's financial model is based primarily on usage of its services which has demonstrated its vulnerability in this unthinkable scenario that we have experienced in this pandemic. The current adopted budget is based upon this current information. As the initial shelter-in-place orders were issued in March 2020, traffic on the GGB declined by 70%. Additionally, the District's transit services also experienced unthinkable ridership loss on Golden Gate Transit of up to 88% and Golden Gate Ferry of up to 99%. Throughout the 2020 year, California spent time trying to slow the spread of the Coronavirus. By June 2020 the state mandated face coverings, implemented a six-foot social distance standard, and limited indoor activities. While the number of cases began to decrease in the summer, by November 2020 California cases grew significantly again and the state mandated another shelter in place order for the month of December 2020. Since the mandates lifted in January, the cases have decreased as the state vaccinates more of its residents. Currently, the state has reduced its COVID-19 cases to the lowest in the nation and is slowly lifting restrictions.

These dramatic changes throughout 2020 were on top of signs of a modest decline in both traffic and ridership over 2018 and 2019. While there is optimism and assumption for growth in return of customer demand, this is a time of an unprecedented level of uncertainty with a potential long-term change in human behavior. The District will monitor that change and adjust its level of service accordingly.

Pandemic Effect on the FY 21/22 Budget

This section is designed to describe the impact that COVID-19 has on the FY 21/22 Budget. The budget represents the past, present and future of the District at a point in time. That is always true but with the dramatic and fast changing circumstances surrounding COVID-19, an explanation is necessary. The timing of the onset of COVID-19 in 2020, meant that the District's FY 20/21 Budget was completed using pre-COVID assumptions of the present and future. During FY 20/21, the District actively monitored and adjusted the budget to best represent the changing trends to project the year end totals. FY 21/22 Adopted Budget assumes some recovery in all areas and uses the toll revenue carryover for the transit subsidy but still shows a significant shortfall. The FY 21/22 Adopted budget shows that the District will be required to make substantial changes to reduce its expenses and/or increase its revenues to achieve its goal of a balanced budget unless it receives more one-time funding. Given the uncertainty of this unprecedented time, this section provides the assumptions used in forecasting this year's budget. As of this date this is published, the District has received \$111 million in one-time federal funding as a result of the COVID-19 pandemic. It is expected that additional one-time funding coming to the District in FY 21/22 with American Recovery Plan Act (ARP) funds expected to be allocated to the District in July 2021. These funds may enable the District to balance the FY 21/22 budget.

It should be understood that many assumptions were made to produce this budget, many that no one has any experience making, and thus the future will very likely be different. The future shape of the District's budget will be dependent on how our society reacts to COVID-19 and how the District responds to those reactions.

COVID-19-Related Budget Assumptions

This budget will show current assumptions based on what is known on as of June 30, 2021 as it relates to COVID-19 conditions and mandates. The following significant events that have affected the District's operations in bridge traffic and bus and ferry ridership since March of 2020.

Key COVID-19 Dates

- **March 1, 2020** – Technology firms begin closures
- **March 17, 2020** – Bay Area Shelter in Place (SIP), including all schools and colleges closed
- **March 20, 2020** – Statewide SIP
- **March 31, 2020** – Extension of Bay Area SIP, including closure of non-essential construction
- **April 18 – 22, 2020** – Five Bay Area Counties issue order for mandatory face coverings
- **April 27, 2020** – Bay Area SIP extended through end of May
- **May 4, 2020** – Most construction activities, certain outdoor businesses, and some outdoor activities allowed to resume with specific conditions
- **May 12-18, 2020** – Restaurants and businesses allowed modified operations, including limited indoor activities
- **May 31 – June 4, 2020** – SF implemented a city-wide curfew
- **June 2, 2020** – GGB sidewalks closed at 8:00pm to comply with SF's curfew
- **June 6, 2020** – Black Lives Matter protest on GGB
- **June 18, 2020** – Statewide order for mandatory face coverings
- **June 25, 2020** – State declared budget emergency to support State's response to COVID
- **August 29, 2020** – State issues color tiered system to indicate county restrictions on community activities and business openings. Most schools remain in remote online learning.
- **November 21-December 21, 2020** – Limited Stay-at-Home order with curfew
- **December 11, 2020** – COVID-19 Vaccine approved by FDA
- **December 6, 2020 – January 4, 2021** – Stay-at-Home orders begin for Bay Area Counties
- **January 8 - 25, 2021** – Extended Shelter in Place order in Bay Area region
- **January 25, 2021** – Vaccine prioritization begins for 65 years and older
- **February 21, 2021** – The District opens a mass drive-through vaccination site at Larkspur Ferry Terminal on behalf of Marin County
- **April 15, 2021** – Anyone over 16 is eligible for COVID-19 vaccine
- **June 15, 2021** – Statewide reopening; lift of mask mandate



COVID-19: BRIDGE DIVISION OVERVIEW AND STATUS

Bridge Division Revenues and Expenses

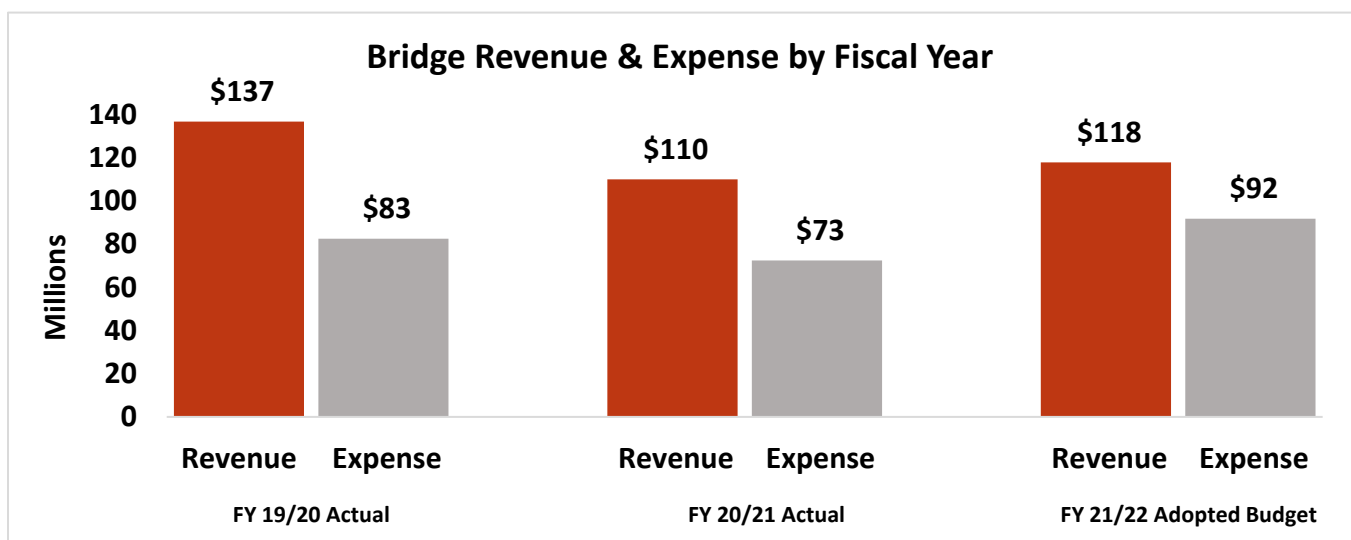
The Bridge Division as well as the majority of the District's revenues are generated by tolls charged for bridge crossings. Due to the reduced level of travel during the pandemic, Bridge revenues dropped to \$137 million in FY 19/20. For FY 20/21 Bridge Revenues are estimated to further decrease to \$110 million. Of that, FY20/21 toll revenues are estimated to make up \$108 million of total Bridge revenues compared to the pre-COVID projection where toll revenues were expected to be approximately \$150 million.

The expenses for the Bridge Division have remained relatively flat. Although traffic is significantly less than pre-COVID levels, the operations, maintenance and construction work on the Bridge continues at the same pre-COVID pace. For FY21/22 Adopted Budget assumes that level of work will continue.

The following table compares FY 19/20 Actual, FY 20/21 Actual, and FY21/22 Adopted Budget revenues and expenses. The District funds a large portion of its transit system with the extra revenues produced by the Bridge Division. That extra revenue dropped by almost half last year and is projected to decrease further in FY 21/22 due to projected increased budget expenses.

BRIDGE DIVISION REVENUES AND EXPENSES

Bridge Revenues and Expenses	FY 19/20 Actual	FY 20/21 Actual	FY 21/22 Adopted Budget
Total Bridge Division Revenues	\$136,939,240	\$110,187,797	\$118,008,400
Total Bridge Division Expenses	82,641,791	72,531,446	91,882,400
Revenues Over/(Under) Expenses	\$ 54,297,449	\$37,656,351	\$ 26,126,000

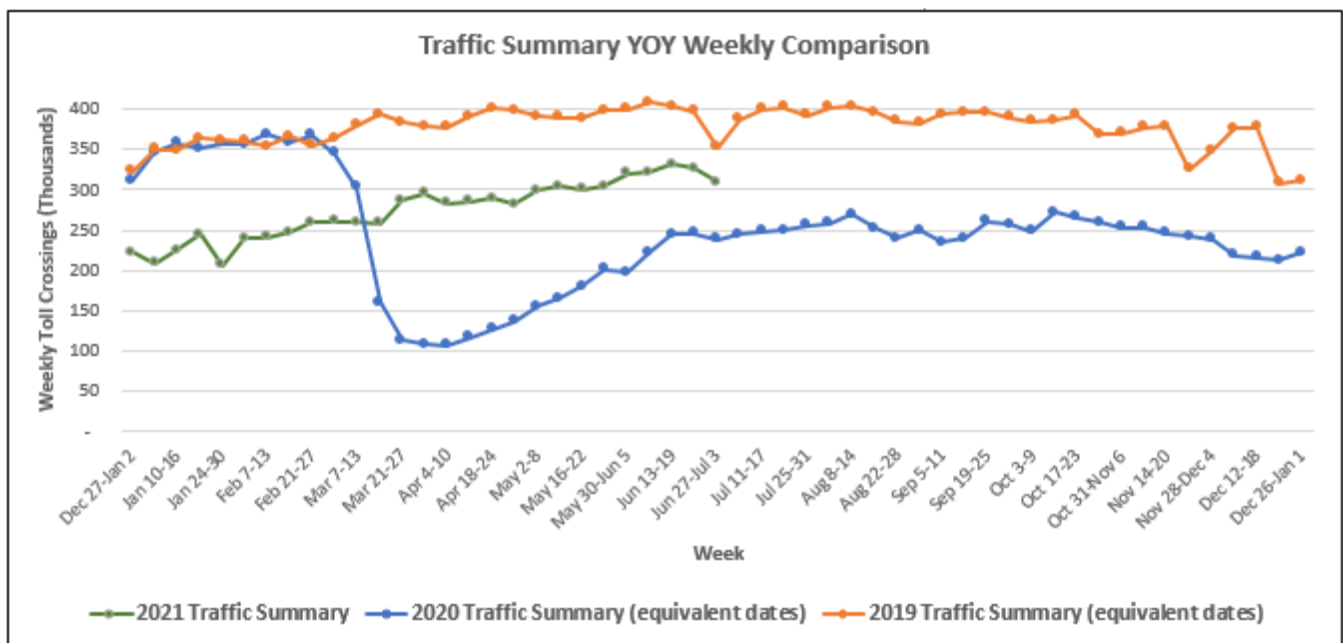


Impacts on Bridge Traffic Patterns

The following graph shows the weekly change in southbound traffic. Using the first week of the calendar year as a base week, the following table shows southbound traffic for calendar year 2019, 2020, and 2021 through the end of June. In FY 20/21 monthly traffic dropped to as low as 62% of pre-COVID traffic and recovered to as high as 78% of pre-COVID traffic with an average FY 20/21 traffic rate of 68% of pre-COVID traffic.

In the graph below, the calendar 2019 line represent the pre-COVID traffic pattern. The 2020 line shows the traffic trend dropping significantly starting in March 2020 when COVID shelter in place mandates were initiated. The 2021 line shows the recovering traffic levels through end of June 2021.

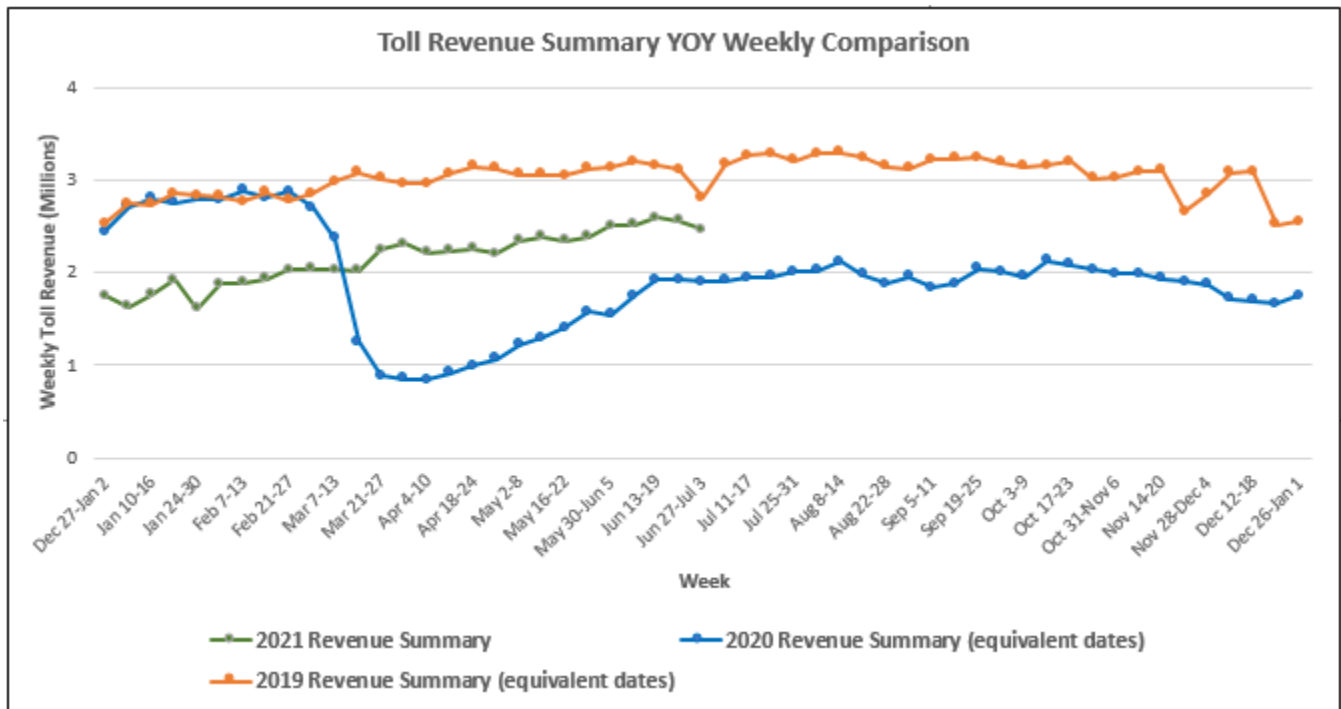
COVID-19 BRIDGE SOUTHBOUND TRAFFIC TRENDS (2019-2021)



Impact on Bridge Toll Revenue

The following graph shows the change in bridge toll revenue. The 2019 line represents weekly revenue for the calendar year 2019, the pre-COVID trend. The 2020 line shows the dramatic effect of the shelter in place beginning in March 2020. The 2021 line shows the recovery from the pandemic, but a large gap remains between pre-COVID to current levels. Pre-COVID forecasted toll revenue is calculated using 2019 revenue adjusted for 2020 and 2021 toll rates. In FY 20/21, the average toll revenue collection rate was 68%.

COVID-19 BRIDGE REVENUE TRENDS (2019-2021)



Bridge Division Recovery Rate Assumptions

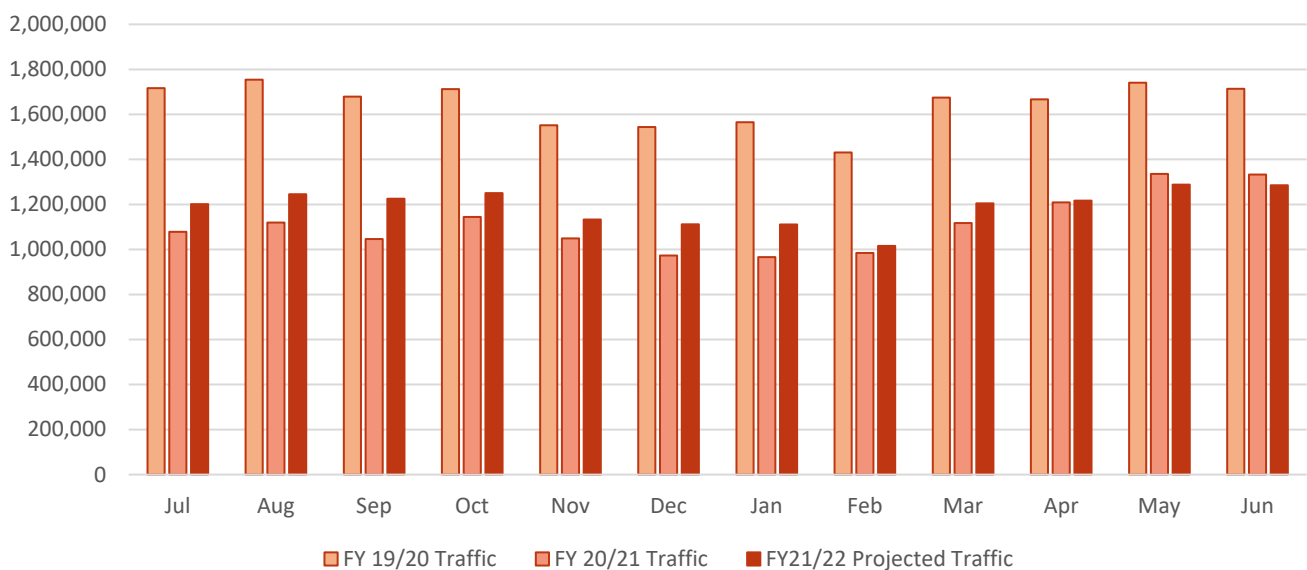
The following table and graph represent the current assumption for the growth of traffic in FY 21/22 and is the basis for the Adopted toll revenues in FY 21/22. For comparison, the base traffic is FY 19/20. Given the continuing uncertainty of economic recovery, this projection is based on an assumption of modest growth projected for the US 101 corridor counties and maintains most of the current change in customer behavior. The projections assume traffic starts at 70% of pre-COVID levels in July 2021 and grows to 75% by end of FY 21/22.

BRIDGE TRAFFIC (12 MONTHS)

	July	August	September	October	November	December
FY 19/20 Traffic	1,716,684	1,754,550	1,678,846	1,712,433	1,551,740	1,544,040
FY 20/21 Traffic	1,078,655	1,119,346	1,046,347	1,144,440	1,049,531	973,226
FY21/22 Projected Traffic	1,201,679	1,245,731	1,225,558	1,250,076	1,132,770	1,111,709
FY 21/22 Projected vs Base Year Traffic Rate	70%	71%	73%	73%	73%	72%

	January	February	March	April	May	June
FY 19/20 Traffic	1,565,042	1,430,668	1,674,526	1,666,954	1,740,947	1,714,051
FY 20/21 Traffic	965,695	984,248	1,177,590	1,209,439	1,335,478	1,332,886
FY21/22 Projected Traffic	1,111,180	1,015,774	1,205,059	1,216,876	1,288,301	1,285,537
FY 21/22 Projected vs Base Year Traffic Rate	71%	71%	72%	73%	74%	75%

Projected Bridge Traffic (12 Months)



COVID-19: TRANSIT OVERVIEW AND STATUS

The Bus and Ferry Division's traditional sources of revenue are bridge toll subsidy, fare revenue, state, federal, and local grants, and specifically for the Bus Division, revenue earned by providing contracted bus services to Marin Transit. Available subsidy from bridge tolls and fare revenue have dropped dramatically due to the decrease in commuters from Marin and Sonoma Counties into San Francisco. These two sources of lost revenue are the primary reason that the District's FY 21/22 budget is projected to have a shortfall.

As shown in the earlier Bridge Division section, the amount of bridge toll funding for transit operations is projected to be approximately half of what it was before COVID changed the commuting plans for the District's customers.

The District implemented a five-year fare plan for transit on July 1, 2017. Pre-COVID transit fares were flat at \$35.7 million due to declining ridership made up by annual fare increases. The revenues from transit fares began declining due to the pandemic for FY 19/20 with the overall transit fares generating \$26.5 million, \$12 million Bus fares and \$14.5 million for Ferry fares, respectively. The FY 20/21 transit fare revenues are even more extremely affected by customer behavior and are projected to drop to generate \$3.8 million, \$3 million in Bus fares and \$848,000 in Ferry fares respectively.

The District has been fortunate to receive a total of \$111 million in one-time federal government grant funds to offset the loss of bridge toll subsidy and the drop in fare revenue. The District received \$51.6 million in CARES Act funding through FY 20/21. The CARES Act provided emergency assistance and health care response for individuals, families, and businesses, such as Public Transit, affected by the COVID-19 pandemic. The FTA allocated \$25 billion in funds to recipients of urbanized area and rural area formula funds to support capital, operating, and other expenses generally eligible under those programs to prevent, prepare for, and respond to COVID-19. Transit agencies received a one-time grant applied to operating expenses incurred beginning on January 20, 2020, including operating expenses to maintain transit services during an emergency. The CARES Act funds of \$43.9 million were used to balance the FY 19/20 Budget and the remaining \$7.7 million was used to balance FY 20/21. The \$43.9 million allocated to FY 19/20 allowed the District to not spend \$18.5 million in bridge toll subsidy for transit in FY 19/20 and FY20/21. Those funds were expected to be spent in FY 20/21 to fund transit expenses but due to additional federal funding those funds will be spent in FY21/22.

In addition, the District received additional one-time funding from the second federal government emergency funding bill, CRRSAA with the first tranche being awarded in January 2021 in the amount of \$20.3 million. An additional \$39.4 million was awarded in March as a second tranche. The first and second tranches were completely utilized in FY 20/21 which allowed another \$18.7 million in bridge toll subsidy not spent in FY20/21. An estimated \$25.5 million in toll revenue carryover will be spent in FY 21/22.

The FY 21/22 Adopted Budget assumes that the transit system will still have a budget shortfall due to the loss of bridge toll subsidy and fare revenue. The adopted budget assumes that ridership will return at a slower pace than the Bus and Ferry transit service the District will restore. The overall shortfall in FY 21/22 is estimated to be \$74.7 million. After spending the toll revenue carryover of \$25.5 million, it is projected there will be approximately a \$49.2 million shortfall. This shortfall may be addressed by ARP funding scheduled to be allocated to the District in FY 21/22.

Impact on Bus Division

The Bus Division's main sources of revenue have significantly declined as a result of the pandemic and the slow economic recovery in the region. Typically, 50% of the Bus Division is funded by bridge toll revenue. However, with advent of COVID-19, the District has experienced a precipitous drop in that revenue source. In FY 18/19 Bus Fare revenue was \$15.5 million. In FY 19/20, Bus Fare revenue dropped to \$12 million due to the effect of COVID. Fare revenue in FY 20/21 is estimated to be only \$3 million.

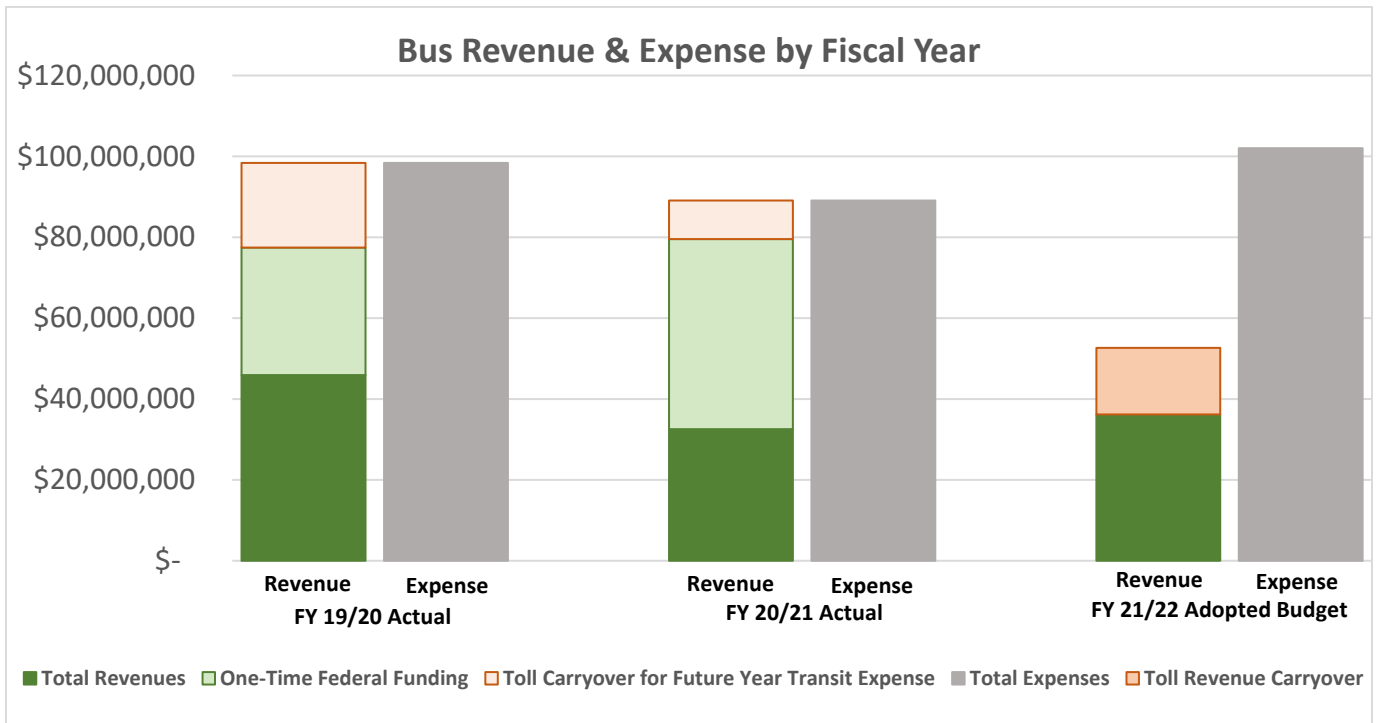
The remaining CARES Act funding allocation for the Bus Division of \$5.5 million was expensed by December 2020. The first and second tranches of \$14.1million and \$27.4 million respectively in CRRSAA funding allocated to the Bus Division were expensed in FY20/21. Toll revenue carryover of \$16.4 million will be used to subsidize a portion of the Bus Division expenses in FY21/22. Bus Expenses for FY 20/21 are estimated to be \$89.1 million. This is lower than budgeted due to the reduction of service from the shelter in place activities and lack of customer demand for bus service. The FY 21/22 Adopted Budget assumes that service will grow from 50% to approximately 75% of pre-pandemic service levels. Again, it is assumed that the ridership percentage will grow at a slower rate than the rate of service restoration.

The FY 20/21 Actual shortfall was funded through a series of one-time funding consisting of CARES Act and CRRSAA funds. The FY 21/22 Adopted Budget projects a \$65.8 million shortfall. To balance the budget, the District will spend toll revenue carryover of approximately \$16.4 million, any additional federal one-time ARP funding and examine ways to further reduce expenses.

BUS DIVISION REVENUES AND EXPENSES

Bus Revenues and Expenses	FY19/20 Actual	FY20/21 Actual	FY21/22 Adopted Budget
Total Bus Division Revenues	\$45,919,893	\$32,545,419	\$36,181,000
Total Bus Division Expenses	98,376,853	\$89,098,702	\$102,021,200
Revenues Over/(Under) Expenses (*)	(\$52,456,960)	(\$56,553,283)	(\$65,840,200)
CARES Act	31,533,334	5,517,981	-
CRRSAA-1st tranche	-	14,101,168	-
CRRSAA-2nd tranche	-	27,372,705	-
Toll Revenue Carryover	-	-	16,450,600
Subtotal	\$31,533,334	\$46,991,854	\$16,450,600
Adjusted Revenues Over/(Under) Expenses (*)	(\$20,923,626)	(\$9,561,429)	(\$49,389,600)

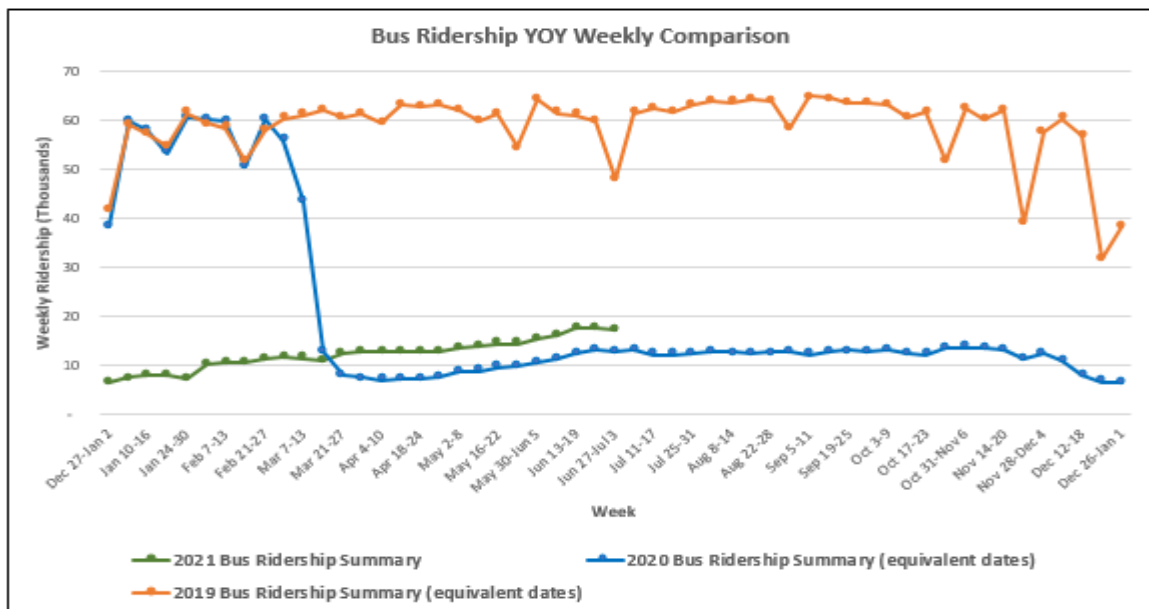
* The remaining balance for FY 19/20 and FY 20/21 is covered by excess funds provided by the Bridge Division.



Impacts on Bus Ridership

The following graph shows Bus ridership for 2019, 2020, and 2021 through June 2021. In FY 20/21 monthly ridership dropped to as low as 16% of pre-COVID ridership and recovered to as high as 29% of pre-COVID ridership with an average FY 20/21 ridership rate of 21% of pre-COVID ridership. The 2019 line serves as the pre-COVID weekly comparison. The 2020 line shows the dramatic drop in ridership corresponding to the March 2020 shelter in place orders. The 2021 line shows the stagnant recovery in bus ridership so far through June 2021.

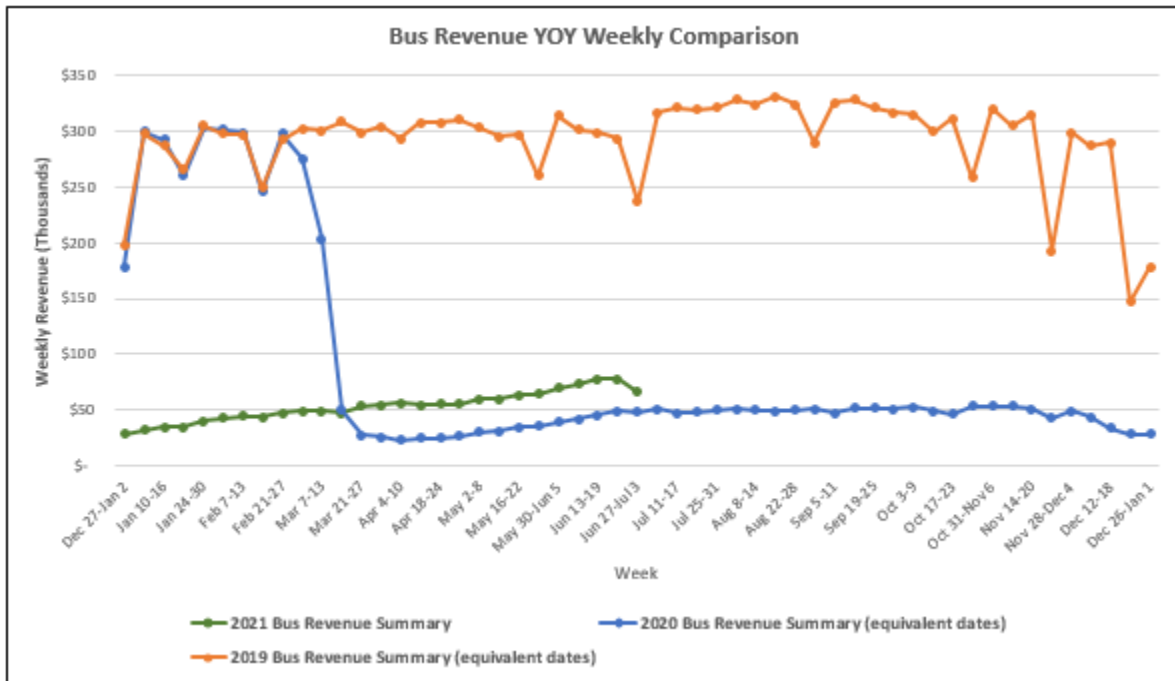
COVID-19 BUS RIDERSHIP TRENDS (2019-2021)



Impacts on Bus Fare Revenue

The following graph shows the shift in weekly bus fare revenue for 2019, 2020, and 2021 through the end of June 2021. In FY 20/21, bus fare revenue has dropped to as low as 11% of pre-COVID revenue and then recovered to 22% of pre-COVID revenue by the end of FY 20/21. It has remained at that level through June 2021. In FY 20/21, the average fare revenue collection rate was 21%.

COVID-19 BUS FARE REVENUE TRENDS (2019-2021)



Bus Division Recovery Rate Assumptions

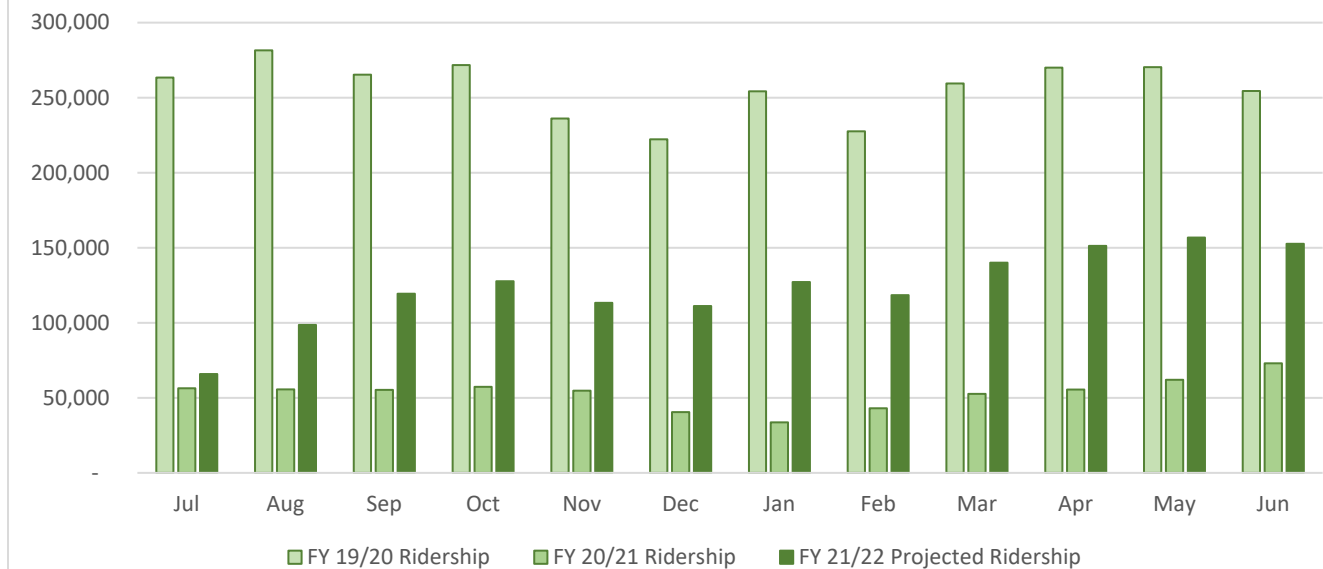
The following table and graph show the current assumption for growth of bus ridership and is the basis for the fare revenue projection for FY 21/22. The growth projections assume bus ridership at 25% of pre-COVID ridership in July 2021 and growing to 60% of pre-COVID ridership by end of FY 21/22.

BUS RIDERSHIP (12 MONTHS)

	July	August	September	October	November	December
FY 19/20 Ridership	263,448	281,582	265,337	271,683	236,152	222,284
FY 20/21 Ridership	56,326	55,660	55,273	57,323	54,897	44,896
FY 21/22 Projected Ridership	65,862	98,554	119,402	127,691	113,353	111,142
FY 21/22 Projected vs Base Year Ridership Rate	25%	35%	45%	47%	48%	50%

	January	February	March	April	May	June
FY 19/20 Ridership	254,220	227,626	259,460	270,004	270,381	254,403
FY 20/21 Ridership	40,789	43,050	52,674	55,561	62,030	73,051
FY 21/22 Projected Ridership	127,110	118,366	140,108	151,202	156,821	152,641
FY 21/22 Projected vs Base Year Ridership Rate	50%	52%	54%	56%	58%	60%

Projected Bus Ridership (12 Months)



Impact on Ferry Division

The Ferry Division's main sources of revenue have significantly declined as a result of the current COVID-19 pandemic. Typically, 40% of the Ferry Division is funded by bridge tolls. However, with the advent of COVID-19, the District has experienced a precipitous drop in that revenue source. In FY 18/19, Ferry Fare revenue was \$20.2 million. In FY 19/20, Ferry Fares dropped to \$14.5 million due to the COVID travel restrictions. FY 20/21 fare revenue is estimated to be \$0.8 million.

The remaining CARES Act funding allocation for the Ferry Division of \$2.2 million was expensed by December 2020. The first and second tranches of \$6.2 million and 12.1 million respectively in CRRSAA funding allocated to the Ferry Division were expensed in FY 20/21. Toll revenue carryover of \$9.1 million will be used to subsidize portion of the Ferry Division expenses in FY21/22.

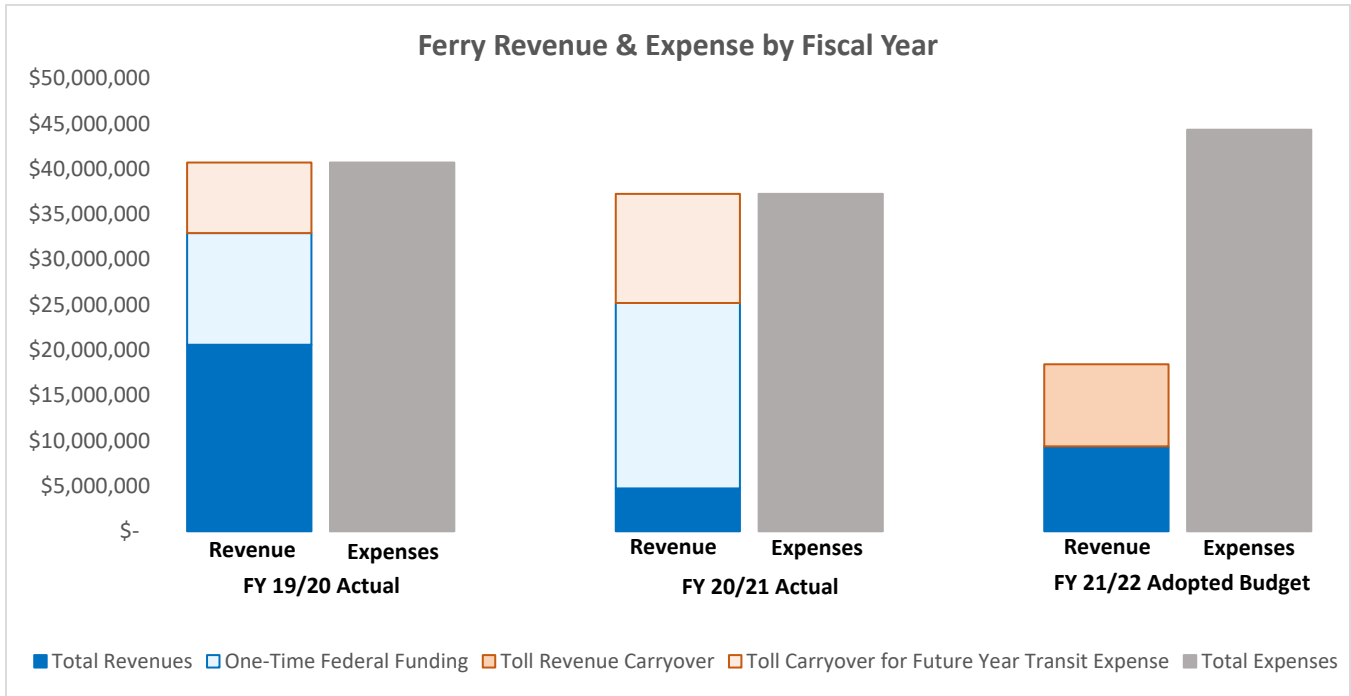
Ferry Expenses for FY 20/21 were \$37.2 million. This is lower than budgeted due to the reduction of service from the shelter in place activities and lack of customer demand for ferry service. The FY 21/22 Adopted Budget assumes that service will grow from 25% to approximately 65% of pre-pandemic service levels. Again, it is assumed that the ridership percentage will grow at a slower rate than the rate of service restoration.

The FY 20/21 actual shortfall was funded through a series of one-time funding consisting of CARES Act and CRRSAA funds. The FY 21/22 Adopted Budget projects a \$34.9 million shortfall. To balance the budget, the District will spend toll revenue carryover of approximately \$9.1 million, any additional federal one-time ARP funding allocated to the District and examine ways to further reduce expenses.

FERRY DIVISION REVENUE AND EXPENSES

Ferry Revenue	FY 19/20 Actual	FY 20/21 Actual	FY 21/22 Adopted Budget
Total Ferry Division Revenues	\$20,594,322	\$4,732,264	\$9,376,500
Total Ferry Division Expenses	\$40,704,166	\$37,243,848	\$44,325,500
Revenues Over/(Under) Expenses (*)	(\$20,109,844)	(\$32,511,584)	(\$34,949,000)
CARES Act	12,329,673	2,199,475	-
CRRSAA-1st tranche	-	6,218,791	-
CRRSAA-2nd tranche	-	12,056,770	-
Toll Revenue Carryover	-	-	9,062,300
Subtotal	\$12,329,673	\$20,475,036	\$9,062,300
Adjusted Revenues Over/(Under) Expenses (*)	(\$7,780,171)	(\$12,036,548)	(\$25,886,700)

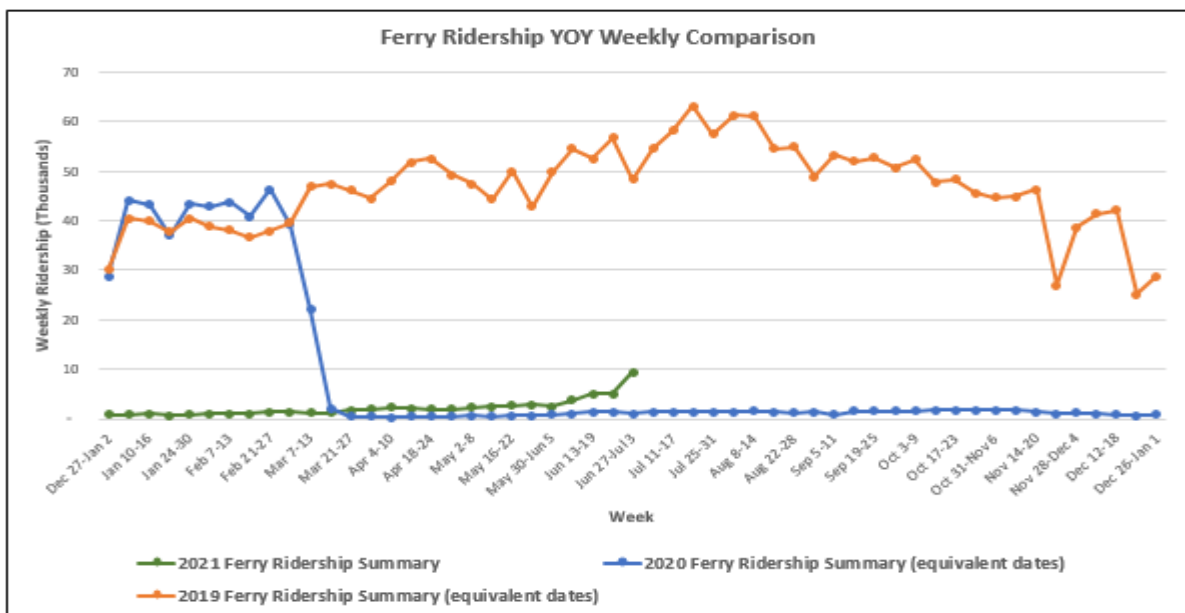
* The remaining balance for FY 19/20 and FY 20/21 is covered by excess funds provided by the Bridge Division.



Impacts on Ferry Ridership

The following graph shows Ferry ridership for 2019, 2020, and 2021 through June 2021. In FY 20/21 ridership dropped to as low as 2% of pre-COVID ridership and recovered to as high as 8% of pre-COVID ridership (does not include ballpark service ridership) with an average FY 20/21 ridership rate of 4% of pre-COVID ridership. The 2019 line serves as the pre-COVID weekly comparison. The 2020 line shows the dramatic drop in ridership corresponding to the March 2020 shelter in place orders. The 2021 line shows the stagnant recovery in ferry ridership so far through June 2021.

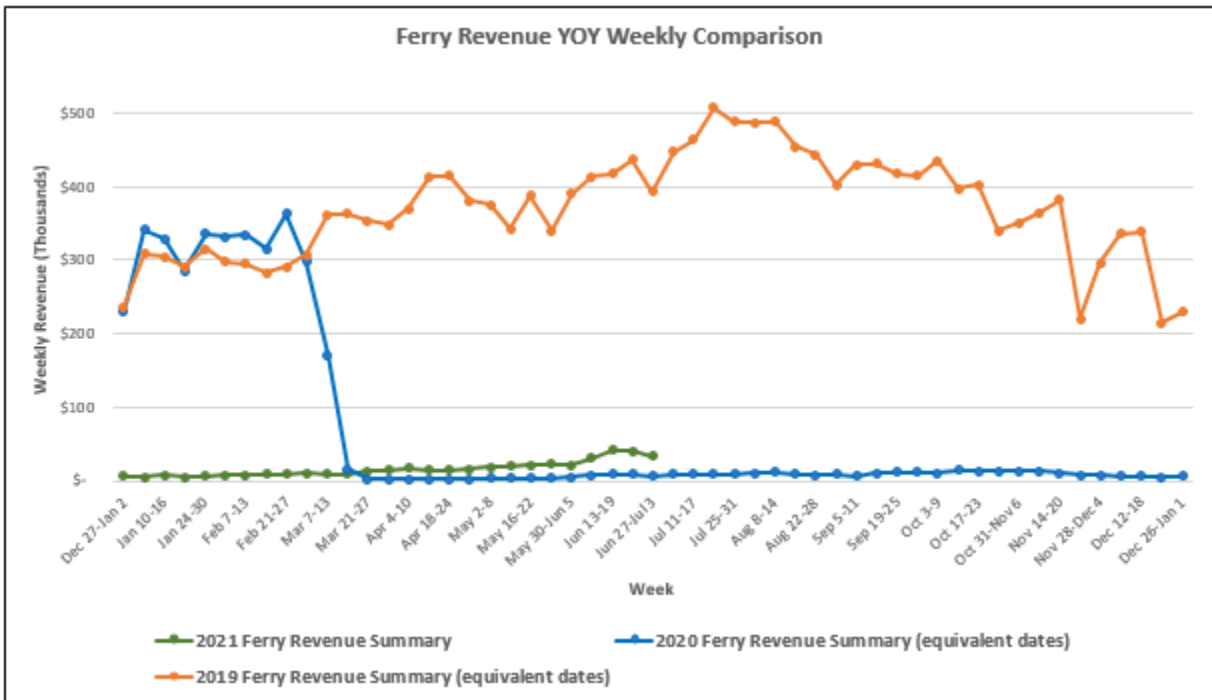
FERRY RIDERSHIP TRENDS (2019-2021)



Impacts on Ferry Fare Revenue

The following graph shows the shift in weekly revenue from 2019, 2020, and 2021 through the end of June. The Ferry revenue had dropped as low as 1% of pre-COVID revenue and then slightly recovered to 6% of pre-COVID revenue by the end of FY 20/21. In FY 20/21, the average fare revenue collection rate was 4%.

FERRY REVENUE TRENDS (2019-2021)



Ferry Division Recovery Rate Assumptions

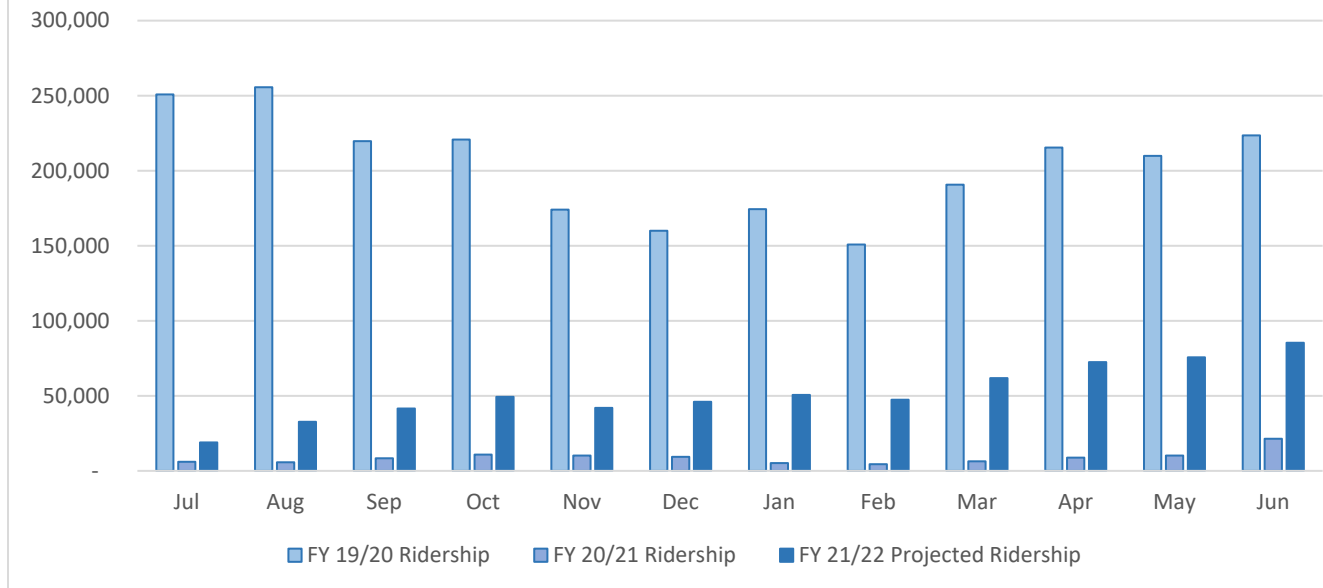
The following table and graph show the current assumption for growth of ferry ridership that is the basis for the fare revenue projection for FY 21/22. The growth projections assume ferry ridership starting at 10% of pre-COVID ridership in July 2021 and growing to 50% of pre-COVID ridership by end of FY 21/22.

FERRY RIDERSHIP TRENDS (12 MONTHS)

	July	August	September	October	November	December
FY 19/20 Ridership	250,836	255,583	219,679	220,787	174,068	159,978
FY 20/21 Ridership	6,051	5,765	6,141	7,243	5,957	4,279
FY 21/22 Projected Ridership	18,935	32,731	41,526	49,319	41,986	46,033
FY 21/22 Projected vs Base Year Ridership Rate	10%	17%	25%	28%	30%	35%

	January	February	March	April	May	June
FY 19/20 Ridership	174,437	150,792	190,688	215,436	209,932	223,549
FY 20/21 Ridership	3,181	4,420	6,420	8,863	10,180	21,361
FY 21/22 Projected Ridership	50,593	47,400	61,841	72,428	75,631	85,351
FY 21/22 Projected vs Base Year Ridership Rate	35%	38%	40%	43%	46%	50%

Projected Ferry Ridership (12 Months)



COVID-19 Transit Funding

Coronavirus Aid, Relief, and Economic Security Act (CARES)

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

The District received \$51.6 million in CARES Act funding from MTC. The District used \$43.9 million in FY19/20 and the remaining \$7.7 million in FY20/21 to subsidize transit expenses.

Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA)

On January 11, 2021, Federal Transit Administration (FTA) announced the funding allocation of CRRSAA of \$14 billion to continue to support the public transportation system. MTC appropriated \$20.3 million to the District in the first tranche of CRRSAA funding on January 27, 2021 and \$39.4 million of the second tranche on March 24, 2021. The District utilized the first tranche of \$20.3 million and \$39.4 million of the second tranche in FY20/21.

American Recovery Plan Act (ARP)

On March 11, 2021, ARP was signed by President Biden which includes \$30.5 billion in federal funding to continue supporting public transportation system in response to the COVID-19 pandemic. The Bay Area Region has been allocated approximately \$1.7 billion and the District is expecting to receive some portion of that funding in July of 2021.

FINANCIAL IMPACT OF COVID-19 ON THE FY 21/22 ADOPTED BUDGET

The impact of COVID-19 on the District's revenues has been extreme. In FY 19/20 and FY 20/21, the District received CARES Act and CRRSAA funding to balance the budget shortfall of its transit operations. The unprecedented drop in bridge traffic has significantly affected the District's ability to fund transit services at pre-COVID levels. The lack of demand for transit ridership has also decreased the fare revenue available to fund transit. Going forward, economic recovery in the region will dictate the funding and need for service levels but also determine the need to seek additional state and federal funding or reduce transit expenses to balance future budgets.

Customer behavior will be the largest driver in how much change the District will have to implement to balance its budget. For example, if the District's bridge customers were to return to their pre-COVID travel patterns by July 1, 2021, the District would achieve a balanced budget. At the end of FY 19/20, Bridge traffic was at 58%, Bus ridership was at 20%, a Ferry ridership was almost 2%, and the economy hit a recession. In FY 20/21, the same trend is holding true except the Bridge traffic has increase its recovery to approximately 78%, the Bus Ridership to 29%, and the Ferry ridership to 8%. The District was able to secure one-time federal funding to fund the shortfall in FY 20/21. Since the second tranche of CRRSAA funding was spent in FY20/21, the toll revenue carryover will partially fund the \$74.7 million shortfall.

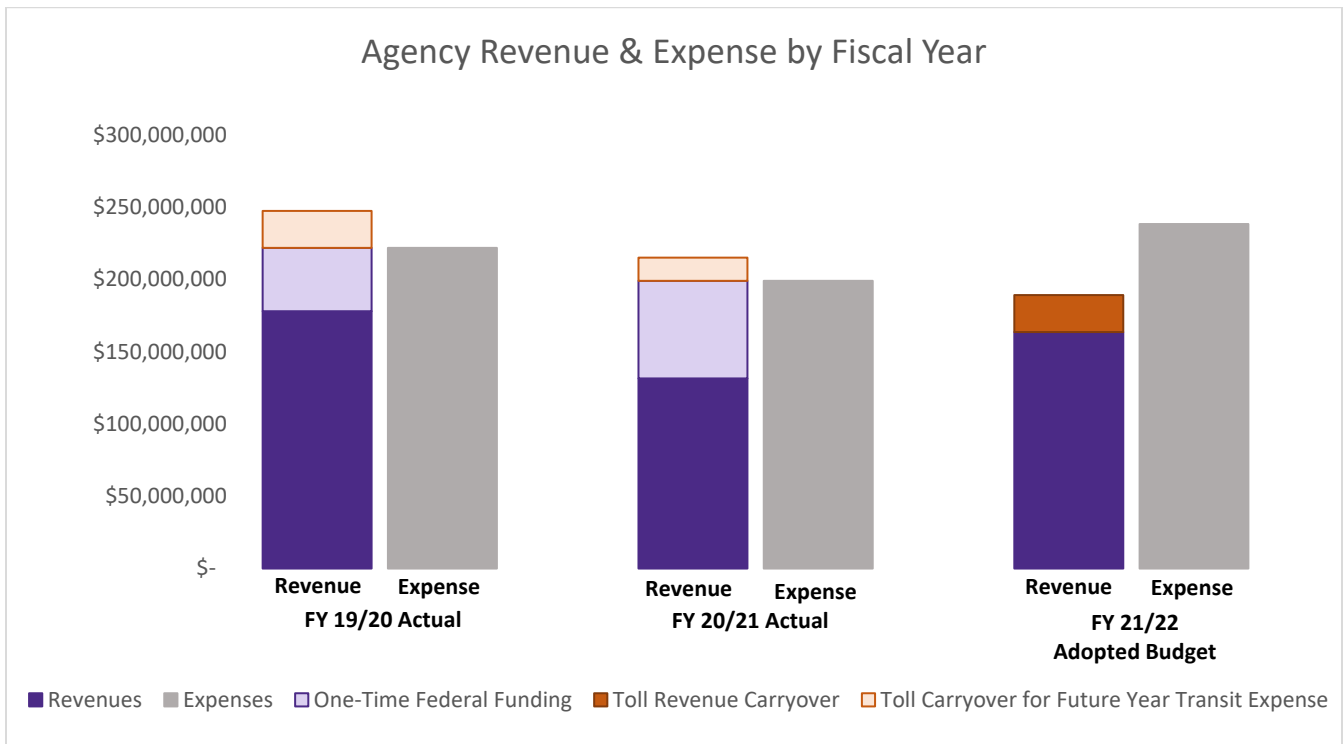
The size of the changes necessary to balance the budget in this Adopted FY 21/22 Budget reflects the current financial climate as we know it at the time of writing. In the next two sections of the adopted budget, the \$49.2 million in expense reductions or new revenues will be used in place of a specific list of actions to reduce expenses or increase revenues. The staff and board will need to determine those specific actions in the next few months. The adopted budget assumes the remaining \$49.2 million portion of the shortfall will be resolved with either additional one-time ARP federal funding or other revenue increases or expense reductions. The District is actively seeking ARP funds to balance the projected shortfall, but those funds are not reflected in the adopted budget because they have not been allocated to the District at the time of writing.

The following table shows the \$49.2 million FY 21/22 budget shortfall.

REVENUES OVER EXPENSES TABLE

	FY 19/20 Actual	FY 20/21 Actual	FY 21/22 Adopted Budget
Revenues	\$203,453,455	\$147,465,480	\$163,565,900
Expenses	\$221,722,807	\$198,874,012	\$238,229,100
Revenues Over/(Under) Expenses	(\$18,269,352)	(\$51,408,532)	(\$74,663,200)
CARES Act	43,863,007	7,717,456	-
CRRSAA-1 st tranche	-	20,319,959	-
CRRSAA-2 nd tranche	-	39,429,475	-
Toll Revenue Carryover*	-	-	25,512,900
Subtotal	\$43,863,007	\$67,466,890	\$25,512,900
Adjusted Revenues Over/(Under) Expenses	\$25,593,655	\$16,058,358	(\$49,150,300)

* The toll carryover entry is an estimate as of April 2021. It does not include some non-cash accounting entries.



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FY 21/22 ADOPTED BUDGET OVERVIEW

The FY 21/22 Adopted Budget is a policy document that identifies the strategic direction and priorities of the Board of Directors for the fiscal year. The adopted budget is the implementation tool for the Board's policy directions and initiatives that were developed in its long-term strategic financial planning process.

As detailed in the COVID-19 Impacts section (see pages 17-36), this is the second in a row unprecedented year for the preparation of the District's budget. The budget is developed between December and mid-March based on the policy objectives of the Board and then current assumptions for District business. Since March 2020, there has been, and there still is, enormous uncertainty as to if and how quickly the District's customers, thus revenues, would return to their previous levels. The District has been able to make up for the lost revenue and fund its transit operations with one-time federal emergency grants. Staff continues to work with the Board to determine what changes in expenses and revenues are necessary to balance the budget. In the meantime, this budget has a placeholder that represents future changes in expenses and/or revenues that will lead to a balanced budget in FY 21/22.

The Adopted FY 21/22 Budget includes:

- Operating Budget revenues of \$163.6 million and expenditures of \$238.2 million resulting to net loss of \$74.6 million.
- Operating Budget includes the toll revenue carryover of \$25.5 million that will reduce the projected \$74.6 million shortfall to \$49.2 million.
- Operating Budget has a provision for \$49.2 million in future changes to expenses and revenues. With future changes, the projected operating expenses would equal projected revenues.
- Capital Budget revenues of \$26.4 million and expenditures of \$46.9 million.
- District reserves of \$20.5 million will be used to fund the FY 21/22 Capital Budget (assuming the Operating Budget is balanced with future reductions to expenses and new revenues).

Before changes are made to reduce expenses and increase revenues, the FY 21/22 Adopted Budget estimates an operating need for an increase in revenues and/or decrease in expenses of \$49.2 million. This is primarily attributed to COVID-19 shelter-in-place orders that significantly reduced toll revenues and transit fares. The adopted budget projects expenses to fund the return of transit service levels in Bus to 75% and Ferry to 50% of pre-pandemic levels. However, ridership is assumed to return at a slower pace than service restoration. In addition, the FY21/22 expense budget includes re-funding vacancies, pension, and District-wide professional services costs.

This report is an overview of the FY 21/22 Adopted Budget and summary of the development process.

Overview of Operating Budget

The FY 21/22 Adopted Operating Budget of \$238.2 million is \$39.4 million, or 19.8%, more than the FY 20/21 Actual expenses of \$198.9 million. No budgeted salary increase are included for any employees since none have been negotiated. The adopted budget does not include budgeted wage increases for Coalition represented employees due to their MOU being in negotiation, nor wage increases for non-represented employees.

Revenue is estimated to be \$189.1 million, which is a decrease of approximately \$25.9 million, or 12%, from FY 20/21 Actual revenue of \$214.9 million. This decrease is primarily the net result of receiving one-

time federal grants CARES Act (\$7.7 million) and first tranche (\$20.3 million) and second tranche (\$39.4 million) of CRRSAA in FY20/21, offset by increase in Toll Revenues (\$8.3 million) and Transit Fares (\$8.3 million) in FY21/22. This budget includes changes to the District reserves structure. Prior to any reductions in expenses and/or the addition of new revenues, the adopted budget has a \$36.2 million projected negative impact on the District's reserves. Assuming the adopted budget is balanced, it will have a projected net increase on the District's reserves of \$13.0 million.

The FY 21/22 Adopted Budget takes into account the 2014 Strategic Financial Plan approved in October 2015. Every year, the Strategic Financial Plan is reviewed and updated. In FY 19/20 the District was planning to begin a new Financial Plan but it was put on hold until the District is able to stabilize its operations and finances resulting from the pandemic. The FY 21/22 Adopted Budget is a baseline budget that accounts for projected service levels in the Bridge, Bus, and Ferry operations. With the dramatic decreases to revenue brought on by the COVID-19 pandemic, staff will work with the Board to implement new measures to decrease expenses and/or increase revenues with the goal of balancing the District's long-term finances, guiding the District to a healthy, sustainable financial condition, and ensuring replenishment of necessary reserve accounts.

Capital Budget Overview

The FY 21/22 Adopted Capital Budget includes total anticipated expenditures of \$46.9 million, funded with \$20.5 million District funds and \$26.4 million in federal, state, and local grant funds. It supports the implementation of 64 projects (14 new and 50 continuing) necessary to maintain existing services and facilities and to implement high priority safety and security projects. The \$46.9 million Adopted Capital Budget is allocated to the following projects: Golden Gate Bridge Seismic Retrofit (5%); Suicide Deterrent System (64%); Other Bridge Division Projects (7%); Bus Division (4%); Ferry Division (12%); and 8% for Information Systems and other District Division projects. The Adopted Capital Budget contains Actual FY 20/21 project expenditures (see Appendix C). Eleven projects were completed in FY 20/21.

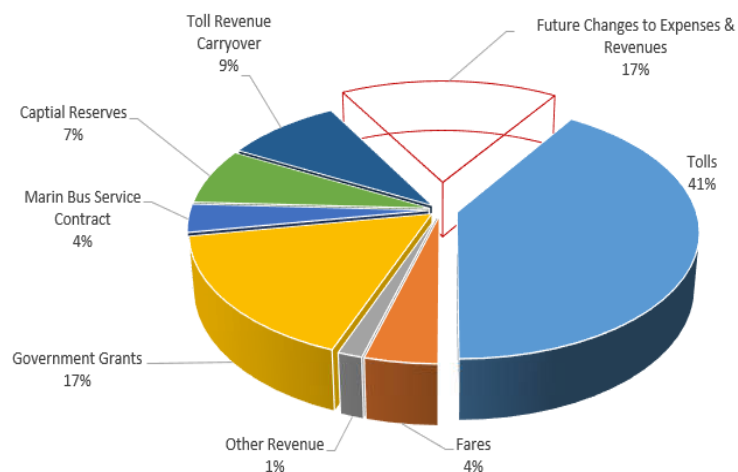
In an effort to reduce the number of new projects in the FY 21/22 budget, each division prioritized its capital projects. Higher priority projects were included in the FY 21/22 budget to allow project managers to continue working and focusing their efforts on those projects. The remaining projects were included in the FY 22/23 capital project list, which consists of projects that are ready to be included in the FY 21/22 budget pending the availability of staff resources to initiate the project. The passage of the budget will authorize the General Manager to move capital projects from the FY 22/23 list to the FY 21/22 budget.

Use of Reserves

After the Board and staff make future policy changes to decrease expense and/or increase revenues, the FY 21/22 Adopted Operating Budget is projected to be balanced and produce \$13.0 million to transfer to the capital reserves. The Capital Budget is estimated to use \$20.5 million in District funds for a net increase in the reserves of \$13.0 million.

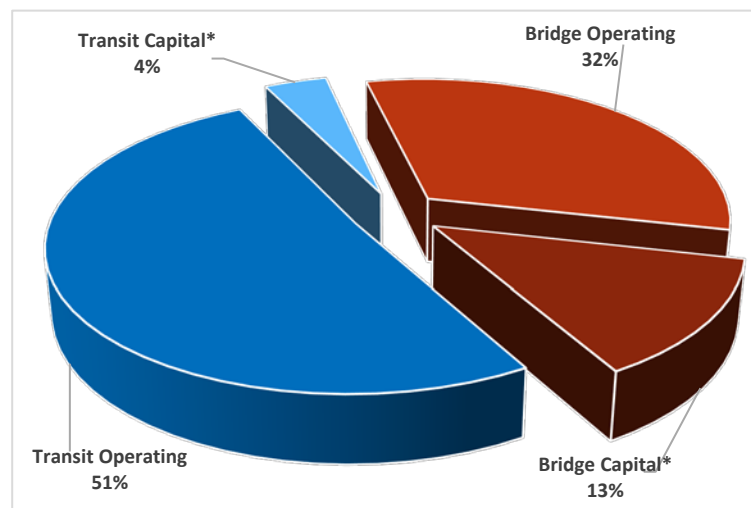
REVENUE SOURCES
FY 21/22 ADOPTED OPERATING AND CAPITAL BUDGET
(IN MILLIONS)

Source of Revenues	
Tolls	\$116.6
Fares	12.1
Other Revenue	4.1
Government Grants	47.0
Marin Bus Service Contract	10.2
Capital Reserves	20.5
Toll Revenue Carryover	25.5
Future Changes in Expenses and Revenue	49.2
Total	\$285.2



EXPENSE ALLOCATION
FY 21/22 ADOPTED OPERATING AND CAPITAL BUDGET
(IN MILLIONS)

Type of Expense	
Transit Operating	\$146.3
Transit Capital*	9.8
Bridge Operating	91.9
Bridge Capital*	37.2
Total	\$285.2



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

**FY 21/22 ADOPTED OPERATING AND CAPITAL BUDGET
THREE-YEAR COMPARISON (IN MILLIONS)**

	Actual FY 19/20	Actual FY 20/21	Adopted FY 21/22
Revenue			
Bridge Tolls	\$125.8	\$108.4	\$116.6
Transit Fares	26.5	3.8	12.1
Other*	27.7	14.7	14.2
Operating Assistance	23.4	20.6	20.6
CARES Act Funding	43.9	7.7	-
CRRSAA-1st Tranche	-	20.3	-
CRRSAA-2 nd Tranche	-	39.4	-
Toll Revenue Carryover	-	-	25.5
Operating Revenue Subtotal	\$247.3	\$214.9	\$189.0
Capital Grants	63.0	\$30.3	\$26.4
Total Revenue	\$310.3	\$245.2	\$215.4
Expenses			
Labor and Fringes	\$140.5	\$124.3	\$149.7
Services/Supplies/Other	51.5	43.3	56.4
Contribution to Capital & Other Reserves	29.7	31.3	32.1
Operating Expenses Subtotal	\$221.7	\$198.9	\$238.2
Capital Project Expense	85.2	54.7	46.9
Total Expenses	\$306.9	\$253.6	\$285.1
Future Changes in Expenses and Revenues	-	-	\$49.2
Total Revenue Over/(Under) Total Expense	\$3.4	\$(8.4)	\$(20.5)

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

	Actual FY 19/20	Actual FY 20/21	Adopted FY 21/22
Total Revenue Over/(Under) Total Expense	\$3.4	\$(8.4)	\$(20.5)
Transfers to District Reserves			
District Capital Contribution**	\$ 21.0	\$ 21.0	\$ 21.0
Bridge Self-Insurance Against Losses	1.3	1.3	1.3
Depreciation	8.7	10.3	11.0
Subtotal Transfers to Reserves	\$31.0	\$32.6	\$33.3
Impact on Reserves	\$34.4	\$24.2	\$13.0
Transfer to OPEB (Other Postemployment Benefits) Trust	\$2.6	\$1.3	\$0.4

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

**See Capital Contribution section on page 72 for more detail.

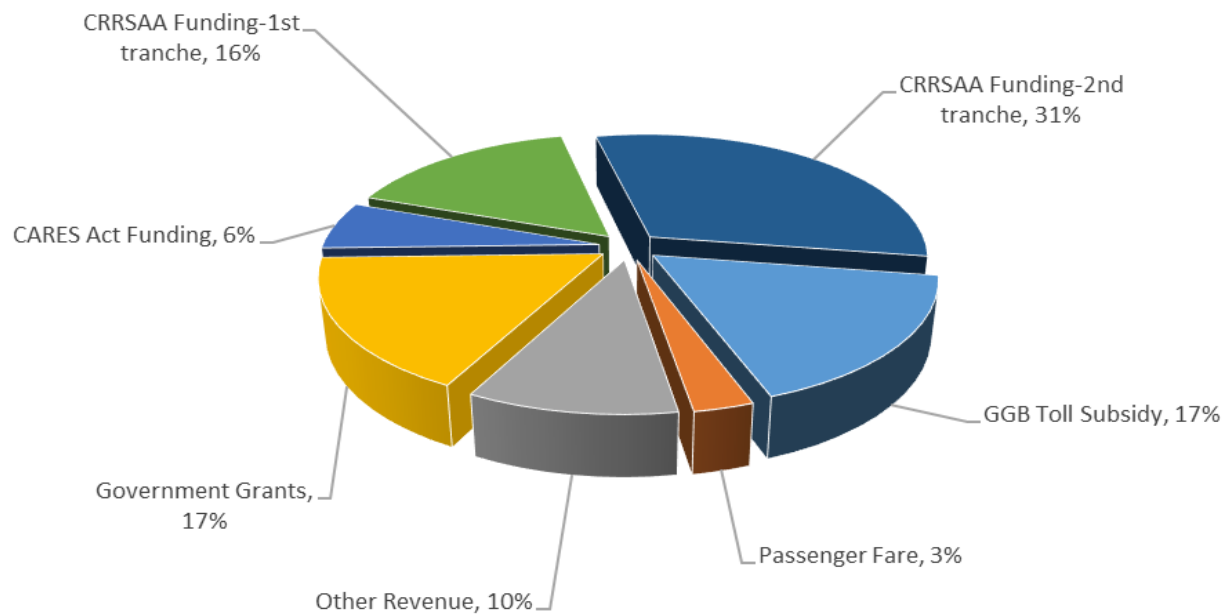
TRANSIT SYSTEM FUNDING

Given it is unknown at this time what future policy changes will be undertaken to balance the FY21/22 budget, it is unclear exactly what subsidy amount will be needed from tolls and other sources to achieve a balanced budget. In FY 20/21 transit fares only covered 3% of the Transit expense. That is projected to increase modestly to 8% in FY 21/22. The toll subsidy funded 17% of transit expenses for FY 20/21 and is projected to fund 18% for FY 21/22. Pre-COVID, bridge tolls were able to subsidize up to 50% of the transit system's expenses. One-time Federal funds were used to make up for the lack of toll and fare revenue in FY 20/21. Toll revenue carryover will make up part of the shortfall in FY 21/22 but there is still a \$49.2 million projected shortfall.

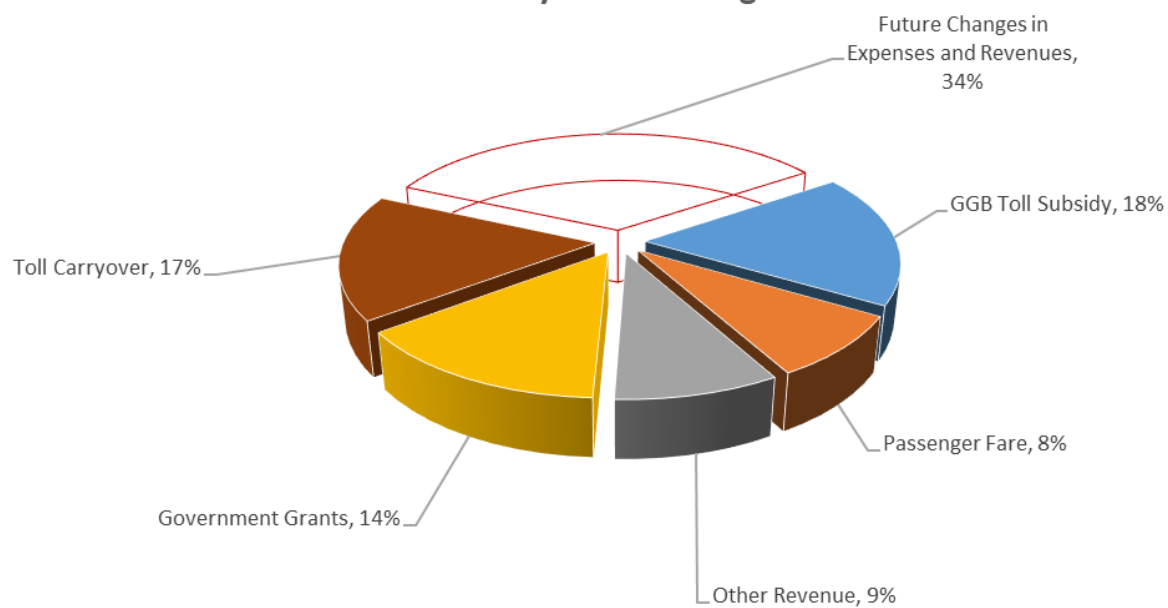
The following table displays how the toll subsidy and other revenues are allocated to fund the FY 20/21 Actual Expenses and Adopted FY 21/22 Budget Expenses.

	How Golden Gate Transit was Funded in FY 20/21 (In Millions)				How Golden Gate Transit is Estimated to be Funded in FY 21/22 (In Millions)			
	Bus Division	Ferry Division	Total Transit	% of Cost	Bus Division	Ferry Division	Total Transit	% of Cost
GGB Toll Subsidy	\$9.5	\$12.0	\$21.5	17%	\$18.2	\$7.9	\$26.1	18%
Passenger Fare	3.0	0.8	3.8	3%	6.5	5.6	12.1	8%
Other Revenue	12.8	0.1	12.9	10%	12.7	0.1	12.8	9%
Government Grants	16.8	3.8	20.6	17%	17.0	3.6	20.6	14%
CARES Act Funding	5.5	2.2	7.7	6%	-	-	-	-
CRRSAA-1 st tranche	14.1	6.2	20.3	16%	-	-	-	-
CRRSAA-2 nd tranche	27.4	12.1	39.5	31%	-	-	-	-
Toll Carryover	-	-	-	-	16.4	9.1	25.5	17%
Future Changes in Expenses or Revenues	-	-	-	-	31.2	18.0	49.2	34%
Total	\$89.1	\$37.2	\$126.3	100%	\$102.0	\$44.3	\$146.3	100%

**FY 20/21 Actual
Transit System Funding Cost**



**FY 21/22 Budget
Transit System Funding Cost**



DISTRICT FINANCIAL SITUATION

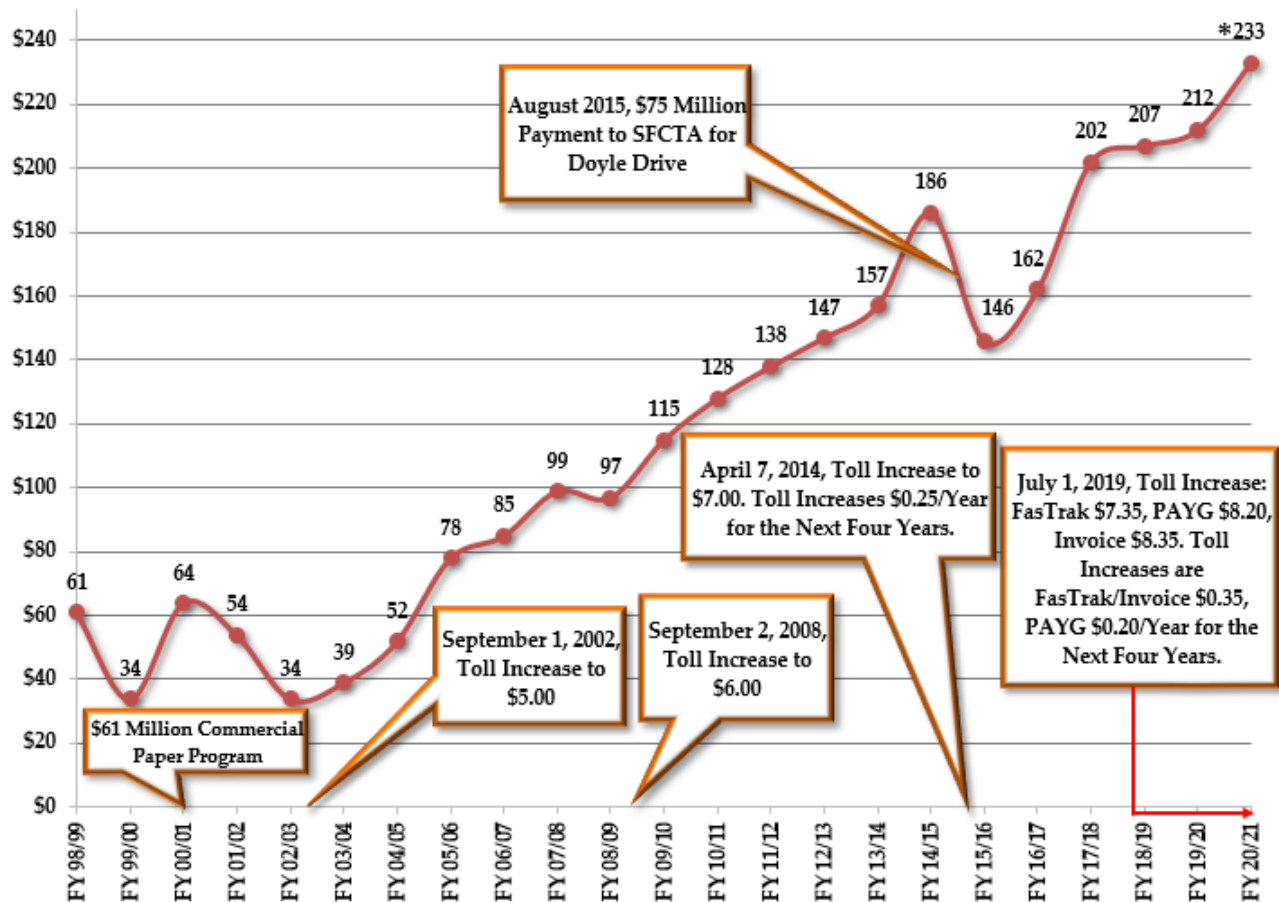
Financial Reserves: Impact of Fiscal Year 20/21 (Unaudited)

On June 30, 2021, the District expects to finish FY20/21 operating budget year (which includes a \$21 million transfer to the capital reserves) with expenses \$51.4 million over than actual revenues before the allocation of one-time federal funding. The allocation of the second tranche of CRRSAA will be used to balance the budget and make the \$51.4 million shortfall. In addition, the remaining \$7.7 million of CARES Act funding and the first tranche of \$20.3 million of CRRSAA were spent in FY 20/21.

In years past, the District's short-term and long-term financial situations improved because the Board took steps over previous years to increase revenues and decrease expenses. To increase revenues the Board implemented a toll increase, increased carpool, and multi-axle vehicle tolls, instituted successive transit fare increases, and conducted discussions with local and regional partners that produced millions more in contract and grant revenue. To decrease expenses, most recently the Board has instituted administrative and program reductions, freezing open positions, salary freezes, medical plan reforms, bus transit service reductions, and ferry service restructuring. In addition, the Board has implemented new technologies that will reduce operating expenses. The Board has previously passed long-term Strategic Financial Plans in 2002 and 2009. In October 2014, the Board passed the 2014 Strategic Financial Plan which contained initiatives to balance revenues and expenses over the long term. The work in that plan has come to a close. The Board had plans to develop a new strategic financial plan in FY 20/21, but that effort is on hold for a year to allow the District to work through the COVID pandemic.

The strong reserve position maintained by the District has been essential in FY 20/21 and will be in FY 21/22. The District used its Emergency and Operating reserves to prove bridge funding for its services waiting for the CARES Act funding to arrive and then again waiting for CRRSAA funding to arrive. As shown, the one-time CARES Act and CRRSAA funding are only for transit expenses and are projected to completely cover the District's transit expenses in FY 20/21. If bridge patronage and transit ridership assumptions in this budget hold and no additional one-time funding is awarded, policy changes to reduce expenses and increase revenues will be needed to be developed and approved by end of the third quarter of FY 21/22 or March 2022, at which time the District's Emergency and Operating reserves will be exhausted.

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



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

Impact of FY 21/22 Adopted Budget

The FY 21/22 Adopted 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. With continued lower customer demand brought on by the COVID-19 restrictions, the staff and Board will need to make significant efforts to reduce expenses or find new revenues to eliminate or limit the damage to the District's reserves.

The Capital Budget is estimated to spend \$20.5 million in District reserve funds. The Adopted FY 21/22 Budget assumes that changes in revenues or expenses will be made during the year to achieve a balanced budget. If so, the District will not spend its Emergency and Operating reserves.

The Adopted FY 21/22 Budget contains provisions that add to the capital reserves similar to previous year's budgets. As an offset to spending the \$20.5 million for capital projects, the adopted budget includes

\$33.3 million in transfers to reserves which results in a net increase in capital reserves of \$13.0 million.

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

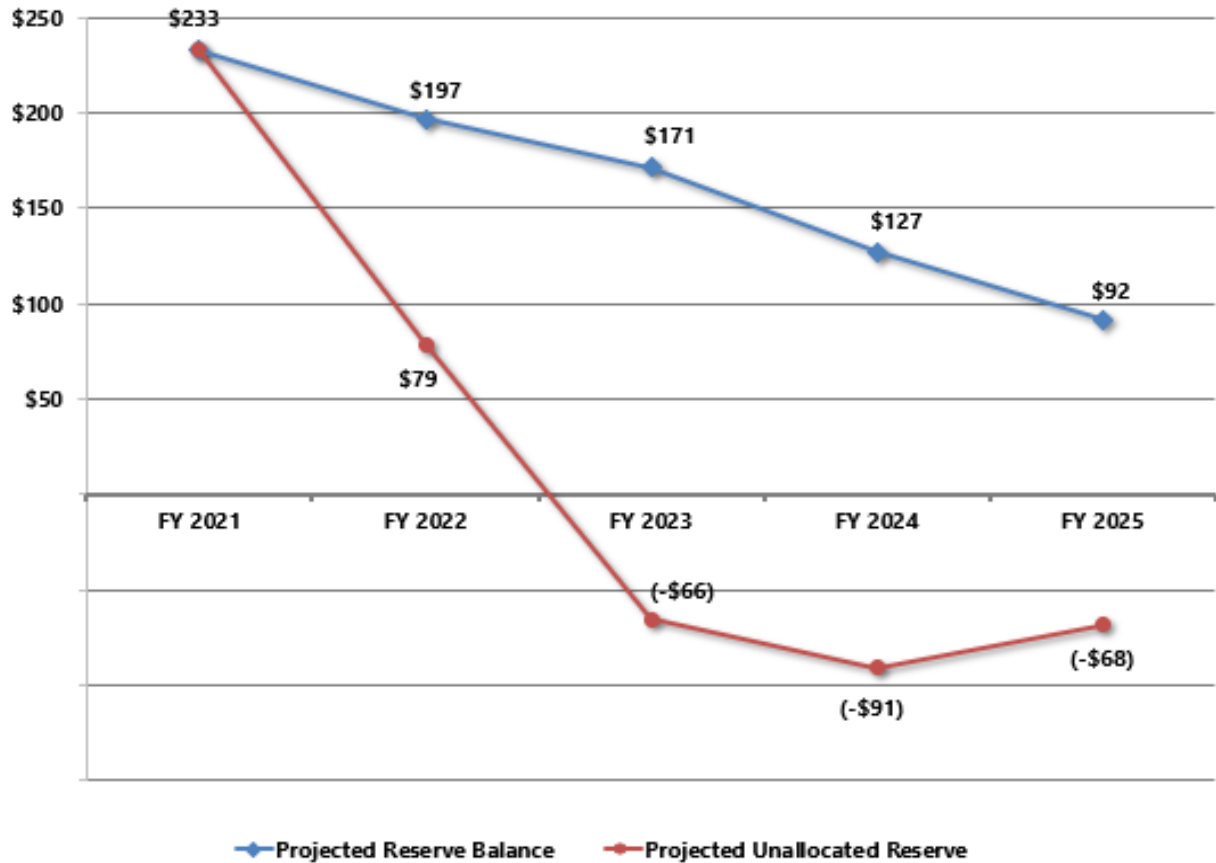
The reserves produced by the operating budget are set aside until the Board allocates them to fund the District share of the cost of capital projects or to cover temporary operating budget deficits. After funds are allocated by the Board, they are spent over several years depending on the particular multi-year spending pattern of the capital budget. The "Projected Reserves for Capital Projects" graph on page 48 represents a projection of how the current total of capital reserves (as presented on page 46) 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.

In accordance with GASB 68, \$122.3 million of CalPERS Net Pension Liability (NPL) was recognized effective June 30, 2021. The graph on the following page does not include the impact of the GASB 68 requirement. The reason being that those funds are set aside to cover liabilities that are decades into the future and the District is on track to pay down those liabilities prior to them coming due. Also, in accordance with GASB 68, \$91.6 million of ATU NPL was recognized June 30, 2020. The ATU pension is independent, thus the District is not legally liable for the NPL. The ATU Pension Trust's financial reports also show the NPL. Nonetheless, GASB 68 requires the District to report it in order for the ATU Pension Trust's NPL to be clearly noted. In both cases, the District counts the funds that offset the NPL on the District's balance sheet as available for capital projects.

In accordance with GASB 75, \$100 million net Other Postemployment Benefits (OPEB) liability was recognized effective June 30, 2019. The graph on the following page does not include the impact of the GASB 75 requirement. The reason being that those funds are set aside to cover liabilities that are decades into the future and the District is on track to pay down those liabilities prior to them coming due. The District counts the funds that offset the net OPEB liability on the District's balance sheet as available for capital projects.

Note: The Fiscal Year 2021 GASB 68 & 75 reports have not been issued as of the Budget writing. The figures above are unchanged as a result and reflect Fiscal Year 2020 amounts.

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



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

Board Restricted Reserves

The Board has created four designated reserves: Bridge Self-Insurance Reserve (BSIR), Capital Plan Reserve, Operating Reserve, and Emergency Reserve. The latter three are discussed in footnotes in Appendix A. The BSIR was created by the Board in FY 05/06. The BSIR was intended to be built up to \$25 million and would be used to offset the need to insure the loss of toll revenue in the event of an emergency. This budget includes the \$1.3 million contribution, based on the Board's annual approval to contribute to this reserve, for a total of \$21.1 million to fund the reserve in place of purchasing insurance.

Commercial Paper Notes Program

On July 12, 2000, the District issued commercial paper notes in Series A and Series B in an amount of \$30.5 million for each series, for a total of \$61 million, to provide funds for the Golden Gate Bridge Seismic Retrofit Project and the renovation of the main cables of the Bridge. Under this program, the District is able to issue commercial paper notes at prevailing interest rates for a period of maturity not to exceed 270 days.

The commercial paper notes are secured by a pledge of the District's revenues and two dedicated reserves, and additionally secured by a line of credit.

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

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

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

The FY 21/22 Adopted Budget provides that the \$61 million remains outstanding throughout FY 21/22 and does not provide for further borrowing. In addition, the FY 21/22 Adopted Budget fully funds the maintenance of the commercial paper program, including long-term arrangements with Goldman Sachs and Morgan Stanley, to market the commercial paper and 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 16/17 Actual	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Actual	FY 20/21 Actual	FY 21/22 Adopted
Average Annual Interest Rate **	0.70%	1.18%	1.67%	1.13%	0.16%	2.38%*
CP Program-related Costs	0.74%	0.78%	0.70%	0.66%	1.17%	1.21%
Total CP Program Costs as a % of Total CP Notes Outstanding	1.44%	1.96%	2.37%	1.79%	1.33%	3.59%

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 21/22 Adopted Budget reflects the average interest rate for the preceding 12 months. The interest earnings are based on the operating budget being balanced so that the reserves are not drawn down for operating needs. If the operating budget is not balanced, the earnings would be lower, with all other assumptions being equal.

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

** See page 67 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, as a result of projected increases in financial obligations, the Board established the second Financial Planning Advisory Committee to create a plan to address the projected financial deficit. The second Plan was drafted by the Advisory Committee and approved by the Board on October 30, 2009. The Plan contained 35 initiatives of which 22 were completed. The other initiatives were either moved to the new plan or deferred by Board action. In November 2013, the Advisory Committee reconvened and drafted the third strategic plan, the 2014 Strategic Financial Plan (2014 Plan) that included 45 initiatives. The 2014 Plan was approved on October 24, 2014. The FY 20/21 budget represented the close of the 2014 Plan. The District board was planning to develop a fourth strategic plan in FY 20/21, but those efforts are temporarily delayed in order to address the shock of the COVID-19 crisis.

Guiding Principles of the 2014 Plan

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

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

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

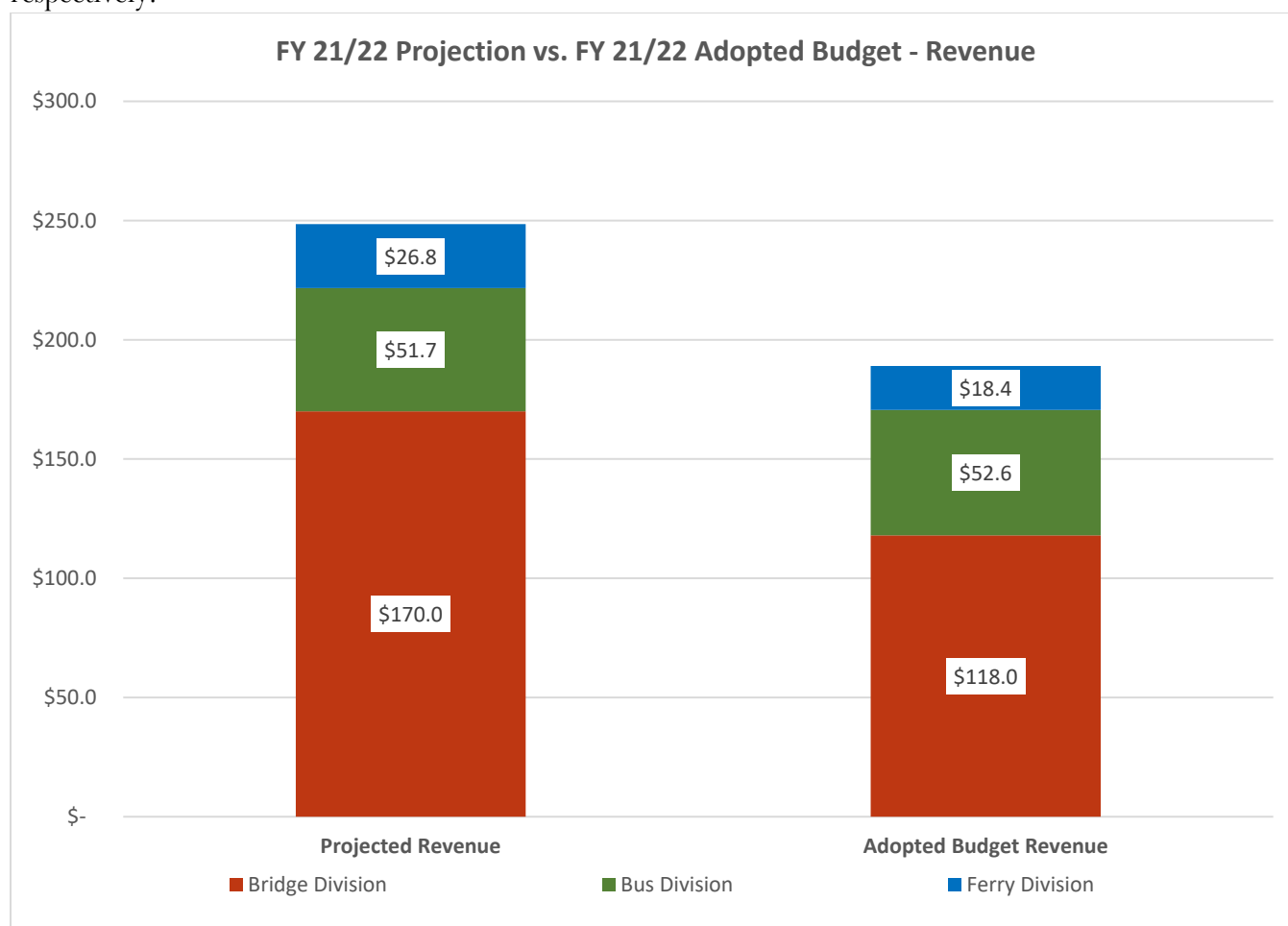
FY 21/22 Projection vs. FY 21/22 Adopted Budget – Revenue

The following exhibit compares the latest projected revenues for FY 21/22 contained in the long-term projections with the FY 21/22 Adopted Budget revenues prior to changes that will be made to respond to the COVID-19 pandemic and balance the FY 21/22 budget.

FY 21/22 PROJECTION COMPARED TO FY 21/22 ADOPTED BUDGET REVENUES 10-YEAR PROJECTION (IN MILLIONS)

	Projected Revenue	Adopted Budget Revenue	Variance	
Bridge Division	\$170.0	\$118.0	(\$52.0)	-44.1%
Bus Division*	\$51.7	\$52.6	\$0.9	1.8%
Ferry Division*	\$26.8	\$18.4	(\$8.4)	-45.3%
Total	\$248.5	\$189.1	(\$59.4)	-31.4%

* Adopted Budget Revenue for Bus & Ferry includes toll revenue carryover of \$16.4 million and \$9.1 million respectively.

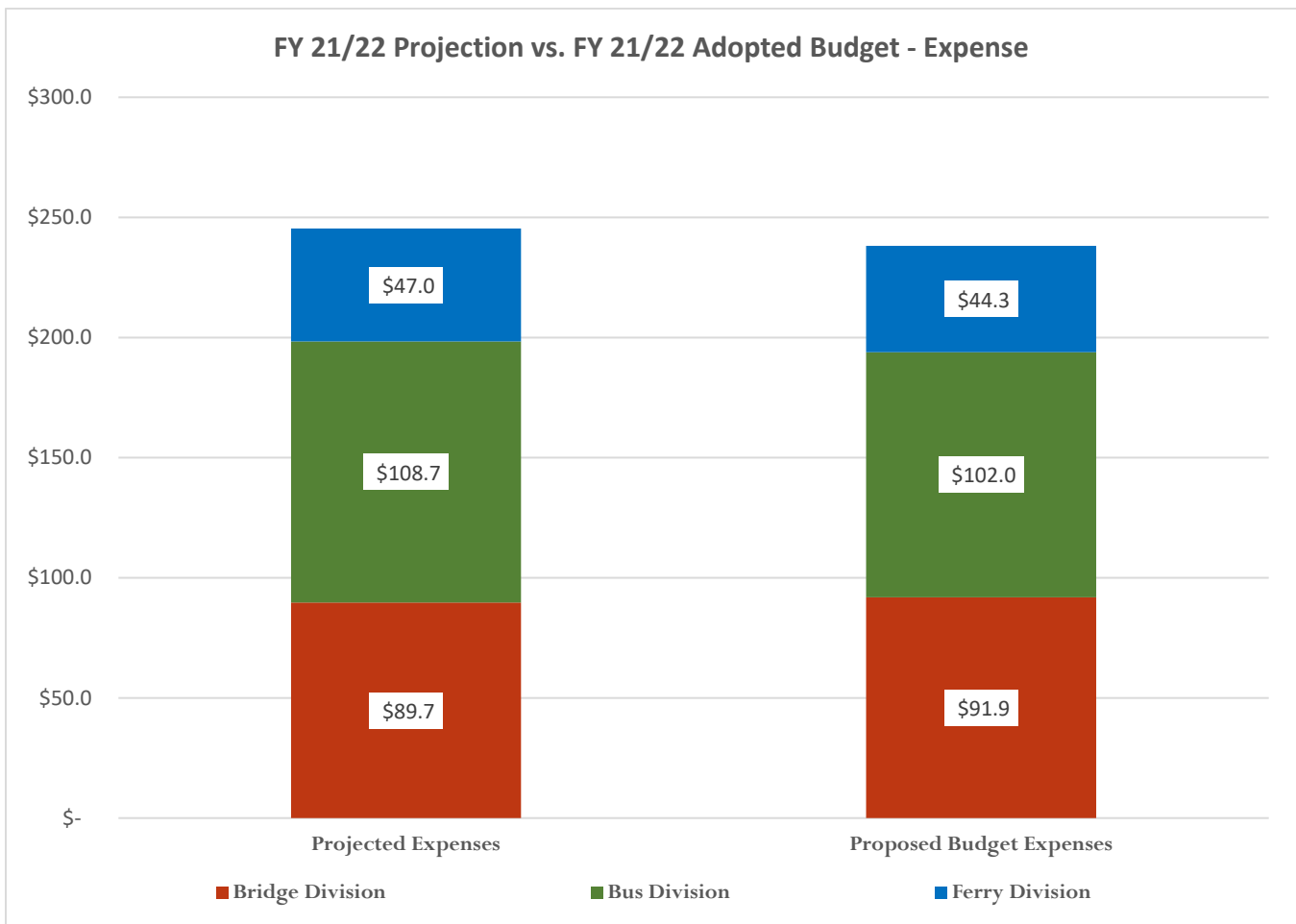


FY 21/22 Projection vs. FY 21/22 Adopted Budget – Expenses

The following exhibit compares the latest projected expenses for FY 21/22 contained in the long-term projections with the FY 21/22 Adopted Budget expenses prior to changes that will be made to respond to the COVID-19 pandemic and balance the FY 21/22 budget.

FY 21/22 PROJECTION COMPARED TO FY 21/22 ADOPTED BUDGET EXPENSES 10-YEAR PROJECTION (IN MILLIONS)

	Projected Expense	Adopted Budget Expense	Variance	
Bridge Division	\$89.7	\$91.9	\$2.2	2.4%
Bus Division	\$108.7	\$102.0	(\$6.7)	-6.5%
Ferry Division	\$47.0	\$44.3	(\$2.7)	-6.1%
Total	\$245.4	\$238.2	(\$7.2)	-3.0%



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 February 2021, 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 21/22 Adopted Budget identifies the strategic directions and priorities of the Board of Directors and is structured to reflect the goals of the Board's long-term strategic planning process. It incorporates actions taken by the Board resulting from that process, such as the multi-year goal to reduce operating costs and an additional five-year toll and fare increase plan. In addition, the FY 21/22 Adopted Budget includes full funding of expense for accrual of retiree health benefits.

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

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

Budget Overview

to each Division's workplan and need, grant funding deadlines, safety and ADA compliance. The results of these discussions ultimately determine which projects will be included in next year's budget and their adopted budget amounts.

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

Capital Project Funding: In general, it is the District's policy to secure the maximum amount of external funds possible and to spend these funds prior to relying on internal funds for capital projects. The Adopted FY 21/22 Capital Budget includes \$26.4 million in Federal, State and Other Local funding and \$20.5 million in District funding. This represents a federal/state/other local funding percentage of 56% and a District funding percentage of 44%.

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 21/22 Adopted Budget is presented to the Finance-Auditing Committee in May 2021 and adopted by the Board of Directors in June 2021.

Mid-Year Changes to Budget: Due to the continued limited demand for District services due to the shelter-in-place public health orders, the staff and Board will have to seek increase revenues or decreased expenses in the FY 21/22 Adopted Budget to achieve a balanced budget. These changes are expected to be made in the July to November 2021 time frame.

BUDGET PREPARATION AND PROCESS CALENDAR FOR FY 21/22

Dates	Activity
Feb 10, 2021	General Manager, Auditor-Controller and Budget Office review District's goals and objectives, establish budget expense targets and timelines.
Feb 19, 2021	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.
Feb 19 – Mar 5, 2021	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 26 – Mar 12, 2021	Operating and capital budgets are submitted to the Budget Office and Capital and Grant Programs Office for review and consolidation.
Mar 19 – Mar 24, 2021	CFO meets with DGMs to review adopted budgets.
Mar 29 – Mar 30, 2021	DGMs, CFO, Director of Budgets and Director of Capital and Grant Programs Office meet with General Manager to discuss Division budgets and Division goals.
Mar 31 – May 12, 2021	Budget Office prepares the adopted budget document.
May 20, 2021	Budget presented and reviewed by the Finance-Auditing Committee.
May 20 – June 25, 2021	Budget discussion and possible Board approval.
June 25, 2021	FY 21/22 Proposed Budget adopted by the Board of Directors.
August 27, 2021	Adopted Budget is published.

FY 21/22 ADOPTED BUDGET POLICIES

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

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

Typically, on an annual basis, the Board of Directors attend a Strategic Plan Special Session or Workshop in which staff present the current long-term plan and develop strategies for implementing deficit reduction plans and projects. Every year, immediately following adoption of the current budget, Finance staff develop a long-range 5- and 10-year projection, which is used in the Board Special Session or Workshop review and discussion. Please refer to District Financial Situation on page 45 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 44 of the budget document for a more detailed overview of the toll subsidy for the Bus and Ferry Divisions.

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

Capital Improvement Plan: Each year the District develops an annual and multi-year capital improvement plan. This capital improvement plan is part of the budget development process. Multi-year capital plans are included in Appendix E of the budget document. At least 56% of the District's Adopted FY 21/22 Capital Budget is funded by capital grants; the remaining 44% of projects are funded through District capital reserves.

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

Special Reserve Accounts

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

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

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

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



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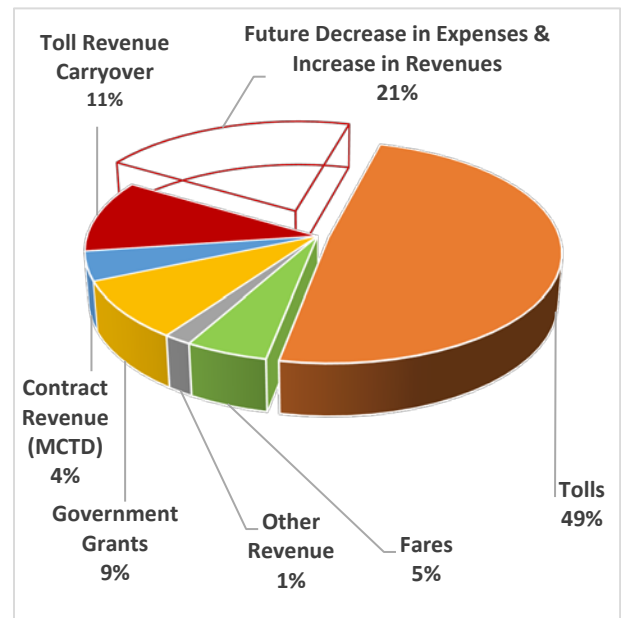


OPERATING BUDGET SUMMARY

Due to the continued dramatic reduction in revenues due to the COVID pandemic, the Staff and Board will need to make significant changes in expenses and revenues in order to balance the FY 21/22 Adopted Operating Budget of \$238.2 million. It is projected that those changes will need to total approximately \$49.2 million after accounting for use of the toll revenue carryover of \$25.5 million. The following tables and graphs provide information on the sources of funding and areas of expenditures in the FY 21/22 Adopted Operating Budget.

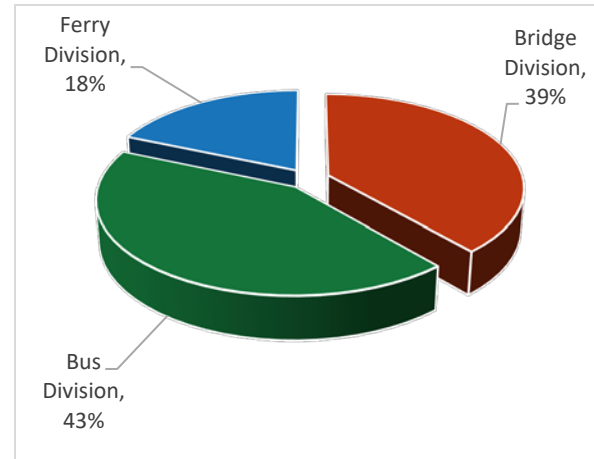
WHERE WILL THE MONEY COME FROM TO OPERATE THE DISTRICT IN FY 21/22?

	FY 21/22	% of total
Tolls	\$116.6	49%
Fares	12.1	5%
Other Revenue	4.1	1%
Contract Revenue (MCTD)	10.2	4%
Government Grants	20.5	9%
Toll Revenue Carryover	25.5	11%
Future Changes in Expenses and Revenues	49.2	21%
Total	\$238.2	100%



WHERE WILL THE MONEY GO TO OPERATE THE DISTRICT IN FY 21/22?

	FY 21/22	% of total
Bridge Division	\$91.9	39%
Bus Division	102.0	43%
Ferry Division	44.3	18%
Total	\$238.2	100%
Revenues Over Expenses	\$0	



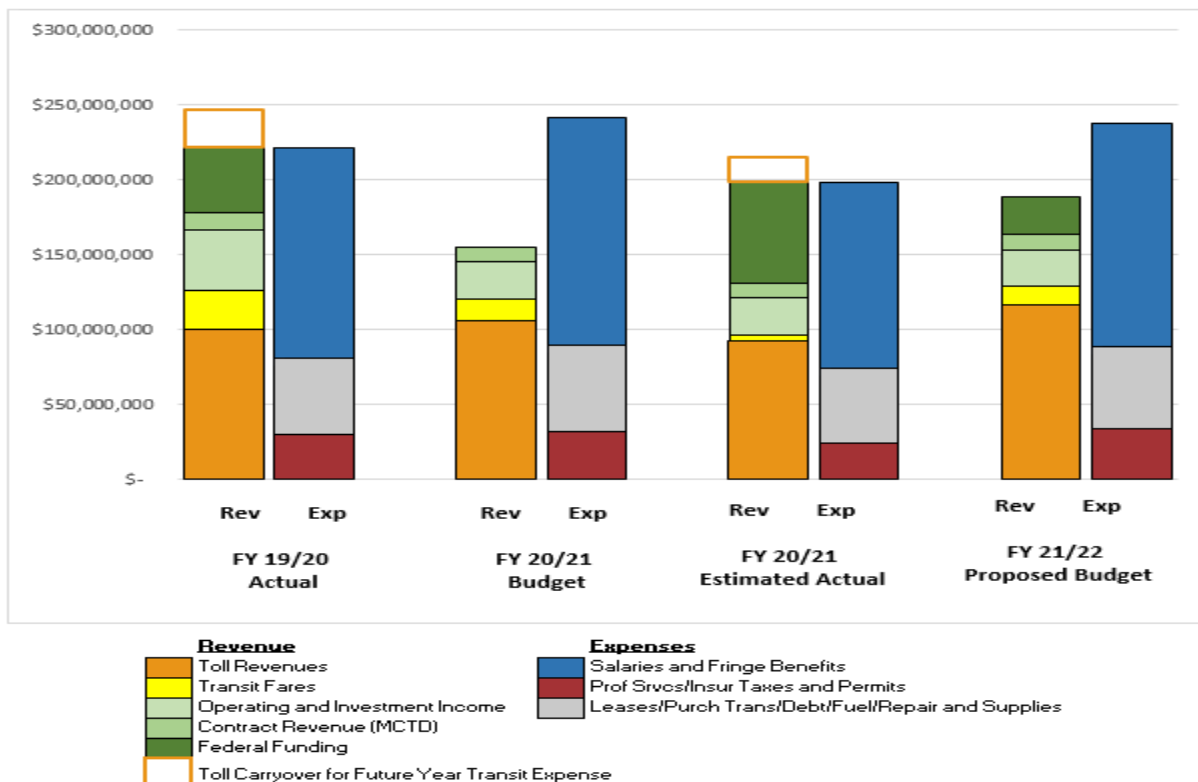
REVENUE OVER EXPENSES SUMMARY

	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Actual	FY 21/22 Adopted Budget
Revenues (*)	\$203,453,455	\$155,003,700	\$147,465,480	\$163,565,900
Expenses (*)	\$221,722,807	\$242,249,210	\$198,874,012	\$238,229,100
Revenues Over/(Under) Expenses	(\$18,269,352)	(\$87,245,510)	(\$51,408,532)	(\$74,663,200)
CARES Act	43,863,007	-	7,717,456	-
CRRSAA-1 st tranche	-	-	20,319,959	-
CRRSAA-2 nd tranche	-	-	39,429,475	-
Toll Revenue Carryover**	-	-	-	25,512,900
Subtotal	\$43,863,007	-	\$67,466,890	\$25,512,900
Adjusted Revenues Over/(Under) Expenses	\$25,593,655	(\$87,245,510)	\$16,058,358	(\$49,150,300)

* For detail breakdown, see Operating Revenues and Operating Expenses sections.

** The toll carryover entry is an estimate as of April 2021. It does not include some non-cash accounting entries.

CHART OF OPERATING REVENUES AND EXPENSES (EXCLUDES CAPITAL CONTRIBUTION & DEPRECIATION)



OPERATING REVENUES

For FY 21/22, operating revenues are projected to increase approximately \$16.1 million to \$163.6 million from the FY 20/21 Actual of \$147.5 million. The net increase is primarily due to the projected increase in toll revenues and transit fare revenues, offset by a decrease in investment income. Transit has currently received a total of \$111.3 million in one-time federal funding. In FY 19/20, \$43.9 million was utilized to balance the budget. In FY 20/21, \$67.4 million was expensed to balance the budget, and \$25.5 million in toll revenue carryover will be used to partially fund FY 21/22.

Principal Categories of Revenue

Bridge Tolls: Bridge toll revenues are projected to be \$116.6 million, which is \$8.3 million more than FY 20/21 Actual. The Bridge toll increase is primarily due to a projected increase of 6.5% in traffic and the toll revenue includes the third year of the five-year toll increase.

Transit Fares: Transit ridership is expected to increase due to the easing of COVID-19 related public health orders. For FY 21/22, Bus Transit fare revenue is estimated to increase \$3.6 million. Bus ridership is forecasted to increase by 0.8 million passengers from FY 20/21. Ferry Transit fare revenue is projected to increase \$4.7 million due to an assumed increased ridership of approximately 0.5 million passengers from FY20/21. In March 2017, the Board approved a five-year fare program for Bus transit and Ferry fare increase.

Other Operating Income: Other Operating Income includes the continuation of approximately \$2.0 million in Regional Measure 2 (RM2) funds from the Metropolitan Transportation Commission (MTC) to assist in subsidizing Bus Route 40. The adopted budget assumes a reduction in other operating income due to lower advertisement, parking revenue and other revenue.

State Operating Assistance: State Operating Assistance in FY21/22 is relatively flat compared to FY20/21. State Operating Assistance is composed of two funding sources: 1.) State Transit Assistance (STA) program projected to be \$7.9 million; and 2.) Transportation Development Act (TDA) funds of \$12.7 million. See page 66 for a detailed overview of STA/TDA funding.

Federal Operating Income: The adopted budget assumes no federal operating funds will be received in FY21/22.

One Time Federal Grant Income: Since the second tranche of CRRSAA of \$39.4 million was used to fund FY20/21, toll revenue carryover of \$25.5 million will be used to partially fund the projected transit expense shortfall for FY21/22.

Contract Revenue (MCTD): Effective July 1, 2015, the District implemented a new five-year with a two one-year options intergovernmental agreement with the Marin County Transit District to provide local intracounty bus service within Marin County through June 30, 2022. The District has projected the receipt of a Marin County Local Service payment of \$10.2 million for FY 21/22.

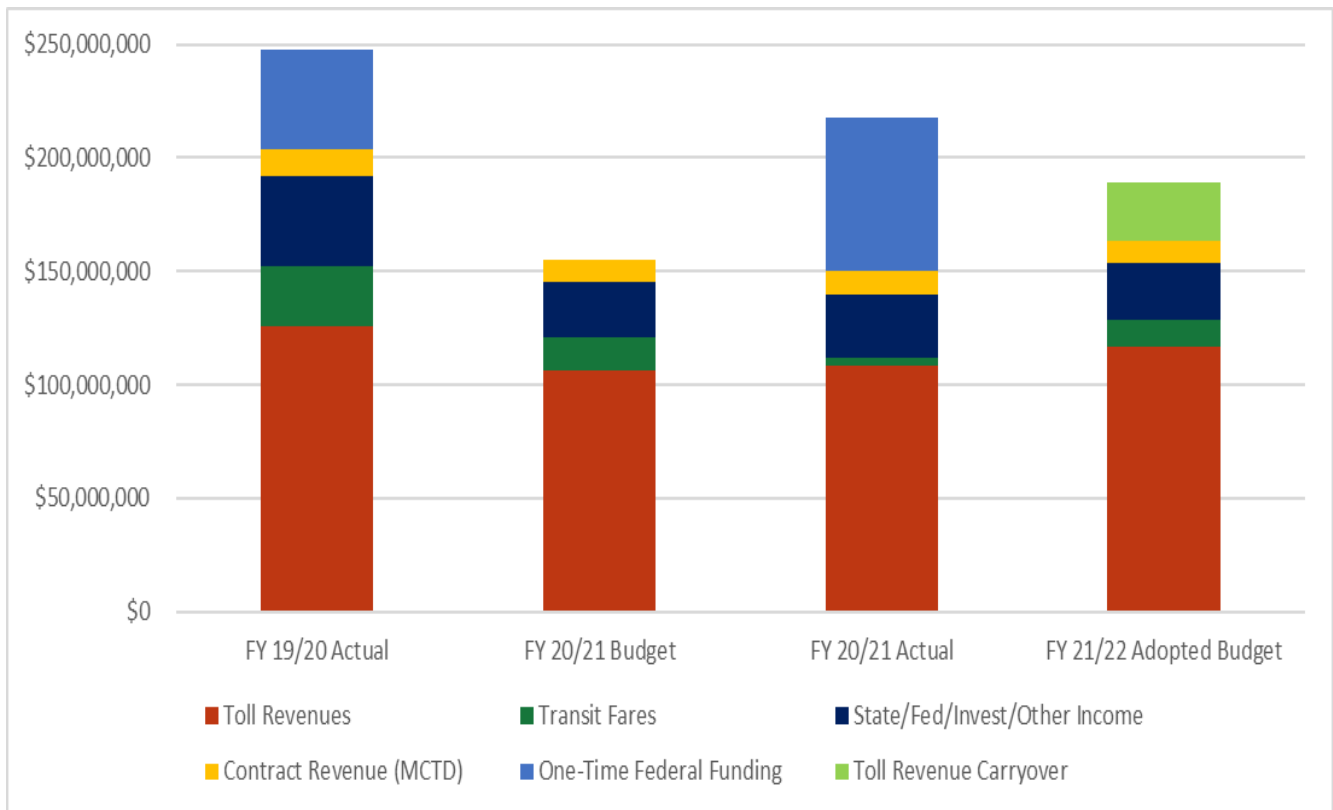
Investment Income: Actual Investment Income consists of both interest income and market valuation gains and losses relating to the District's overall investment portfolio. The total investment return on the investment portfolio was 0.47% for FY 20/21 Actual versus FY 21/22 Adopted Budget of 0.6%, resulting in a \$0.1 million decrease from FY 20/21 Actual. It is District policy not to budget for market valuation gains and losses.

OPERATING REVENUES

Revenues	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Actual	FY 21/22 Adopted Budget
Toll Revenues	\$125,764,310	\$106,170,900	\$108,351,941	\$116,613,300
Transit Fares	26,478,738	14,414,900	3,814,319	12,118,000
Other Operating Income	6,499,028	3,221,600	3,252,534	2,903,300
State Operating Income	23,350,951	17,973,800	20,512,643	20,561,200
Federal Operating Income	69,876	172,000	37,834	-
Contract Revenue (MCTD)	11,435,400	9,550,500	10,156,817	10,170,100
Investment Income	9,855,152	3,500,000	1,339,392	1,200,000
Subtotal	\$203,453,455	\$155,003,700	\$147,465,480	\$163,565,900
CARES Act	43,863,007	-	7,717,456	-
CRRSAA-1 st Tranche	-	-	20,319,959	-
CRRSAA-2 nd Tranche	-	-	39,429,475	-
Toll Revenue Carryover*	-	-		25,512,900
Subtotal	\$43,863,007	-	\$67,466,890	\$25,512,900
Revenues	\$247,316,462	\$155,003,700	\$214,932,370	\$189,078,800
Percent Change		-37.3%	38.7%	-12.0%

* The toll carryover entry is an estimate as of April 2021. It does not include some non-cash accounting entries.

CHART OF OPERATING REVENUES



INVESTMENT INCOME

	FY 18/19 Actual	FY 19/20 Actual	FY 20/21 Actual	FY 21/22 Adopted Budget
Interest Earned	\$6,193,059	\$5,984,328	\$4,020,243	\$1,200,000
Market Gains and Losses	\$3,410,648	\$3,953,718	(\$2,680,851)	
Investment Income	\$9,603,707	\$9,938,046	\$1,339,392	\$1,200,000
Average Investment Portfolio at Cost	\$262,782,509	\$267,648,636	\$286,932,232	\$200,000,000
Average Investment Return	3.65%	3.71%	0.47%	0.6%

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

STATE OPERATING INCOME

State Operating Income Funding Source	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Actual	FY 21/22 Adopted Budget
Transit Development Act				
Marin County's Apportionment	\$7,760,067	\$5,798,600	\$6,841,983	\$6,430,900
Sonoma County's Apportionment	\$5,975,779	\$4,639,300	\$5,979,639	\$6,216,300
State Transit Assistance (STA)				
MTC for Administering Clipper Grant	\$10,000	\$7,500	\$10,000	\$10,000
Revenue-Based Funds	\$8,084,494	\$6,365,900	\$6,447,940	\$6,693,800
Population-Based Funds - Real Time Signage	\$0	\$0	\$63,000	\$0
Population-Based Funds - County Block Grant	\$1,520,611	\$1,162,500	\$1,170,081	\$1,210,200
Total State Operating Revenue	\$23,350,951	\$17,973,800	\$20,512,643	\$20,561,200
Percent Change		-23%	14%	0.2%

OPERATING EXPENSES

The FY 21/22 Adopted Operating Expense Budget is \$238.2 million (including a \$21 million contribution to reserves for future capital projects). This is an increase of 19.8% over FY 20/21 actual expenses and 1.7% lower than FY 20/21 Adopted Budget. Due to the projected reduction in revenue, the Staff and Board will need to reduce expenditures or increase revenues by approximately \$49.2 million during FY 21/22.

OPERATING EXPENSES

	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Actual	FY 21/22 Adopted Budget
Salaries	\$75,879,239	\$82,816,710	\$63,466,754	\$78,407,000
Fringe Benefits	64,725,809	69,283,500	60,829,576	71,322,800
Professional Services	25,051,906	25,193,200	19,586,832	25,627,500
Fuel & Related Taxes	8,194,209	6,673,000	3,628,439	8,218,500
Repair & Operating Supplies	9,382,755	9,505,900	8,355,851	9,362,000
Insurance, Taxes & Permits	4,658,172	6,895,100	4,976,360	8,378,900
Purchased Transportation	1,647,984	1,943,200	1,486,646	1,442,400
Other	1,059,043	1,446,000	768,070	892,800
Lease & Rentals	780,256	4,527,600	4,397,207	999,100
Debt Service - Interest Expense	692,000	2,200,000	98,000	1,455,000
Subtotal Expenses	\$192,071,373	\$210,484,210	\$167,593,735	\$206,106,000
Percent Change		9.6%	-20.4%	23.0%
Capital Contribution	\$21,000,000	\$21,000,000	\$21,000,000	\$21,000,000
Depreciation	\$8,651,434	\$10,765,000	\$10,280,277	\$11,123,100
Total Expenses	\$221,722,807	\$242,249,210	\$198,874,012	\$238,229,100
Percent Change		9.3%	-17.9%	19.8%

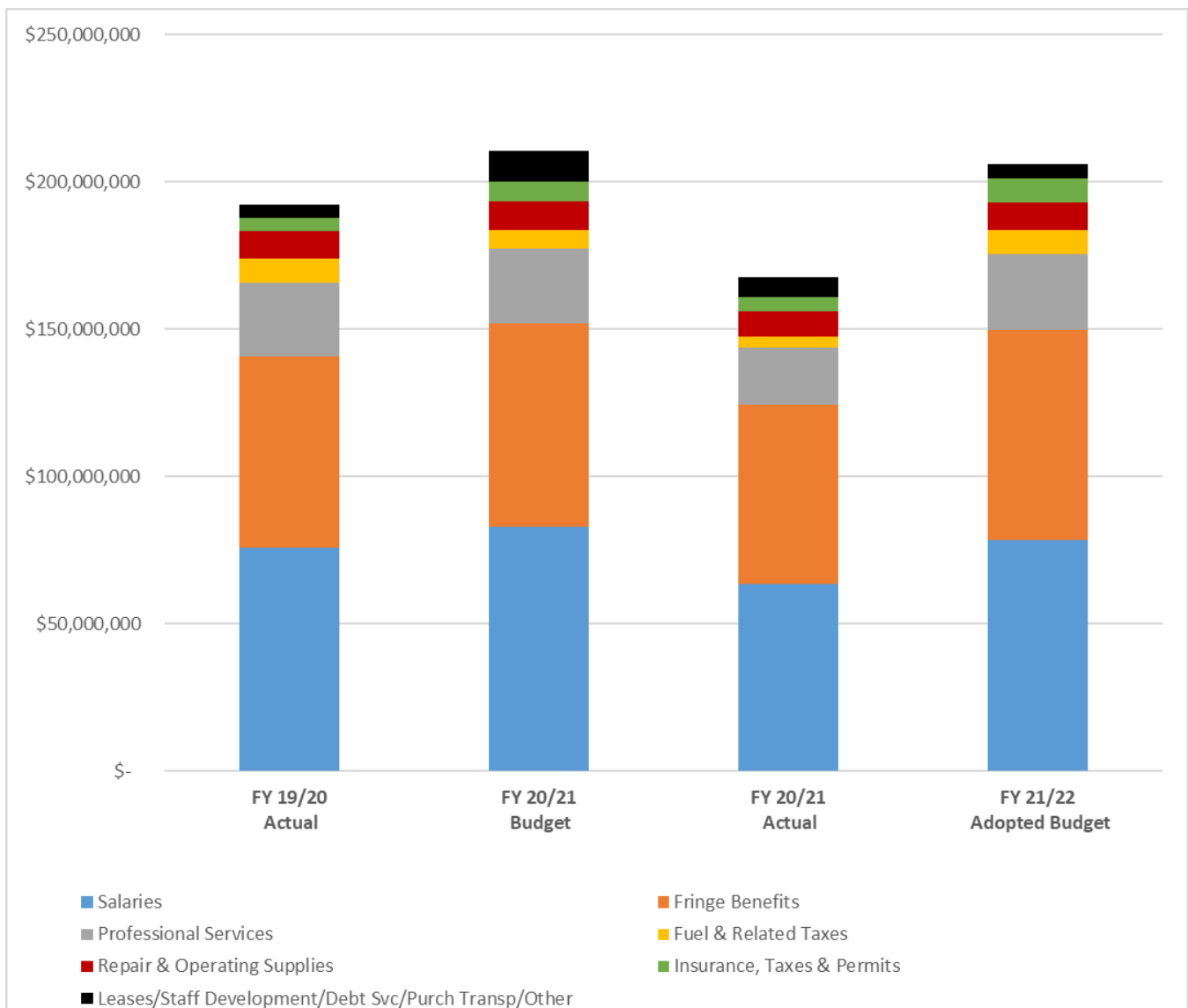
Expense Budget Assumptions:

- No budgeted salary increase are included for any employees since none have been negotiated.
- Includes Pension contributions for PERS, ATU, MEBA and IBU.
- Medical insurance costs increase due to re-funding of vacancies and increase in annual costs.
- Workers' Compensation expense is budgeted based upon historical experience.
- A percentage of Engineering Capital Labor expenses are transferred to the capital projects reducing the operating budget.
- \$2.45/gallon for fuel costs has been projected for all Divisions.

Operating & Capital Budget Summary

- All fiscal years show the transfer of District Division expense by its respective line item.
- As required by the commercial paper indenture, FY 21/22 Adopted Budget interest expense reflects the average interest rate for the preceding 12 months ending March 31st plus 2%.
- Capital Contribution of \$21 million is included in the FY 21/22 Adopted Budget to fund the 10-year Capital Plan.
- The District's contribution to Other Postemployment Benefits (OPEB) is included in the line item of Fringe Benefits.

CHART OF OPERATING EXPENSES (EXCLUDES CAPITAL CONTRIBUTION & DEPRECIATION)



Summary of Changes to Expenses

On a net basis, the FY 21/22 Adopted Operating Budget shows an increase of 19.8% over FY 20/21 actual expenses. The 19.8% increase can be broken down into the following categories: fully funding vacant positions, fuel at \$2.45 per gallon, and re-funding commercial paper debt service due to the indenture service requirement.

The following is a summary of changes to the FY 21/22 Adopted Budget from FY 20/21 actual expenses.

SUMMARY OF CHANGES TO EXPENSES

Expenses (In Millions)	% Change (from Actuals)	Description
\$198.8		FY 20/21 Actual Expenses
14.9	7.5%	Salary Increase; Re-funding Vacant Positions
10.5	5.3%	Fringe Benefit Increase; Re-funding Vacant Positions
6.0	3.0%	Professional, Maintenance & Security Services
4.6	2.3%	Fuel & Related Taxes
1.0	0.5%	Repair & Operating Supplies
3.4	1.7%	Insurance, Taxes & Permits
0.1	0.1%	Other
(3.4)	(1.7)%	Leases & Rental
1.4	0.7%	Debt Service - Interest Expense
0.9	0.4%	Capital Contributions/Depreciation
\$238.2	19.8%	Total FY 21/22 Adopted Operating Budget

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

Significant Categories of Expense

The following is a more detailed discussion of how the following key categories of expenses are presented in the Adopted FY 21/22 Budget:

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

1. Average Cost of Toll Transactions

In 2013, the District implemented all-electronic tolling to collect tolls at the Bridge. The average cost per toll transaction includes the costs for the technology and collection of tolls divided by the number of annual toll transactions. The percentage of toll revenue used for collecting tolls represents how much of the toll revenue is needed to collect tolls. The decrease for FY 20/21 is attributed to lower operating costs as a result from fewer transactions due to COVID-19.

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Actual	FY 20/21 Actual
Average Cost/Toll Transaction	\$0.51	\$0.52	\$0.51	\$0.65	\$0.56
Percentage of Toll Revenue Used for Collecting Tolls	7.39%	7.32%	6.96%	8.38%	6.97%

2. Cost of Transaction per Patron

The Clipper Fare/Cash Fare cost of transactions includes the labor cost, maintenance cost, service fees and equipment cost. The total cost of transactions are expenses only incurred by Golden Gate Transit. The increase in cost of transaction for both cash fare and Clipper fare payment in FY 20/21 is due to fixed costs spread over fewer transactions due to COVID-19.

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Actual	FY 20/21 Actual
Cash Fare Payment on Bus	\$0.48	\$0.47	\$0.52	\$0.68	\$1.40
Clipper Fare Payment on Bus	\$0.24	\$0.27	\$0.26	\$0.34	\$0.95
Clipper Fare Payment on Ferry	\$0.32	\$0.34	\$0.36	\$0.49	\$5.38

3. Other Postemployment Benefits (OPEB)

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

The FY 21/22 Adopted Budget OPEB expense is based on the actuarial valuation as of July 1, 2019. The ADC for FY 20/21 was \$11.7 million, based on the actuarial valuation as of July 1, 2019, which is the total District expense. This differs from the FY 20/21 Actual of \$11.5 million because that expense represents a net operating cost. The remaining difference represents OPEB expenses charged to capital projects. The Adopted FY 21/22 Budget fully funds the ADC payment of \$12 million.

OPEB EXPENSE BY OPERATING DIVISION

Division	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Actual	FY 21/22 Adopted Budget
Bridge	\$2,987,670	\$2,657,000	\$2,585,585	\$2,834,300
Bus	8,175,164	7,444,800	7,375,204	7,615,800
Ferry	1,679,279	1,579,400	1,520,630	1,582,400
Total	\$12,842,113	\$11,681,200	\$11,481,419	\$12,032,500

4. District Healthcare Contribution per Employee

District Healthcare Contribution includes Medical Insurance, Drugs, Dental, Vision and Life Insurance. FY 21/22 District Healthcare Contribution per employee remains flat compared to FY 20/21.

	FY 19/20 Actual	FY 20/21 Actual	FY 21/22 Adopted Budget
Actives*	\$27,439	\$28,707	\$28,864
Retirees			
Pre 65	37,503	39,819	33,200
Post 65	9,929	10,648	10,262

*Budget assumes Coalition employees on District traditional health plans

5. Workers' Compensation

The Workers' Compensation estimates are based on historical incident, trends and current management practices that have reduced the District's liability. The following table shows the actual claim costs for FY 20/21 are more than anticipated based on past year trends. FY 21/22 is expected to follow its 5-year average trends. The net totals are reflected in the FY 20/21 Actual.

WORKERS' COMPENSATION EXPENSES

	FY 20/21 Adopted Budget	FY 20/21 Estimated Claims	FY 20/21 Estimated (Credits)/ Adjustments	FY 20/21 Actual Net Total	FY 21/22 Adopted Budget
Total District	\$5,650,100	\$8,334,349	(\$329,360)	\$8,004,989	\$5,500,000

6. Indirect Cost Allocation Plan (ICAP)

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

INDIRECT COST ALLOCATION PLAN EXPENSES

	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Actual	FY 21/22 Adopted Budget
District Division's Gross Salaries & Benefits	\$27,383,983	\$32,004,900	\$27,180,881	\$33,836,200
Capitalized Salaries & Benefits	(3,251,561)	(4,684,400)	(3,158,009)	(4,904,100)
Capitalized Indirect Costs	(2,190,639)	(2,649,000)	(1,868,980)	(2,318,900)
Net Operating Salaries, Benefits & Indirect Costs	\$21,941,783	\$24,671,500	\$22,153,892	\$26,613,200

7. Capital Contribution

The adopted budget includes the Capital Contribution, which is a transfer of \$21 million to future capital reserves. This transfer, instituted by the Board in 2003, provides funding (including local match) for future capital projects. The annual contribution is based on the District-funded portion of the 10-year Capital Plan requirements. For FY 21/22, 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 20/21 Budget		FY 21/22 Adopted Budget	
Bridge	\$15,000,000	71%	\$15,000,000	71%
Bus	2,000,000	10%	2,000,000	10%
Ferry	4,000,000	19%	4,000,000	19%
Total	\$21,000,000	100%	\$21,000,000	100%

8. Pension Contribution

All eligible District employees participate in a pension retirement system dependent on their union affiliation. Miscellaneous (represented and non-represented) employees participate in CalPERS; it offers a defined benefit plan which provides benefits that are calculated using a defined formula. Depending on their CalPERS tier, the employee contribution rate can range from 7% - 8% of their salary towards their pension. The projected FY 21/22 CalPERS District employer contribution rate is 35.43%, amounting to \$17.6 million. The Amalgamated Transit Union (ATU) bus operators have a 7% employee contribution rate for their defined pension benefit plan. The ATU employer contribution rate for FY 21/22 is 32.5%, amounting to \$7 million. The District pension contribution rate for FY 21/22 is approximately 21.32% to 24.07%, amounting to \$796,000 for Inland Boatmen's Union (IBU). For Marine Engineer's Beneficial Association (MEBA) the District contributes 14.34%, amounting to approximately \$329,000 for FY 21/22.

DISTRICT PENSION CONTRIBUTION EXPENSES (IN MILLIONS)

	Contribution to Pension			Employer Contribution Rate	Employee Contribution Rate	Funding Level (MV/AL)*		
Pension Plan	Actual FY 19/20	Actual FY 20/21	Adopted FY 21/22	Adopted FY 21/22	Adopted FY 21/22	%	Valuation Date	Valuation Discount Rate
CalPERS	\$14.7	\$16.0	\$17.6	35.43%	2.5% ^{@55-8%} 2.0% ^{@60-7%} 2.0% ^{@62-7%}	72%	6/30/2020	7%
ATU	5.5	5.4	7.0	32.50%	7%	53.3%	1/1/2020	7%
IBU	0.7	0.4	0.8	21.32%-24.07%**	2.50%	78%	7/1/2020	6.50%
MEBA	0.4	0.3	0.3	14.34%	1%	91.9%	1/1/2020	6.75%
Total	\$21.3	\$22.1	\$25.7					

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

**Deckhand, 21.32% and Ticket Agent Casuals, 24.07%.

FY 21/22 Adopted Budget Position Changes**DIVISION SUMMARY OF CHANGES TO THE TABLE OF ORGANIZATION**

Positions by Division	FY 19/20 Year-End	FY 20/21 Adopted Budget	FY 20/21 Year-End	FY 21/22 Adopted Budget
Bridge	183	183	183	183
Bus	402	403	402	402
Ferry	102	104	104	104
District	150	150	150	150
Total	837	840	839	839

The Division-level details of the Table of Organization can be found in each Division's sections. The FY 21/22 Adopted Budget does not contain any changes to the Table of Organization.

CAPITAL PROGRAM SUMMARY

The FY 21/22 Capital Program (Program) is developed jointly by the General Manager, Auditor-Controller, District Engineer, Operating Divisions and the Capital and Grant Programs Office. The Program allocates financial resources to maintain and improve the District's level of service and infrastructure by acquiring, constructing, rehabilitating and replacing revenue and non-revenue vehicles, facilities and major equipment. Expenditures on capital equipment costing \$5,000 or more and capital improvement projects with total budgets of \$5,000 and over are included in the Program. Capital improvement projects generally occur in phases over multiple years. The Program focuses on advancing and completing projects to maintain or improve existing operations within the financial constraints of the District.

This Program will implement 14 new projects and 50 continuing projects to maintain existing services and facilities and to further implement high-priority safety and security projects, including modifications to existing facilities and vessels (Please refer to the Division sections for more details on the new and continuing projects for FY 21/22). Eleven (11) capital projects were completed in FY 20/21 (Please see Appendix C for a list of all of the projects in the FY 20/21 Capital Budget).

The Adopted FY 21/22 Capital Budget will include accounting adjustments to reflect final total expenditures for FY 20/21. A discussion of each Division's FY 21/22 Adopted Capital Budget is contained in the individual Division chapters of this budget document.

FY21/22 CAPITAL EXPENDITURES BY DIVISION*

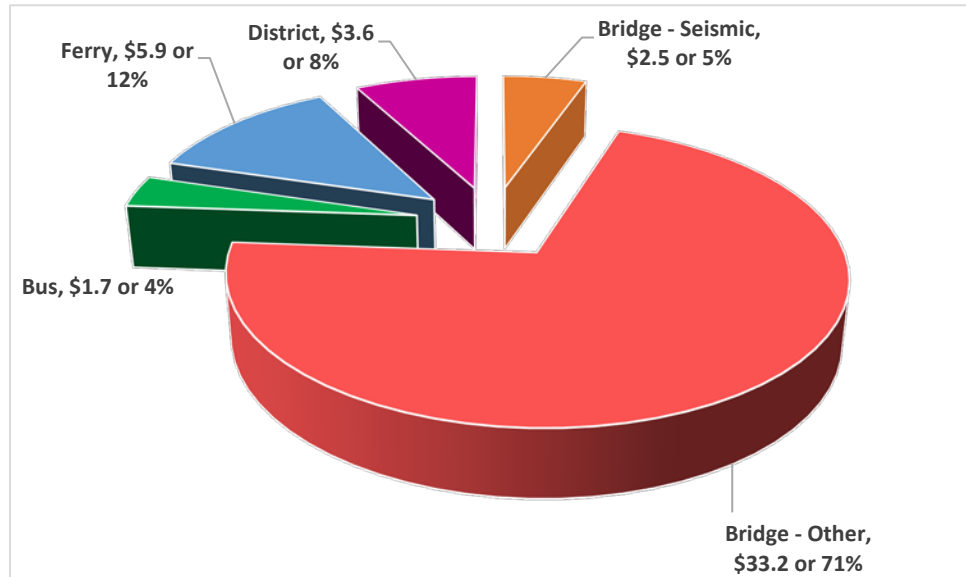
	Total Project	Prior Years	FY 21/22 Budget	Future Years
Bridge – Seismic Retrofit	\$21,722,000	10,501,000	2,500,000	8,721,000
Bridge - Other	\$256,704,000	116,395,000	33,233,000	107,076,000
Bus	\$90,443,000	72,635,000	1,667,000	16,141,000
Ferry	\$255,545,000	44,979,000	5,882,000	204,684,000
District	\$22,335,000	6,693,000	3,655,000	11,987,000
Total Expenditures	\$646,749,000	251,203,000	46,937,000	348,609,000

FY 21/22 CAPITAL EXPENDITURES BY FUND SOURCE*

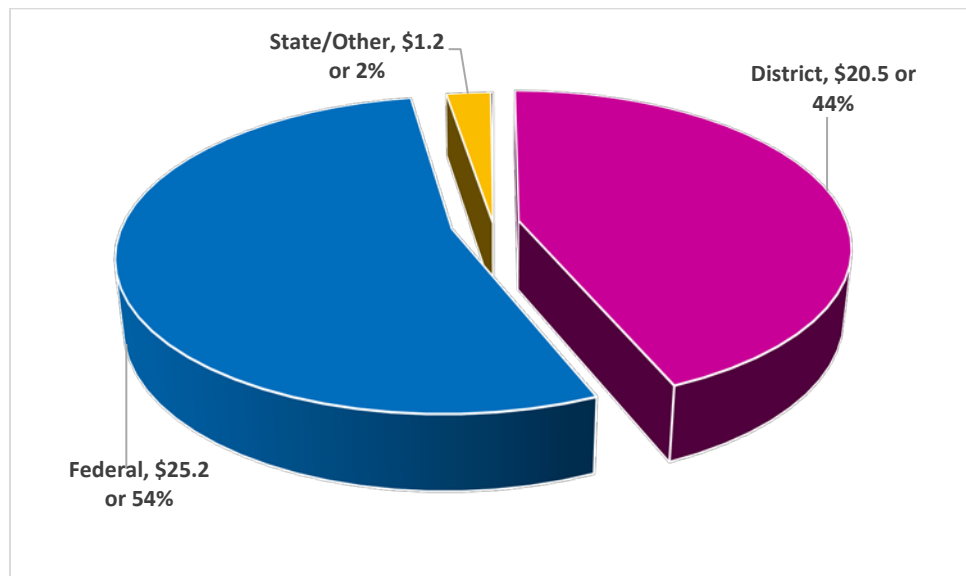
	Total Project	Prior Years	FY 21/22 Budget	Future Years
District	\$209,121,000	70,983,000	20,479,000	117,658,000
Federal	\$418,363,000	168,596,000	25,215,000	224,553,000
State	\$18,307,000	10,964,000	1,178,000	6,165,000
Other Local	\$958,000	660,000	65,000	233,000
Total Expenditures	\$646,749,000	251,203,000	46,937,000	348,609,000

*All dollar amounts are rounded to the nearest thousand.

FY 21/22 CAPITAL BUDGET BY DIVISION
TOTAL FY 21/22 CAPITAL BUDGET = \$46.9 MILLION
(ROUNDED TO MILLIONS)



FY 21/22 CAPITAL BUDGET BY FUND SOURCE
TOTAL FY 21/22 CAPITAL BUDGET = \$46.9 MILLION
(ROUNDED TO MILLIONS)



Capital Project Impact on Operating Budget

Many of the capital projects planned for FY 21/22 will have significant impacts on operations as well as a financial impact on operating revenue and expense. Significant projects impacting operations are detailed below:

- Golden Gate Bridge Suicide Deterrent System (Project 1526, \$204,343,000). The construction phase on the Suicide Deterrent System began in 2018 and is expected to be completed in 2023.
- Gangways and Piers (Projects 0503 and 1441, \$11,863,000 and \$22,560,000, respectively). The project will replace and rehabilitate the existing hydraulic ramp and gangway systems at Sausalito, San Francisco and Larkspur Ferry Terminals.
- Purchase New Ferry Vessel (Project 1940, \$11,000,000). The District seeks to purchase a new, 500-passenger, high-speed ferry vessel in order to improve existing service and 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 of this document.

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

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

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

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

Fiscal Year 21/22 Capital Budget Project List

As done annually, the operating divisions were asked to prioritize their capital projects. The projects included in the FY 21/22 budget consist mostly of ongoing prior year projects to allow project managers to focus and continue work until project completion. There were a number of new projects introduced into the FY 21/22 budget, which were selected after thorough discussions among the operating divisions, the Auditor-Controller, the District Engineer and the General Manager (Please refer to the Division sections for more details on the new projects for FY 21/22). Both operating division and engineering staff resources were considered to determine a reasonable and realistic work plan for FY 21/22.

Some of the projects and equipment requests that were not prioritized for the FY 21/22 Capital Budget were included in the FY 22/23 Capital Project List, which consists of projects that are poised and ready to be included in the FY 21/22 budget pending the availability of staff resources to deliver the project. Creating a list of FY 22/23 capital projects limits the number of projects in the FY 21/22 budget, which serves to reflect a more reasonable and accurate estimate of FY 21/22 expenditures for the District. There are nine (9) projects on the FY 22/23 Capital Budget project list, which are shown on the following page. All projects are included in the 10-Year Capital Improvement Program (see Appendix E).

Through the budget process, each fiscal year the General Manager requests the Board of Directors' authorization move individual projects from the future year's project list to the current year's budget, pending the availability of staff resources. For this budget year, this allows the General Manager the flexibility to move projects from the FY 22/23 list forward as FY 21/22 projects are completed.

FY 22/23 CAPITAL BUDGET PROJECT LIST

Project Name	Total Project Cost
BRIDGE	
Alexander Avenue Slope Strengthening Des/Env	\$500,000
Toll Plaza Administrative Building Main Entry Railing	\$60,000
Stores Building Office Space HVAC Replacement	\$35,000
Toll Plaza Administrative Building Entrance Doors	\$30,000
Subtotal Bridge	\$625,000
FERRY	
Admin Building Roof, Paint Exterior, Restroom Rehab	\$1,500,000
San Francisco Ferry Terminal (SFFT) Security Improvements	\$1,500,000
Subtotal Ferry	\$3,000,000
DISTRICT	
On-Site Medical Trailer Infrastructure	\$250,000
Trailer B Remodel	\$51,000
Video Archive	\$20,000
Subtotal District	\$321,000
Total FY 22/23 Capital Budget Project List	\$3,946,000



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BRIDGE DIVISION PROFILE

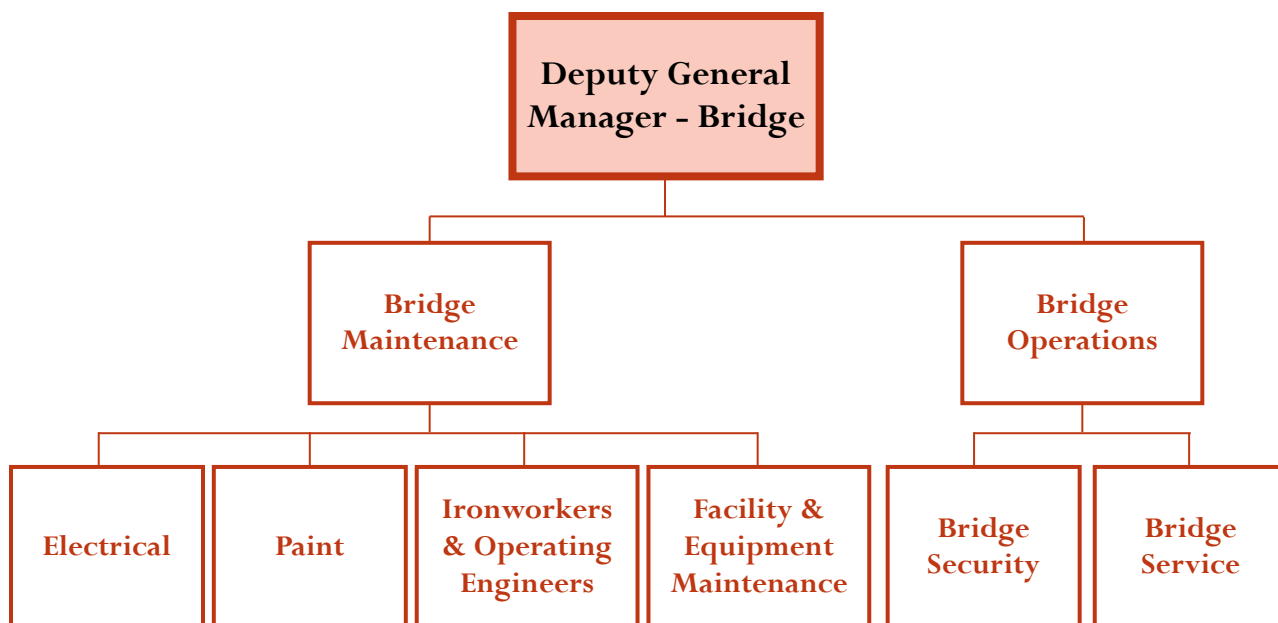
One of the Seven Wonders of the Modern World, the Golden Gate Bridge is one of the most iconic architectural and engineering monuments in the world. For 84 years, the Bridge has represented the uniqueness of San Francisco, the beauty of the Bay Area, and the promise of California. A welcoming gateway to America, the Bridge opened on May 27, 1937, providing a key transportation link between San Francisco and the North Bay. Today, the Bridge is an essential thoroughfare for commuters and tourists with over 40 million vehicles crossing each year and millions of visitors enjoying its splendor. With a main span of 4,200 feet, towers 746 feet tall, and an overall length of 1.7 miles including approaches, the Golden Gate Bridge is an internationally recognized engineering marvel.

Responsibility for the safe and efficient operation and maintenance of the Golden Gate Bridge rests with the Bridge Division. In FY 20/21, the Bridge Division workforce was comprised of 183 skilled craft, security, service, administrative and management employees. The Deputy General Manager of the Bridge Division is responsible for the Bridge, which is comprised of two major organizational units: Bridge Maintenance and Bridge Operations.

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

Bridge Operations is responsible for public safety, security, emergency response and managing the flow of traffic across the Bridge and its approaches. Bridge Operations is comprised of two main functional areas, Bridge Security and Roadway Services. The Bridge Security unit is staffed with 22 Bridge Patrol Officers, 10 Bridge Sergeants, and 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, seven full- and part-time Laneworkers, and a Chief of Roadway Services providing 24/7 traffic control, lane configuration, and incident response on the Bridge and its approaches. The entire Bridge Operations group is managed day-to-day by the Bridge Captain.

BRIDGE DIVISION ORGANIZATIONAL CHART



BRIDGE DIVISION STATUS

A Year Like No Other

Fiscal Year 20/21 shaped up to be a year fraught with challenges and yet rife with opportunities for Bridge Maintenance and Operations forces. The year unfolded amidst the most severe disease pandemic in over a century and the challenges at times seemed insurmountable as to how we would go about keeping our employees safe while simultaneously continuing critical Bridge maintenance and operations activities.

Telecommuting was not an option for 183 Bridge Division employees. Virtually all routine processes and work activities, from tasks as simple as daily punching of a time clock all the way to very complex activities such as suicide intervention, had to be reengineered to include the added dimension of pandemic safety for our forces and the customers and visitors they interact with. New processes and activities also became necessary as the year of the pandemic unfolded. Bridge forces deftly adapted to the ever-changing environment by instituting masking, daily health screening, on-site COVID-19 testing, employee vaccination, evaluating and upgrading facilities and ventilation systems, placing signage, pavement markings, sanitizer and soap dispensers, along with maximizing social distancing in the workplace by such means as rearranging work schedules and adding partitions in workspaces and break areas, among many others.

This truly remarkable team effort on behalf of and by all Bridge Division employees resulted in minimal pandemic impact in terms of employee health and safety and minimal detriment to overall productivity of Bridge forces throughout the fiscal year.

Bridge Maintenance

Despite the challenges, FY 20/21 proved to be a highly productive year for Bridge Maintenance forces. Our most significant ongoing maintenance project, the South Approach Viaduct (SAV) restoration, gained momentum and progress throughout the year. Suspended scaffolding and containment systems were completed for the length of the span during the year and sandblasting, steel repairs, and repainting operations continued at a high rate of production throughout. For perspective on the amount of work being completed, 380 tons of blasting abrasive and 3,230 gallons of paint and primer were applied to the SAV during FY 20/21. Another exciting development for Bridge Maintenance forces during FY 20/21 was the inauguration of the all-new Bridge Painter Apprentice training program. The program added four apprentice bridge painters to the crew and was the culmination of a lengthy collaborative process between the District, Public Employees Union Local 1, the California Labor Federation, and the US Department of Labor.

Notwithstanding the devastating financial effect of the record low Bridge traffic and Bus and Ferry Transit ridership during the COVID-19 shelter-in-place (SIP) orders, the dearth of customers and visitors presented unique opportunities to get work done and Bridge Maintenance forces took full advantage of those. Bridge Painters assisted Ferry Division with a complete repaint of the San Francisco Ferry terminal during the pandemic, work that would normally have to be performed at night. Light vehicle traffic on the Bridge allowed for daytime lane closures to get much needed pavement and street lighting work completed without the need for costly nighttime project work. Light visitor traffic on the sidewalks allowed Bridge

Communications Technicians and Electricians to complete a major upgrade of the Bridge security and communications backbone between the Plaza and the South Tower during daylight working hours. This important upgrade included installing approximately 1.2 miles of single and multi-mode fiber optic network cable to improve reliability and bandwidth and for communications and security data transmission. The light visitation also allowed Bridge maintenance forces to work collaboratively with the National Park Service and the Golden Gate National Parks Conservancy to complete a much-needed pavement rehab in the Battery Trail area adjacent to the Plaza. The project entailed removal of approximately 7,300 square feet of degraded trail surfaces and replacing them with a more durable and aesthetically pleasing seeded aggregate concrete surface.

The large number of District administrative staff assigned to telecommute for pandemic safety allowed Bridge Maintenance forces to perform painting and remodeling work on a large number of office spaces, bathrooms, and break areas at the District's San Rafael and Toll Plaza Administration buildings, including a much-needed refurbishment of the District's Board and Committee meeting rooms. In addition to these projects, the Bridge Electrical shop completed replacement of the second of two large 400kVA emergency standby generators and installation of a full-facility power transfer system to ensure multiple layers of redundancy exist in the event of planned or emergency power outages at the Bridge. The Bridge Paint facilities also received much-needed productivity upgrades by the Facilities Maintenance crew and Ironworkers. These upgrades came in the form of new 1,225 square foot sand and paint storage building along with the completion of a new fully contained abrasive blasting and painting area for fabricated structural components as they are prepped to be installed on the Bridge. The Facilities Maintenance crew and Ironworkers also completed several other important safety improvement projects during the year such as a new catwalk in the South Anchorage House to improve safety for those needing to access electrical and security infrastructure atop of the anchor blocks and a complete rework of deteriorated Bridge sidewalk expansion joint ramps.

Bridge Operations

Fiscal Year 20/21 was an extremely challenging, yet proud and productive year for Bridge Operations forces. The light vehicular, bicycle, and pedestrian traffic on the Bridge eased some of the normal pressure on our Security and Roadway Services personnel, but the COVID-19 pandemic coupled with social and political unease in a hotly contested national election year more than made up for any lack of challenges for our Bridge Operations forces. As has been the case for some time, suicide intervention remained front and center as a critical and core daily activity for Bridge forces with 185 persons being removed from the Bridge for displaying signs of potential for suicide during calendar year 2020.

While the pandemic essentially curtailed special events such as foot races and bicycle tours that frequent the Bridge sidewalks during normal times, the frequency and intensity of First Amendment expressive activities seemed to be at an all-time high this year. These expressive activities were largely orderly, peaceful, and meaningful to the participants, but a small handful of them proved to be disorderly and disruptive. 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. Unpermitted expressive activities or those anticipated to be disruptive to Bridge operations greatly magnify the effort required and challenges faced. Bridge Operations forces along our allied law enforcement agencies managed over a dozen large and small permitted and unpermitted expressive activities successfully and without significant incident

this year. Many important lessons were learned during these challenging circumstances and the interagency collaboration for emergency management between Bridge forces and our allied law enforcement agencies has never been stronger.

Despite the adversity of circumstances during Fiscal Year 2020/2021, our Bridge Security and Roadway Services departments forged ahead with multiple operational and professional development improvement initiatives. New equipment and tactics were deployed for security and counter-terrorism activities such as riot and ballistic shields and weapons upgrades along with improvements to our communications protocols and equipment such as radios capable of the interagency communications that are critical for successful emergency response. Professional development training continued by adapting with necessary pandemic safety protocols. Security Department personnel conducted a half-dozen active-shooter scenario training sessions and personnel attended several multi-agency training sessions for critical incident and armorer training. A new form of training initiative joined the curriculum this year in peer-to-peer crisis intervention training that prepares members of the department to recognize the signs of, and assist colleagues in coping with, the severe stress that frequently accompanies critical incident response activities.

Looking Forward to the Year Ahead

Fiscal Year 21/22 will undoubtedly be a challenging year for the Bridge Division as we struggle with physical and financial recovery from the COVID-19 Pandemic. Some projects slated to start will necessarily be postponed, but our major focus on restoration of the South Approach Viaduct and critical structural repairs identified in the Bridge inspection program along with supporting completion of the Suicide Deterrent System will continue uninterrupted. The Bridge Division will also continue its focus on staff and organizational development in recognition of the talented and dedicated workforce that represents the heart of our operation.

FY 21/22 BRIDGE DIVISION GOALS AND PROJECTS

Bridge Division Goals

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

FY 21/22 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 21/22. Please refer to the Bridge Division's capital project detail for a more detailed description.

- | | |
|---|---|
| SEISMIC | Golden Gate Bridge Wind Retrofit
Seismic Phase IIIB - CM/GC |
| BRIDGE AND FACILITY CONSTRUCTION AND MAINTENANCE | Suicide Deterrent – Construction
Main Cable Access
Toll Plaza Gantry - Design/Construction
Toll System Upgrade |

CHANGES FROM FY 20/21 ACTUAL TO FY 21/22 ADOPTED BUDGET

Revenues

The Bridge Division's FY 21/22 Adopted Revenue of \$118.0 million consists of:

- \$116.6 million from Toll Revenues
- \$0.2 million from Other Operating Income
- \$1.2 million from Investment Income

The Bridge Division's Adopted Revenues for FY 21/22 are forecasted to increase \$7.8 million, or 7.1%, from FY 20/21 Actual. The net increase is primarily due to increase of \$8.3 million in toll revenue and decrease of \$0.1 million in Investment Income and \$0.3 million in Other Operating Income from FY 20/21 Actual. It is District policy not to budget for market valuation gains and losses. FY 21/22 toll revenue includes the third increase of a five-year toll increase plan as approved by the Board in FY 19/20. Due to the traffic shifts from the COVID-19 restrictions, the southbound traffic and revenue for FY 21/22 is projected to grow from 70% to 75% by the end of FY 21/22. (Please see COVID-19 section for traffic growth assumptions.)

Expenses

The Bridge Division's FY 21/22 Adopted Operating Expenses total \$91.9 million. The Bridge Division's Adopted FY 21/22 Budget contains a \$19.4 million, or 26.7%, increase over FY 20/21 Actual expenses. The components of the changes to expenses are summarized in the table on the following page.

**SUMMARY OF CHANGES FROM FY 20/21 ACTUAL TO
FY 21/22 ADOPTED BUDGET
(ALL FIGURES IN MILLIONS)**

Labor	
Increase in salaries due to re-funding of vacant positions	\$4.6
Increase in payroll taxes for FY21/22 due to re-funding of vacant positions	0.3
Increase in PERS contribution due to re-funding of vacant positions and higher contribution rate	5.0
Increase in medical expenses for FY 21/22 due to re-funding of vacant positions and increase in annual costs	2.0
Increase in postemployment benefits (OPEB) for FY 21/22	0.3
Decrease in Workers' Compensation expenses for FY 21/22	(0.9)
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY 20/21	(0.6)
Professional Services	
Increase in consulting fees services due to needs for Bridge inspection services and re-funding District-wide services not implemented in FY 20/21	5.0
Projected increase in District-wide legal services for FY21/22	0.2
Increase in facility maintenance and other services in FY 21/22	0.1
Supplies and Other	
Increase in re-funding commercial paper debt service due to indenture's budgeting requirements	1.4
Increase in repair and operating supplies in FY 21/22 due to the South Viaduct project	0.3
Increase in liability insurance for FY 21/22 due to projected higher rates	1.0
Re-funding in DMV fees in FY21/22 due to lower number of DMV holds in FY20/21	0.4
Capital Contribution and Depreciation	
Increase in depreciation expenses due to completion of FasTrak Equipment upgrade	0.3
Total Change from FY 20/21 Actual to FY 21/22 Adopted Budget	\$19.4

BRIDGE DIVISION OPERATING BUDGET

	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Actual	FY 21/22 Adopted Budget
Revenues				
Toll Revenues	\$ 125,764,310	\$ 106,170,900	\$ 108,351,941	\$ 116,613,300
Other Operating Income	1,319,778	243,100	496,464	195,100
Investment Income	9,855,152	3,500,000	1,339,392	1,200,000
Total Revenues	\$ 136,939,240	\$ 109,914,000	\$ 110,187,797	\$ 118,008,400
Percent Change		-19.7%	0.2%	7.1%
Expenses				
Salaries	\$ 22,443,285	\$ 23,642,700	\$ 20,160,599	\$ 24,769,200
Fringe Benefits	17,910,717	19,220,700	15,389,564	21,447,600
Professional Services	14,845,444	15,124,300	10,500,067	15,788,200
Fuel & Related Taxes	281,358	338,000	311,692	287,500
Repair & Operating Supplies	3,473,838	3,562,500	3,235,628	3,562,200
Insurance, Taxes & Permits	2,419,616	2,843,000	2,116,960	3,569,300
Other	312,606	454,300	276,708	305,400
Lease & Rentals	6,813	1,800	10,612	12,400
Debt Service - Interest Expense	692,000	2,200,000	98,000	1,455,000
Subtotal Expenses	\$ 62,385,677	\$ 67,387,300	\$ 52,099,830	\$ 71,196,800
Capital Contribution	15,000,000	15,000,000	15,000,000	15,000,000
Depreciation	5,256,114	5,761,500	5,431,616	5,685,600
Total Expenses	\$ 82,641,791	\$ 88,148,800	\$ 72,531,446	\$ 91,882,400
Percent Change		6.7%	-17.7%	26.7%
Revenues Over/(Under) Expenses	\$ 54,297,449	\$ 21,765,200	\$ 37,656,351	\$ 26,126,000

Assumptions

- No salary increase for Coalition represented employees since MOU is under negotiations, nor for non-represented employees.
- Includes Employer PERS contribution of 35.43%.
- OPEB costs are included in Fringe Benefits and reflect adoption of GASB 75 which accrues for OPEB costs based on the Annual Required Contribution (ARC) for OPEB benefits.
- \$2.45/gallon for fuel costs for the Bridge Division.
- All fiscal years show the transfer of District Division expense by line item.
- Bridge Division's share of the District Division transfer is \$15.6 million.

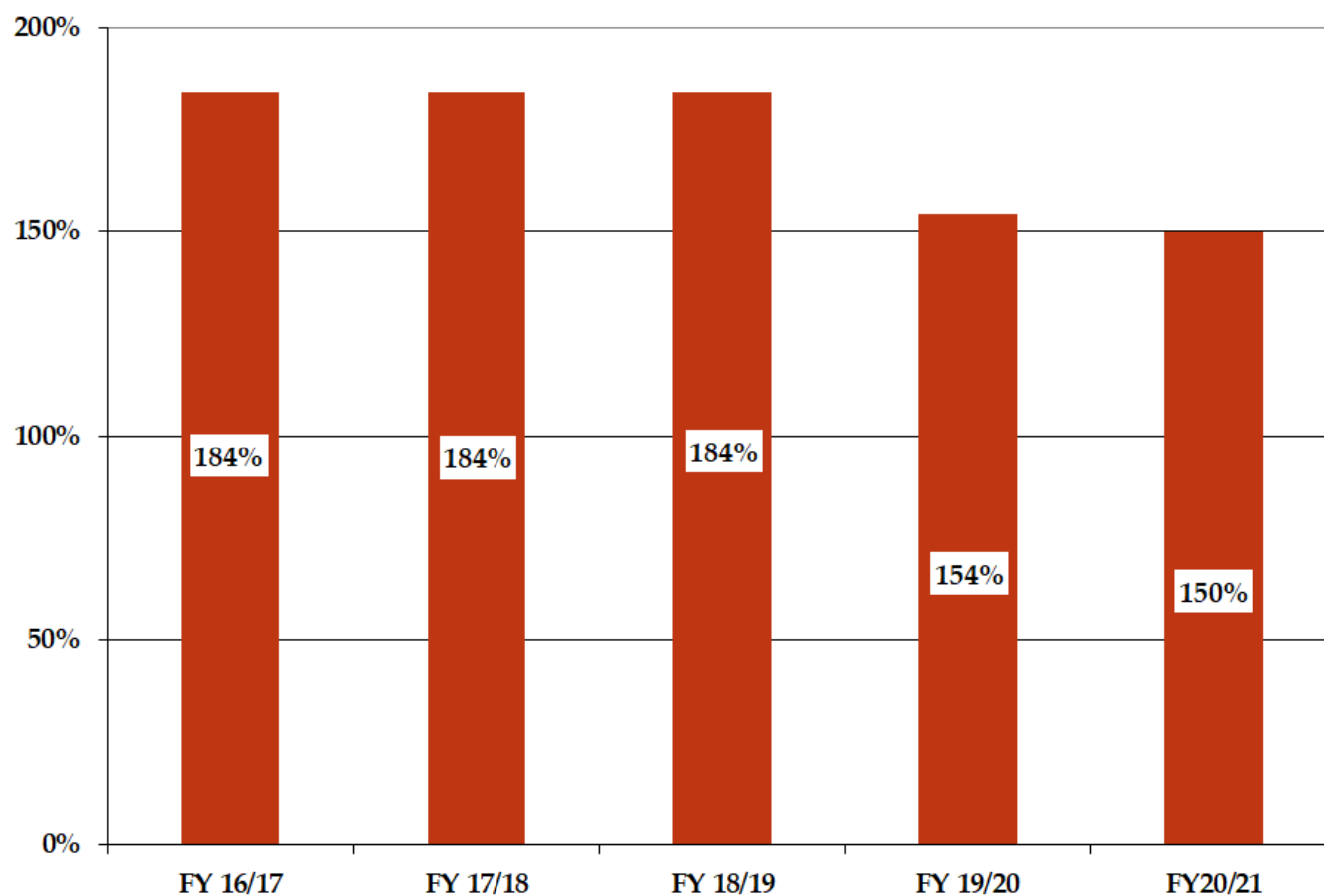
BRIDGE OPERATIONS DATA/COSTS

	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Actual	FY 21/22 Adopted Budget
Toll Revenue	\$125,764,310	\$106,170,900	\$108,351,941	\$116,613,300
Southbound Traffic	16,235,564	13,563,829	13,416,881	14,290,850
Average Toll	\$7.75	\$7.83	\$8.07	\$8.16

BRIDGE DIVISION PERFORMANCE MEASURES

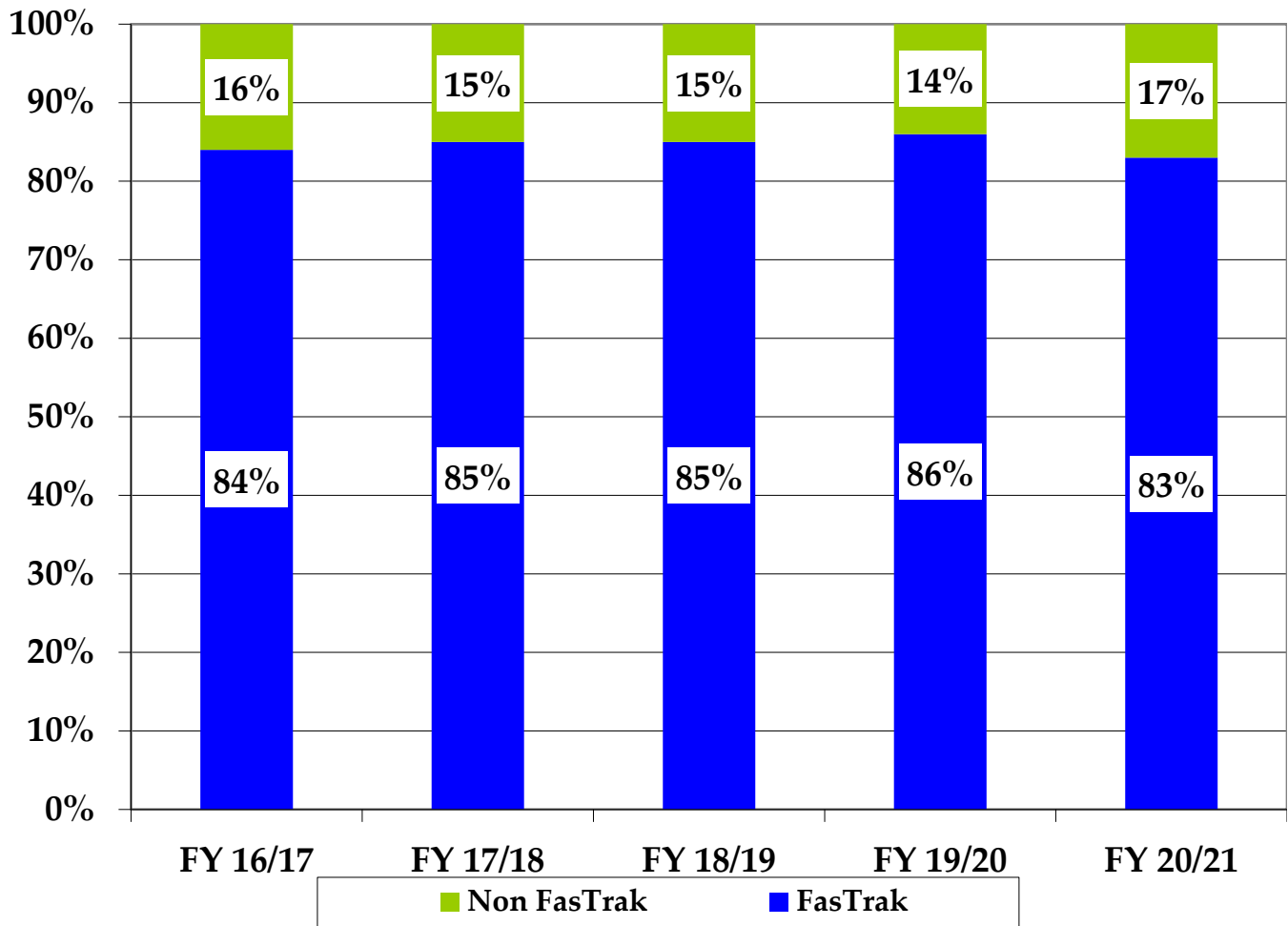
OPERATING REVENUE AS A PERCENTAGE OF TOTAL OPERATING EXPENSE

	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21
Bridge Toll Revenue	\$143,028,555	\$146,567,882	\$146,471,101	\$125,764,310	\$108,351,941
Other Operating Revenue	\$598,493	\$665,258	\$438,869	\$1,319,778	\$496,464
Total Operating Expense*	\$77,953,110	\$79,861,863	\$79,884,306	\$82,641,791	\$72,531,446
Percentage	184%	184%	184%	154%	150%



*Total Operating Expense includes Depreciation and Capital Contribution.

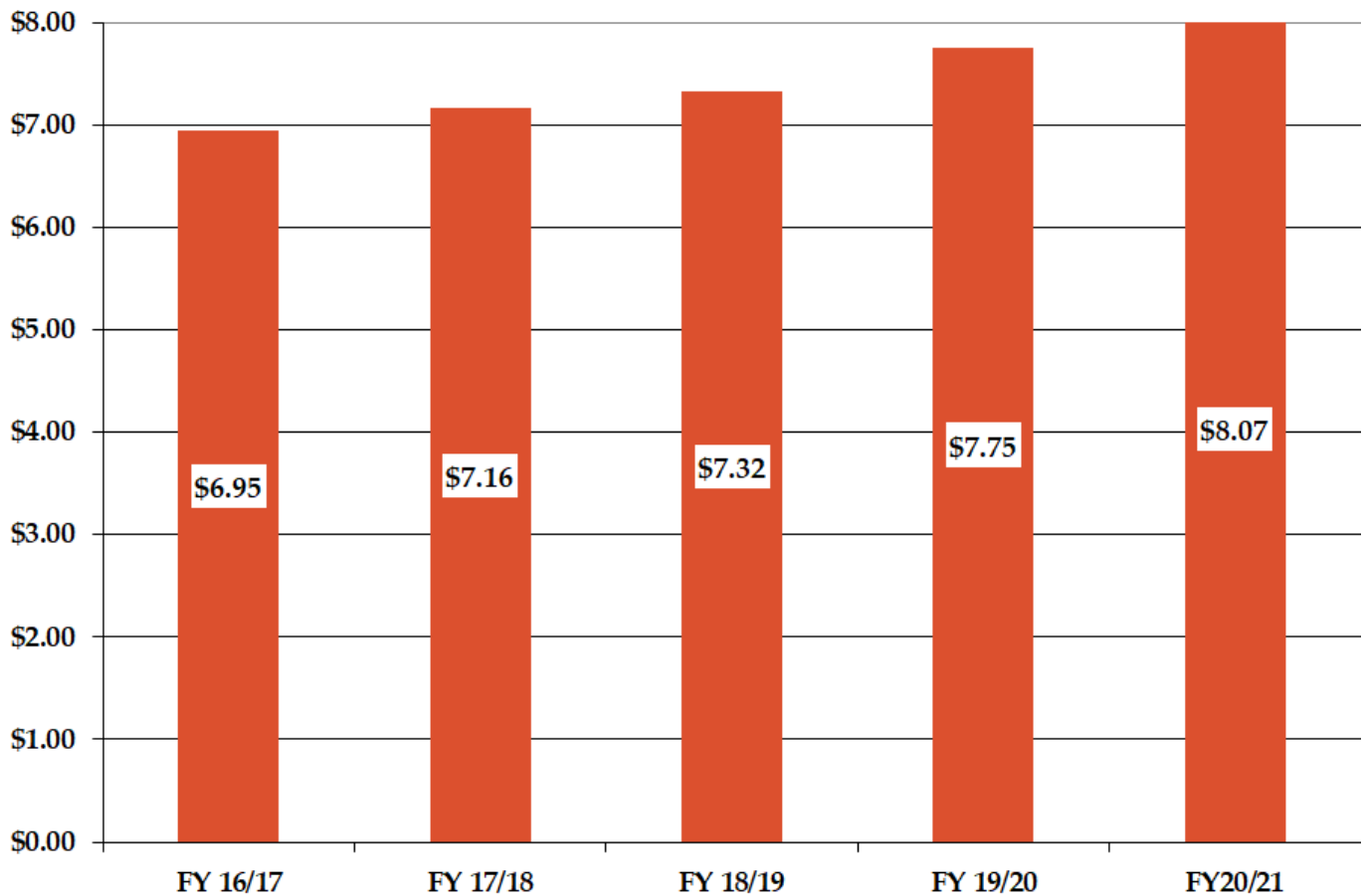
FASTRAK MARKET SHARE



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

AVERAGE TOLL PER SOUTHBOUND VEHICLE

	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21
Total Southbound Vehicles	20,591,603	20,468,552	20,001,670	16,235,564	13,416,881
Bridge Toll Revenue	\$143,028,555	\$146,567,882	\$146,471,101	\$125,764,310	\$108,351,941
Average Toll	\$6.95	\$7.16	\$7.32	\$7.75	\$8.07



BRIDGE DIVISION CAPITAL BUDGET

Program Summary

The FY 21/22 Capital Budget for the Bridge Division totals \$35.7 million and represents 76% of the total agency's capital budget.

Major FY 21/22 capital projects include construction of the Suicide Deterrent System and Wind Retrofit Projects (1526/1528) as well as Seismic Phase IIIB CM/GC (1923).

Actual capital expenditures to date for the Bridge Division during FY 20/21 totaled \$25.04 million, funded with \$8.2 million, or 33%, District funds and \$16.8 million, or 67%, in grant funds (See Appendix C).

BRIDGE DIVISION CAPITAL BUDGET FY 21/22

Project Number and Description	Total Project	Prior Years	FY 21/22 Budget	Future Years	FY 21/22 Funding	
					District	Other
SEISMIC	21,722,000	10,501,000	2,500,000	8,721,000	0%	100%
FY22 - Continuing Projects	21,722,000	10,501,000	2,500,000	8,721,000	0%	100%
1528 - Golden Gate Bridge (GGB) Wind Retrofit (ENG)	11,860,000	9,199,000	1,500,000	1,161,000	0%	100%
1923 - Seismic Phase IIIB - CM/GC (ENG)	9,862,000	1,302,000	1,000,000	7,560,000	0%	100%
BRIDGE	256,704,000	116,395,000	33,233,000	107,076,000	38%	62%
FY22 - New Projects	6,773,000	-	400,000	6,373,000	100%	0%
2221 - South Approach Viaduct Stringer Rehab (BRIDGE/ENG)	5,000,000	-	100,000	4,900,000	100%	0%
2220 - Fort Point Arch Maintenance Access Project (BRIDGE/ENG)	1,773,000	-	300,000	1,473,000	100%	0%
FY22 - Continuing Projects	248,523,000	116,395,000	31,425,000	100,703,000	34%	66%
1526 - Suicide Deterrent - Construction (ENG)	204,343,000	103,040,000	30,000,000	71,303,000	31%	69%
9826 - Main Cable Access(ENG)	13,180,000	2,158,000	25,000	10,997,000	100%	0%
1525 - Toll System Upgrade (FIN)	11,481,000	2,482,000	1,000,000	7,999,000	100%	0%
1820 - Toll Plaza Gantry - Des/Con (ENG)	7,264,000	1,899,000	50,000	5,315,000	100%	0%
1118 - Suicide Deterrent - Design(ENG)	5,543,000	5,478,000	25,000	40,000	100%	0%

Bridge Division

Project Number and Description	Total Project	Prior Years	FY 21/22 Budget	Future Years	FY 21/22 Funding	
					District	Other
1722 - Toll Plaza Pavement Overlay (ENG)	3,500,000	101,000	25,000	3,374,000	100%	0%
1821 - IS Data Center Seismic Retrofit (ENG)	1,500,000	112,000	25,000	1,363,000	100%	0%
1422 - FASTRAK Equipment Upgrade (FIN)	1,000,000	1,016,000	200,000	(216,000)	100%	0%
2121 - Toll Plaza Admin Bldg Elevator Replacement (BRIDGE/ENG)	590,000	107,000	50,000	433,000	100%	0%
2020 - Bridge Admin Office Improvements (BRIDGE)	122,000	2,000	25,000	95,000	100%	0%
Capital Equipment	1,408,000	-	1,408,000	-	100%	0%
2229 - Capital Equipment (FY22) (BRIDGE)	1,408,000	-	1,408,000	-	100%	0%
Total Capital Expenditures	278,426,000	126,896,000	35,733,000	115,797,000	35%	65%
Capital Fund Source - Bridge						
District	116,225,000	45,559,000	12,609,000	58,058,000		
Other	162,201,000	81,337,000	23,124,000	57,739,000		
Total	278,426,000	126,896,000	35,733,000	115,797,000		

Bridge Division FY 21/22 Capital Project Detail

New Projects – Bridge Projects

Project 2221 – South Approach Viaduct Stringer Rehab – \$5,000,000

This project will rehabilitate the stringers and associated framing in Tower Span 2 and Tower Span 3 of the South Approach Viaduct. [Operating Budget Impact: To be determined.]

Project 2220 – Fort Point Arch Maintenance Access Project – \$1,773,000

This project will clean, paint, and rehabilitate the steel members of the Fort Point Arch. The work will require the design, installation, maintenance, and removal of both land based and hanging scaffolding. The scaffolding will be designed, furnished, installed, maintained, and removed by a scaffolding contractor. [Operating Budget Impact: To be determined.]

Continuing Projects – Seismic

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

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

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

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

Continuing Projects – Other Bridge

Project 1526 – Suicide Deterrent – Construction – \$204,343,000

This project will construct a safety net underneath the Bridge to address public health concerns regarding suicides. The stainless-steel net system will be constructed 20 feet below the Bridge. [Operating Budget Impact: To be determined.]

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

This project is for the procurement of access systems and other specialized equipment to perform the restoration work on the main cable of the Golden Gate Bridge. This project includes the design, construction

and installation of the access systems and specialized equipment. The scope of construction will require the replacement of the existing hand ropes and the construction and installation of eight specialized main cable access travelers. [Operating Budget Impact: A reduction of \$10,000 to \$50,000.]

Project 1525 – Toll System Upgrade – \$11,481,000

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

Project 1820 – Toll Plaza Gantry – Design/Construction – \$7,264,000

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

Project 1118 – Suicide Deterrent – Design – \$5,543,000

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

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

Winter storms have caused the Golden Gate Bridge Toll Plaza pavement to deteriorate to the extent that pothole patching is no longer effective. To stop further pavement deterioration and to repair the failing pavement locations, staff will work to design and construct placement of a new asphalt concrete overlay from the south bridge abutment to the Lincoln Boulevard undercrossing. [Operating Budget Impact: A reduction of \$10,000 to \$50,000.]

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

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

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

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

Bridge Division

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

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

Capital Equipment

Project 2229 – Capital Equipment – Bridge – \$1,408,000

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

BRIDGE DIVISION PERSONNEL SUMMARY BY DEPARTMENT

District Staffing by Department	FY 19/20 Year-End	FY 20/21 Budget	FY 20/21 Year-End	FY 21/22 Budget	Net Change FY 20/21 to FY 21/22
Bridge Service 212					
Chief of Roadway Services	1	1	1	1	0
Lane Worker	4	4	4	4	0
P.T. Lane Worker	3	3	3	3	0
Roadway Services Supervisor	4	4	4	4	0
Roadway Services Technician	14	14	14	14	0
Total	26	26	26	26	0
All Electronic Tolling 213					
Electronic Revenue Collection Analyst	2	2	2	2	0
Electronic Revenue Collection Manager	2	2	2	2	0
Total	4	4	4	4	0
Bridge Security 214					
Bridge Captain	1	1	1	1	0
Bridge Lieutenant	3	3	3	3	0
Bridge Patrol Officer	22	22	22	22	0
Bridge Sergeant	10	10	10	10	0
Total	36	36	36	36	0
Bridge Electrical 221					
Chief Electrician	1	1	1	1	0
Chief Plumber	1	1	1	1	0
Communications/Electronics Technician	4	4	4	4	0
Communications/Electronics Technician Supervisor	1	1	1	1	0
Electrical Superintendent	1	1	1	1	0
Electrician	7	7	7	7	0
Total	15	15	15	15	0
Bridge Paint 222					
Bridge Painter	28	28	28	28	0
Chief Bridge Painter	4	4	4	4	0
Chief House Painter	1	1	1	1	0
House Painter	2	2	2	2	0
Paint Laborer	5	5	5	5	0
Paint Apprentice	4	4	4	4	0
Paint Superintendent	1	1	1	1	0
Total	45	45	45	45	0

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

Bridge Division

District Staffing by Department	FY 19/20 Year-End	FY 20/21 Budget	FY 20/21 Year-End	FY 21/22 Budget	Net Change FY 20/21 to FY 21/22
Bridge Ironworkers 223					
Apprentice Ironworker	3	3	3	3	0
Ironworker	15	15	15	15	0
Ironworker Superintendent	1	1	1	1	0
Pusher Ironworker	3	3	3	3	0
Total	22	22	22	22	0
Operating Engineers 224					
Chief Operating Engineer	1	1	1	1	0
Operating Engineer	5	5	5	5	0
Total	6	6	6	6	0
Bridge Mechanics 226					
Body Fender Mechanic	2	2	2	2	0
Chief Mechanic	1	1	1	1	0
Heavy Duty Mechanic	3	3	3	3	0
Total	6	6	6	6	0
Bridge Streets & Grounds 227					
Carpenter	1	1	1	1	0
Cement Mason	1	1	1	1	0
Chief Laborer	2	2	2	2	0
Laborer	11	11	11	11	0
Superintendent of Facilities & Maintenance	1	1	1	1	0
Total	16	16	16	16	0
Bridge Procurement 240					
Buyer	1	1	1	1	0
Lead Storekeeper	1	1	1	1	0
Senior Buyer	1	1	1	1	0
Storekeeper	2	2	2	2	0
Total	5	5	5	5	0
Bridge General & Administration 290					
Administrative Assistant	1	1	1	1	0
Deputy General Manager, Bridge Division	1	1	1	1	0
Total	2	2	2	2	0
Bridge Division Totals					
Total Authorized Positions	183	183	183	183	0
Regular Positions	183	183	183	183	0
Limited Term Positions	0	0	0	0	0

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

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BUS DIVISION PROFILE

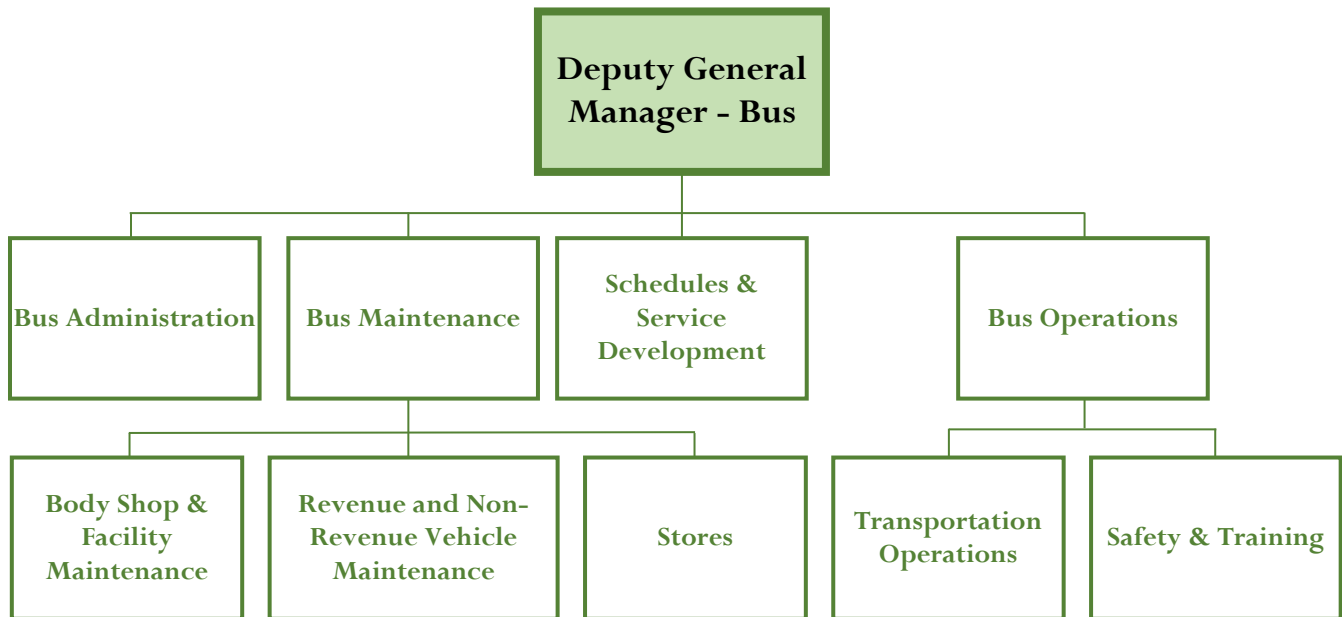
In November 1969, the California State Legislature authorized the District to develop a transportation plan for implementing mass transit in the Golden Gate Corridor. On January 3, 1972, the District began bus service from Sonoma and Marin Counties to San Francisco after the private sector relinquished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

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

Normally, the Bus Division annually operates over 5 million miles and serves over 4.5 million regional and local customers with an active fleet of 176 clean diesel and diesel-electric hybrid buses. However, during the COVID-19 pandemic the Division saw patronage plummet by over 80%, and service hours and miles were reduced by approximately 50% due to low ridership demand. Irrespective of the impacts of the COVID-19 crisis, the Bus Division continued to provide the following transit services, albeit at reduced service levels in most cases:

- Peak-period Transbay and intercounty commute bus service to meet ridership demand along U.S. Highway 101/Golden Gate Corridor.
- Basic weekday and weekend Transbay and intercounty bus service to provide general mobility along the Golden Gate Corridor and meet the needs of essential workers during the COVID-19 pandemic.
- Local bus service provided under an agreement with Marin Transit.
- Intercounty (Sonoma/Marin and East Bay/Marin) bus service supporting regional mobility.
- Express Bus (EBX) service under a limited term agreement with the Bay Area Rapid Transit (BART) System while the Transbay Tube undergoes a seismic retrofit.

BUS DIVISION ORGANIZATIONAL CHART



BUS DIVISION STATUS

Notable Capital Projects in FY 20/21

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

- Work continues with the Information Systems (IS) Department on upgrading our bus scheduling software (Hastus), which will vastly improve various aspects of the operation including real-time travel information for the public and the reliability of our transit system through improved scheduling of bus trips.
- Through the Hastus Upgrade project, staff is also implementing Hastus modules in coordination with ATU 1575 and our IT Department, which are BidWeb, SelfService, and Employee Performance Manager (EPM). An interface to the CrewLine Interactive Voice Recognition (IVR) system is also being implemented. BidWeb will allow our operators to bid work assignments, vacation and time-off requests easily via a mobile application or computer. SelfService will provide a secure environment where employees can consult their daily assignments, enter service delays, request absences, specify preferences for overtime and work, and access their personal work assignment. The Employee Performance Manager (EPM) module is a system designed as part of the HASTUS Daily Operations suite to evaluate employees performance based on employee history, including absences, accidents/incidents, comments, and service assessment remarks as recorded by other HASTUS modules. The CrewLine IVR system is an automated platform that will allow operators the ability to review and confirm their work assignments and receive general easily via phone, as well as reduce the burden on Dispatchers to provide this information manually, allowing them to focus more on other safety and operational aspects of their job.
- The Bus Division and the District's IS Department implemented new transit performance reporting modules with Swiftly, which is a big data platform specifically for public transit. This tool will improve access to data at all levels of the organization, save operational time and money with more efficient run-cutting, and improve overall operational efficiencies across Golden Gate Transit teams.
- Bus Division and IS staffs have been working diligently on improving the INIT Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL) and Automated Passenger Counting (APC) components of the District's Advanced Communication and Information System (ACIS). In particular, staff has made major progress in calibrating the APC component of the INIT data system that serves as part of the ITCS. After several years of intensive analysis and system tuning, the Division is finally able to collect reliable data about passenger boardings and alightings on bus routes via the APCs. In addition, working with IS, the Division has also achieved an important milestone in data processing by making full use of INIT-based actual miles and hours information to report to MTC and FTA.
- Bus Division and IS staffs initiated the system integration of Clipper 2.0 with INIT CAD/AVL this fiscal year, and expected completion is in October 2021. The project involves upgrading the Clipper and INIT software and hardware and provides a new single sign-on feature. A single sign-on will

provide better data quality and an improved bus operator user experience.

- IS and Bus Division staffs partnered on improving the EJ Ward Fueling system, which is critical for dispensing, controlling and monitoring fuel usage for the Division. The Fuel View application software has been upgraded and moved to cloud hosting. Work is currently underway to upgrade the EJ Ward hardware, such as the fuel control terminals and CANceivers with new versions.
- The District continues its work on identifying a new location for the Bettini Transit Center in downtown San Rafael, completing the design process, and moving towards completing the environmental impact review/assessment process.
- As a result of the California Air Resources Board's (CARB) Innovate Clean Transit (ICT) mandate, staff completed a "Roll-out Plan," which outlines how GGT will transition its fleet to zero emission (100% electric or fuel cell) by 2040. Board adoption of the Plan is expected in May 2021. It will address the critical aspects of a transition process, including a fleet replacement schedule, an assessment of commercially available technologies (vehicles and charging systems), facility and infrastructure investment considerations, a power supply and utility grid evaluation, and training requirements.
- A new bus operator breakroom was completed at the San Rafael Transit Center by the Bus Maintenance Department.
- Improvements to the Bus Operator Breakroom and bathrooms were completed at the Division in Novato (D2) by the Bus Maintenance Department.
- Facility improvements were made to the Divisions in Santa Rosa, Novato, San Rafael and San Francisco, as well as the San Rafael Transit Center, to enhance the safety of employees and customers during the COVID-19 pandemic. Some improvements included installation of plastic barriers on counters and tables where personal interactions occur, health screening stations, signage on safety precautions, and social distancing markers.
- Permanent, Plexiglas sneeze guards or door-like barriers were installed in the bus operator compartments of all Golden Gate Transit buses to better protect operators from the COVID-19 virus and other safety threats.

Recruitment and Workforce Development

The Bus Division remains committed to providing reliable service for the citizens of Sonoma, Marin and San Francisco Counties. To do this, we continue to make every effort to recruit and retain a reliable and top-notch workforce. Some of the more notable recruiting and training efforts for FY 20/21 include the following:

- Staff continues to support the worker-driven bus operator apprenticeship program and was successful in obtaining grant funding, in partnership with the ATU, from the federal Department of Labor via the California Labor Federation for mentor training and development. All new bus operator hires are considered apprentices and assigned a mentor when they start with the District. Mentors then serve as a professional resource for them as they become acclimated to the new job.

- As part of the new collective bargaining agreement with the Amalgamated Transit Union (ATU), which was fully executed on March 11, 2021, staff agreed to develop and implement an educational program, in partnership with the ATU, to impress upon the bus operator workforce the importance of coming to work.
- As new technologies and software programs (i.e. Hastus upgrade, Business Intelligence tools, zero emission bus technologies, etc.) are introduced to the operating environment, we have been investing in our team members to allow for optimal usage and/or increased in-house expertise. Doing so allows us to improve operational efficiencies and customer satisfaction, as well as ensure that Golden Gate Transit keeps up with changes in the transit industry.
- Staff continues to offer cross-training and growth opportunities to internal staff by allowing candidates, primarily identified through a competitive process, to fill vacancies as trainees, Provisionals, or in an acting role. This allows staff the ability to learn new skills, grow their experience, develop a broader understanding of how a public transit system operates, and in most cases obtain the necessary qualifications and training to compete for permanent positions.
- Staff continues to implement morale and wellness programs and events including Transit Employee Appreciation Day on March 18, 2021. Other traditional, annual events that we plan to host in the future, as the threat of COVID-19 lessens over time, include our Annual Bus Roadeo and Holiday Breakfasts.

Service Improvements and Interagency Projects

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

- With guidance from Bus Division and Planning staffs, IS quickly developed a COVID-19 Dashboard, which synthesized and reflected data on passenger counts, maximum bus loads, passenger “pass-up” counts, back-up bus trip data, and other system performance information that were critical for monitoring and responding to service impacts as a result of the evolving COVID-19 pandemic. The Dashboard was a critical tool for helping Operations staff make swift decisions about how to manage and shape service with the changes in ridership.
- In February 2019, a contract with BART was established to operate “Early Bird Express” (EBX) Routes 704 and 705 to connect passengers at the MacArthur and El Cerrito del Norte BART Stations and downtown San Francisco’s Salesforce Transit Center. Our partnership will continue through the next fiscal year.
- Staff will continue to work closely with partner transit agencies in Sonoma, Marin and San Francisco to improve connectivity and service reliability, especially as we all recover from the COVID-19 crisis and respond to other emergency situations (i.e. wildfires) when mutual aid is requested. This fiscal year, such emergencies included the LNU Lightning Complex Fires in Sonoma County and the COVID-19 pandemic.

- Staff continues to respond to service coordination and health and safety recommendations (i.e. mask compliance surveys on buses, disinfection efforts, social distancing guidelines, etc.) from MTC's Blue Ribbon Task Force (BRTF) and other regional and county COVID-19 focus groups/task forces that serve to rebuild public confidence in and grow ridership on the Bay Area's transit network.
- Continuous reviews of and improvement efforts with respect to operational policies and service levels will continue through next fiscal year, especially in light of the impacts on ridership demand and operating efficiencies resulting from the COVID-19 pandemic.

Improvements for Shaping a Safe, Secure and Productive Working Environment

Shaping a safe and secure environment for employees and our customers is the top priority in the Bus Division. We further believe that by creating an environment in which our employees feel safe, secure and supported, increased productivity will result. The following are some activities we initiated or are continuing to implement in FY 20/21:

- Staff completed a Public Transportation Agency Safety Plan (PTASP), as required by the Federal Transit Administration (FTA), which was adopted by the Board of Directors in October 2020. An accompanying Safety Management System Implementation Plan (SMS-IP) has been developed that builds on the existing safety initiatives and programs at GGT. Elements of the SMS IP Plan are currently being implemented, and recertification of the District's PTASP with the FTA will occur annually.
- As part of a larger Bus Operations communications initiative for enhancing system safety, operational efficiency and inclusiveness, an opt-in text messaging service has been implemented to provide employees, who spend most of their workday in the field, communication and timely notifications of safety, operational, and administrative information.
- In response to the threat of the COVID-19 pandemic, the Bus Maintenance Department implemented enhanced cleaning and sanitization processes and precautionary measures on all vehicles and in all facilities. Some of the measures implemented onboard vehicles include a protective, door-like barrier in the bus operator compartment, seat straps across bus rows to facilitate social distancing, increased maintenance of the HVAC systems, and hand sanitizer and face mask dispensers. We will continue to maintain vehicles and facilities as needed for protecting the health and safety of both our employees and our customers.
- Staff worked closely with the District's Procurement Department to obtain Personal Protective Equipment (PPE) supplies and vending machines to automatically dispense them at the Divisions in Santa Rosa, Novato and San Rafael. Another critical project that our teams accomplished together included purchasing large, sturdy tents and equipment to create outdoor breakrooms for bus operators to allow for adequate social distancing, as well as to establish the COVID-19 testing site at the San Rafael Division.
- The Bus Division will continue to promote a safety mindset by extending the Bus Operator Safety Awards Program this fiscal year and formally recognizing operators who drove safely without any preventable accidents in 2020.

- In partnership with the District Secretary's Office and the Information Systems Department, staff continues to digitize records and key documents in accordance with the District's Record Retention Policies. This project will allow for disaster recovery in the event of a natural disaster/emergency. It will also promote efficient work processes, optimize file management, reduce clutter and paper storage, and conserve resources.

Maintenance Activities and Other Projects

Ensuring that our facilities remain in a state-of-good-repair and are equipped with the necessary equipment to support our evolving fleet and staffing needs is very important to us. Our top priorities continue to include better preparing our facilities for potential public safety power shutoffs, natural disasters and emergencies, as well as improving bus operator gathering and office areas to maximize staff productivity, enhance morale, and support a professional environment equipped with relevant technologies. Our capital program outlines other maintenance needs and projects that are critical for continued operational efficiency, effectiveness, and compliance with applicable mandates/regulations.

FY 21/22 BUS DIVISION GOALS AND PROJECTS

Bus Division Goals

EFFICIENCY Support and implement technology projects and process and procedure improvements to increase operation, performance and safety cost-effectiveness.

ACCESS Expand opportunities for external customer convenience at bus stops, during travel, and for providing input on Golden Gate Transit services. Partner with internal customers to provide the best service.

MAINTENANCE Improve Bus Fleet configuration and preventive maintenance to meet customer needs and comply with various laws/regulations.

FY 21/22 Project Focus

The following are capital projects that affect the Bus Division and will be part of the District's workplan focus for FY 21/22. Please refer to the Bus Division's Capital project detail for more description.

FACILITIES D3 Bus Facility Parking Lot Rehabilitation Project
D2 Pavement & Remediation SRTC Relocation Design/Environmental

BUS OPERATIONS Zero Emission Bus (ZEB) Infrastructure Design
Automated Passenger Counting (APC) National Transit Database (NTD) Certification Software
Safety Management System (SMS) Software

CHANGES FROM FY 20/21 ACTUAL TO FY 21/22 ADOPTED BUDGET

Revenues

The Bus Division's FY 21/22 Adopted Revenues of \$36.2 million consists of:

- \$6.5 million from Regional Fares
- \$17.0 million from Federal, State and Local Operating Grants
- \$2.5 million from Other Operating Income
- \$10.2 million from the Marin Local Service Contract

The Bus Division's Adopted Revenues for FY 21/22 are projected to increase by \$3.6 million, or 11.2%, compared to FY 20/21 Actual. This net increase is primarily attributed to a projected increase of \$3.6 million in Bus fare revenue and \$0.1 million in federal, state and local operating grants and decrease of \$0.1 million in other operating revenue. The FY 21/22 Transit fares include the final year of a five-year fare increase plan as approved by the Board. The projected regional ridership is forecasted to grow from 25% to 60% by end of FY 21/22. Fare revenue is projected at \$6.5 million for FY 21/22 using these growth rates. (Please see the COVID-19 Impacts section for ridership growth assumptions.)

One-Time Revenue: The Bus Division has received a significant amount of one-time funding for a total of \$78.5 million. Bus received \$37.1 million in CARES Act funding of which \$31.6 million was expensed in FY 19/20 and \$5.5 million was allocated in FY 20/21. Bus received \$14.1 million in the first tranche and \$27.4 million in the second tranche of CRRSAA funding, which were expensed in FY 20/21. Lastly, because the District received CARES Act funding in FY 19/20 and CRRSAA funding in FY20/21, toll funds are available in FY 21/22 in the amount of \$16.4 million.

Expenses

The Bus Division's FY 21/22 Adopted Operating Expenses total \$102.0 million. The Bus Division's FY 21/22 Adopted Budget contains a \$12.9 million, or 14.5%, increase in operating expenses over FY 20/21 actual expenses. Transit service levels are budgeted to be able to restore service from 55% to 75% of pre-COVID levels. The components of the changes to expenses are summarized in the table on the following page.

**SUMMARY OF CHANGES FROM FY 20/21 ACTUAL TO
FY 21/22 ADOPTED BUDGET
(ALL FIGURES IN MILLIONS)**

Labor	
Increase in salaries due to re-funding of vacant positions	\$7.0
Increase in payroll taxes for FY 21/22 due to re-funding of vacant positions	0.5
Increase in PERS contribution due to a re-funding of vacant positions and higher contribution rate	2.0
Increase in medical expenses for FY 21/22 due to re-funding of vacant positions and increase in annual costs	1.8
Increase in postemployment benefits (OPEB) for FY 21/22	0.3
Decrease in Workers' Compensation expenses for FY 21/22	(1.7)
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY 20/21	(0.5)
Professional Services	
Projected increase in District-wide professional services fees for FY 21/22	0.4
Increase in Bus professional services for FY21/22	0.3
Projected increase in District-wide legal services for FY 21/22	0.1
Decrease in contracted maintenance and security services for FY 21/22	(0.1)
Decrease in FY 21/22 District Division temporary help services compared to FY 20/21	(0.1)
Supplies and Other	
Increase in projected fuel costs due to lower than anticipated price per gallon in FY 20/21	1.5
Projected increase in repair and operating supplies FY 21/22	0.2
Increase in liability insurance for FY 21/22 due to projected higher rates	1.2
Re-funding of staff development expenses unused in FY 20/21	0.2
Projected increase in leases for FY21/22	0.1
Capital Contribution and Depreciation	
Decrease in depreciation due to the write-off of obsolete ACIS radio equipment	(0.3)
Total Change from FY 20/21 Actual to FY 21/22 Adopted Budget	\$12.9

BUS DIVISION OPERATING BUDGET

	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Actual	FY 21/22 Adopted Budget
Revenues				
Regional Transit Fares	\$ 11,976,582	\$ 6,907,400	\$ 2,966,251	\$ 6,549,600
Other Operating Income	3,428,343	2,443,200	2,614,500	2,483,800
State Operating Income	19,009,692	14,642,500	16,770,017	16,977,500
Federal Operating Income	69,876	-	37,834	-
Other Operating Income (MT*)	11,435,400	9,550,500	10,156,817	10,170,100
Subtotal	\$45,919,893	\$33,543,600	\$32,545,419	\$36,181,000
CARES Act	31,533,334	-	5,517,981	-
CRRSAA-1 st Tranche	-	-	14,101,168	-
CRRSAA-2 nd Tranche	-	-	27,372,705	-
Toll Revenue Carryover	-	-	-	16,450,600
Subtotal	\$31,533,334	-	\$46,991,854	\$16,450,600
Total Revenues	\$ 77,453,227	\$ 33,543,600	\$ 79,537,273	\$ 52,631,600
Percent Change		-56.7%	137.1%	-33.8%
Expenses				
Salaries	\$ 40,953,182	\$ 44,881,610	\$ 33,538,689	\$ 40,555,600
Fringe Benefits	37,459,800	39,365,500	36,752,793	39,140,100
Professional Services	5,266,418	5,059,000	4,577,494	5,162,000
Fuel & Related Taxes	3,206,425	3,506,500	2,111,992	3,553,400
Repair & Operating Supplies	3,874,311	4,215,800	3,825,344	4,150,100
Insurance, Taxes & Permits	1,051,604	2,193,300	1,268,415	2,492,200
Purchased Transportation	1,647,984	1,943,200	1,486,646	1,442,400
Other	448,120	699,000	254,144	443,100
Lease & Rentals	732,732	976,200	883,177	944,400
Subtotal Expenses	\$94,640,576	\$102,840,110	\$84,698,694	\$97,883,300
Capital Contribution	2,000,000	2,000,000	2,000,000	2,000,000
Depreciation	1,736,277	2,414,500	2,400,008	2,137,900
Total Expenses	\$ 98,376,853	\$ 107,254,610	\$ 89,098,702	\$ 102,021,200
Percent Change		9.0%	-16.9%	14.5%
Revenues Over/(Under) Expenses **	(\$20,923,626)	(\$73,711,010)	(\$9,561,429)	(\$49,389,600)

*Marin Transit Contract Revenue

** The remaining balance for FY 20/21 is covered from excess funds produced by the Bridge Division.

Assumptions

- No salary increase is included for Coalition represented employees whose MOU is under negotiation nor for non-represented employees. No budgeted salary increase is included for any employees since none have been negotiated.
- Includes negotiated ATU Pension contribution (32.5%) and Employer PERS contribution (35.43%).
- OPEB costs are included in Fringe Benefits and reflect adoption of GASB 75 which accrues for OPEB costs based on the Annual Required Contribution (ARC) for OPEB benefits.
- \$2.45/gallon for fuel costs for the Bus Division.
- All fiscal years show the transfer of District Division expense by line item.
- The Bus Division's share of the District Division transfer is \$15.5 million.

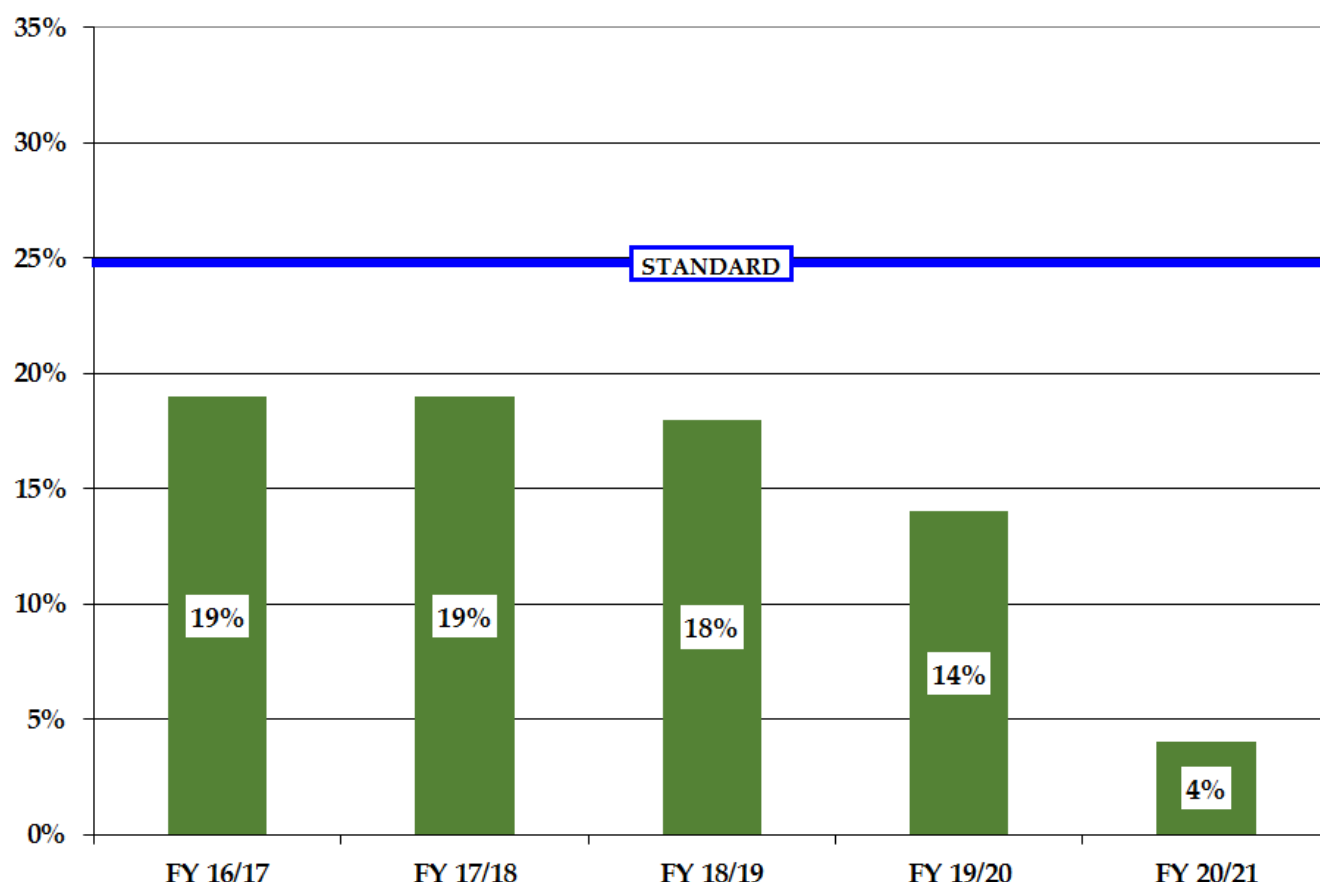
BUS OPERATIONS DATA

	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Actual	FY 21/22 Adopted Budget
Regional Transit Fares	\$11,976,582	\$6,907,400	\$2,966,251	\$6,549,600
Regional Ridership	2,279,801	1,267,717	651,530	1,482,252
Average Fare	\$5.25	\$5.45	\$4.55	\$4.42
Cash Fare Cost of Transaction per Patron	\$0.68	\$1.24	\$1.40	\$0.63
Clipper Fare Cost of Transaction per Patron	\$0.34	\$0.66	\$0.95	\$0.73

*Due to the higher percentage increase in local ridership, the average fare remains flat.

BUS DIVISION PERFORMANCE MEASURES

BUS TRANSIT FARE RECOVERY



Measure: Fare Recovery – regional farebox revenue over all Bus Division expenses except those offset by received Marin Transit Local Service Revenue.

Standard: Fare Recovery Ratio: Standard is 25%, based on the Golden Gate Bridge District’s Short Range Transit Plan (SRTP).

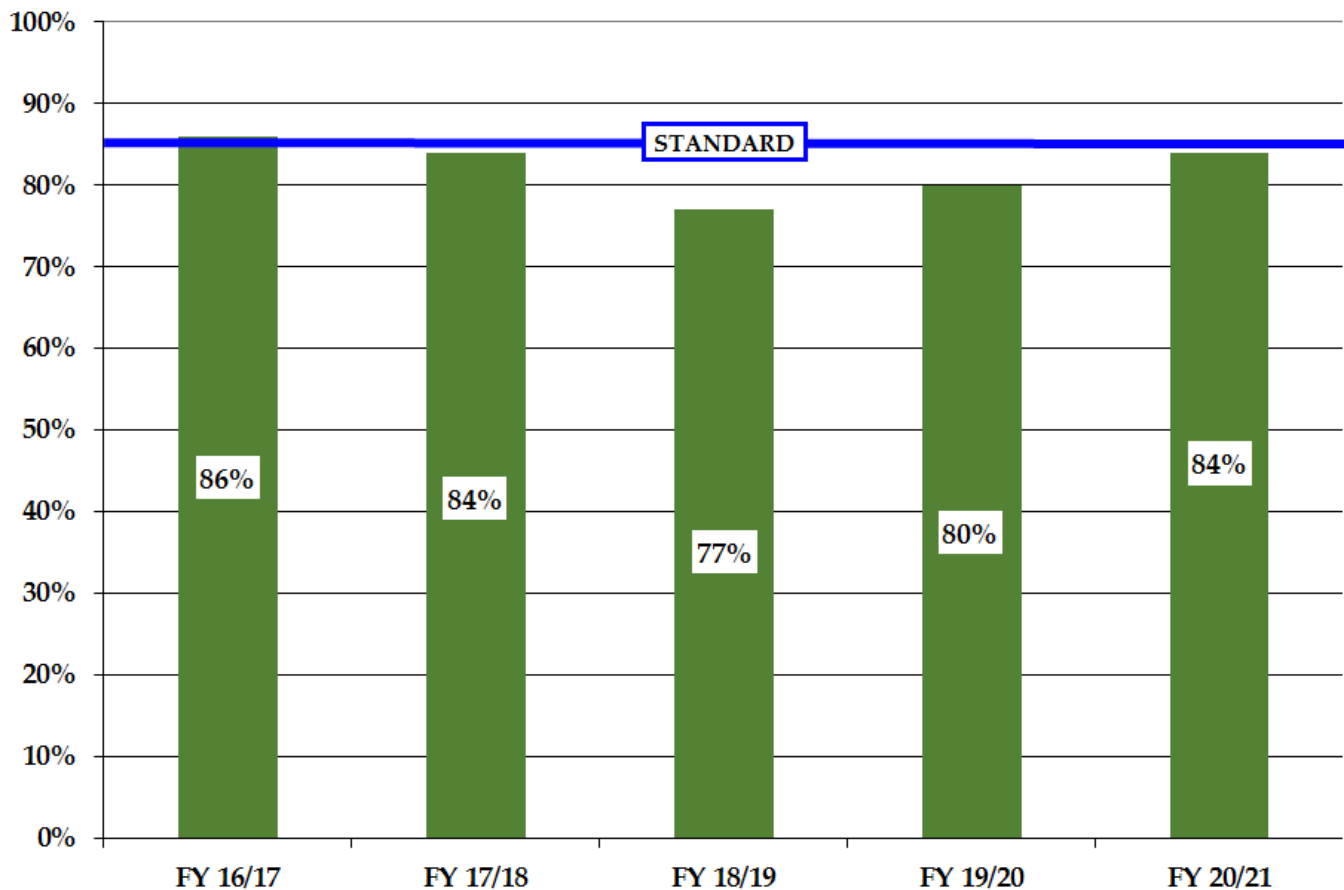
Note: The fare recovery may differ from farebox recovery calculation reported in the SRTP. All Bus Division operating expenses exclude Marin Transit (MT) expense equal to MT revenue, based on the contract with MT. Strategies to improve fare recovery include:

- Increasing its fares effective July 1, 2021.
- Reducing operating expenses during the COVID-19 pandemic (i.e., suspending lightly used service while shelter-in-place orders are in effect and scaling back existing routes and trips to focus on higher utilized corridors such as U.S. Highway 101).
- Seeking increased ridership opportunities (i.e., encouraging regional and local governments to implement transit priority projects and promote future development around existing transit service, etc.).

BUS TRANSIT PERCENTAGE OF TRIPS OPERATING ON TIME

Measure: Scheduled service times and actual service times at key time points.

Standard: Operate on-schedule 85% of the time, based on the Golden Gate Bridge District's SRTP.



Note: On-time performance (OTP) includes only Golden Gate Transit Regional service and Commute services and excludes Marin Transit local service operated by GGT. In FY 18/19, OTP calculation changed from manual point checks to use data collected from CAD/AVL. This included all routes, trips and timepoints for the entire year with the exception of Fridays. Effective FY19/20, OTP also includes Friday data and further refined OTP methodology. For these reasons, FY18/19 and newer results are not directly comparable to prior years.

It is important to note that OTP improved dramatically in the last few months of FY19/20 and the first few months of FY20/21 due to the reduction in traffic during COVID-19 restrictions. However, monthly OTP for June 2021 fell to 77% compared to 89% for June 2020.

Bus Division is focusing on the following areas to improve on-time performance:

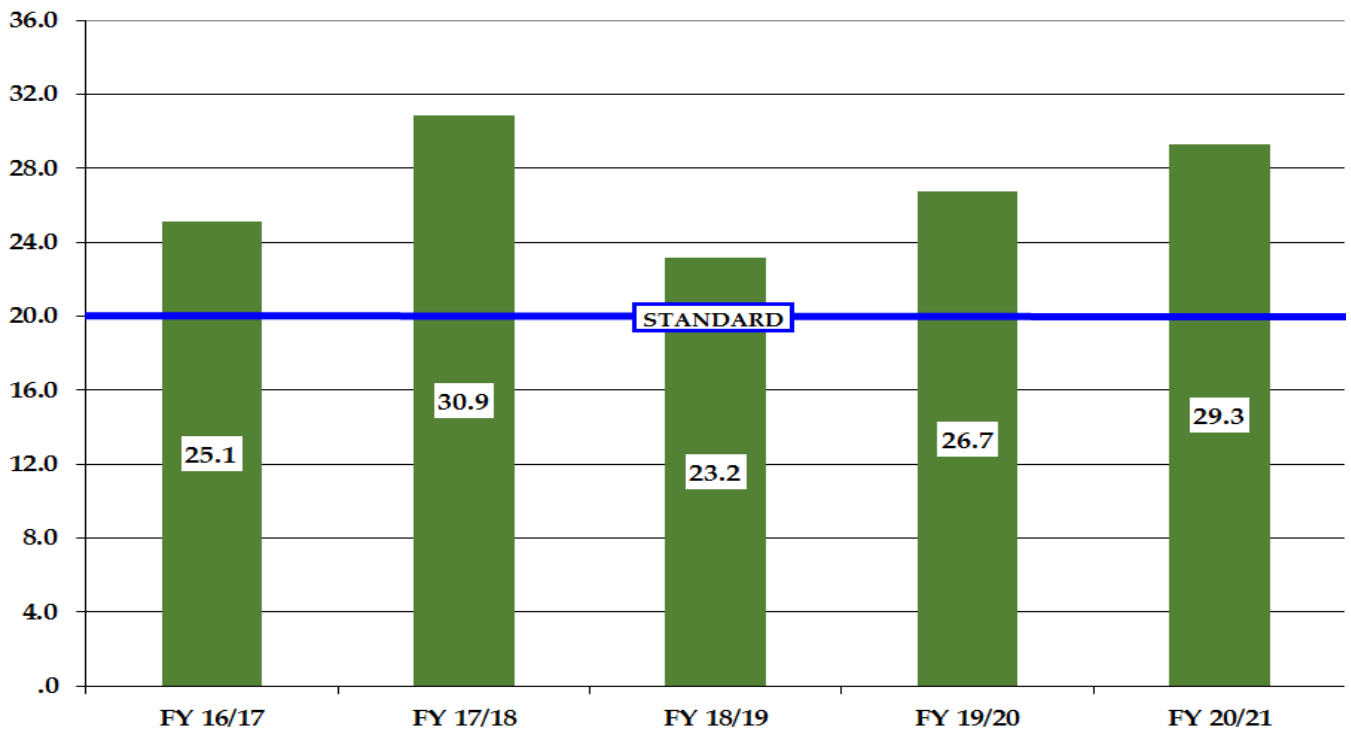
- Continue to develop more accurate schedules based on data obtained from CAD/AVL system as well as deploying Swiftly and Hastus ATP tools to streamline running time analysis.
- Also using CAD/AVL data to identify areas contributing to congestion slowdowns and reviewing

route alignments to bypass congested local streets in favor of faster and more reliable alignments that meets customers needs.

- Working with the Metropolitan Transportation Commission (MTC), Transportation Authority of Marin (TAM), Sonoma County Transportation Authority (SCTA) and Caltrans to expand and coordinate carpool hours on U.S. Highway 101 in Marin and Sonoma Counties.
- Collaborating with MTC, Caltrans and the City of Richmond to improve transit access approaching and crossing the Richmond-San Rafael Bridge.
- Working with the City & County of San Francisco to speed up bus travel on city streets with the implementation of the Van Ness Bus Rapid Transit infrastructure, Bus/HOV lanes on Mission and Lombard Streets, and other projects as the opportunity presents itself.

BUS MECHANICAL FAILURE RATE
ALL CHART NUMBERS IN THOUSANDS

	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Mechanical Failures	169	137	180	148	82
Revenue Miles	4,248,934	4,228,479	4,176,117	3,956,843	2,404,033
Miles/Breakdown	25,142	30,865	23,201	26,735	29,317



Measure: Miles between in-service mechanical failures.

Standard: No more frequent than 1 per every 20,000 miles, based on the Golden Gate Bridge District's SRTP.

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

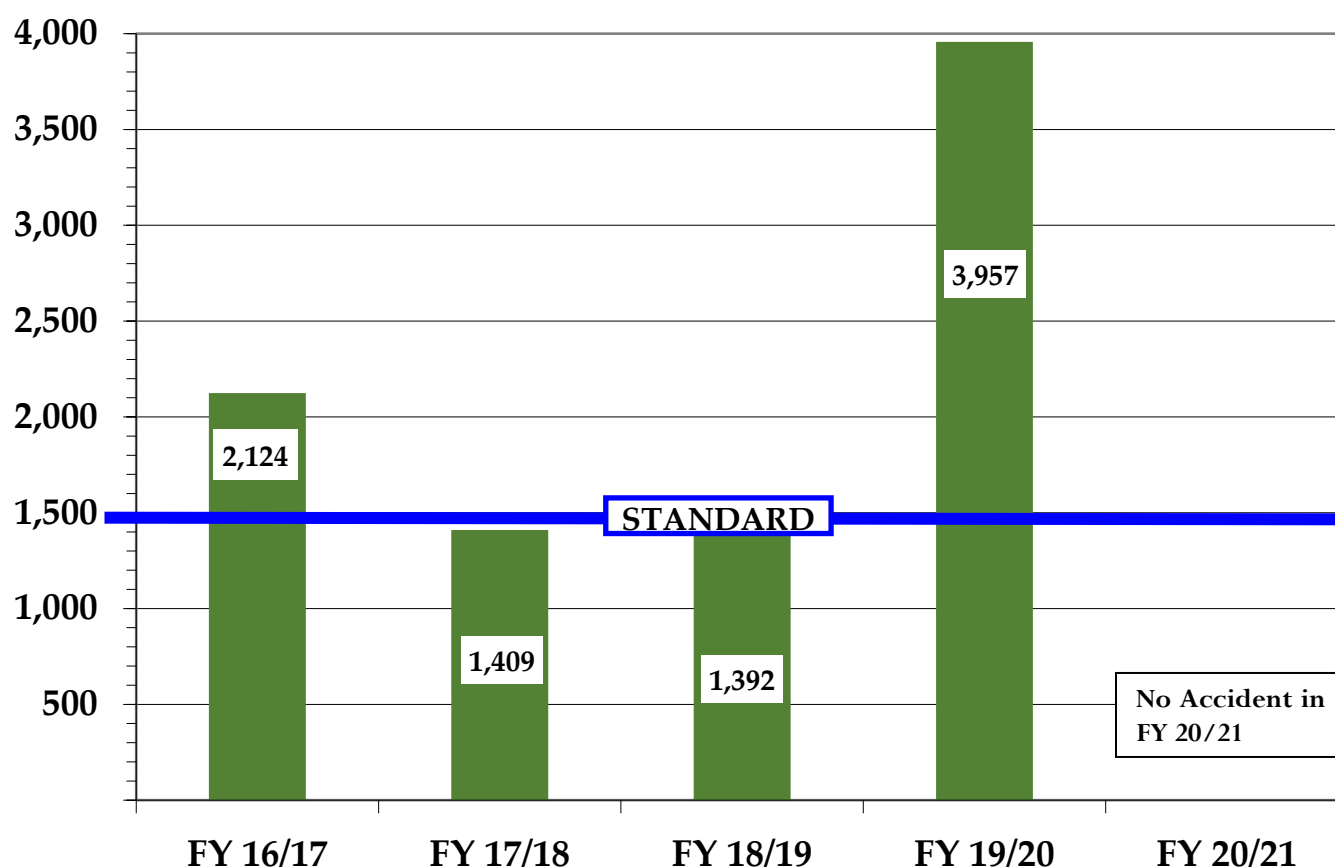
- Following a timely fleet replacement strategy to ensure that the Golden Gate bus fleet is as modern and reliable as possible.
- Performing an aggressive preventive maintenance program to ensure that vehicle systems are inspected and serviced on systematic intervals that optimize vehicle reliability.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

BUS ACCIDENT RATE (MILES BETWEEN ACCIDENTS)
ALL CHART NUMBERS IN THOUSANDS

	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Accidents	2	3	3	1	0
Revenue Miles	4,248,934	4,228,479	4,176,117	3,956,843	2,404,033
Miles/Accident	2,124,467	1,409,493	1,392,039	3,956,843	0

Measure: Miles between in-service accidents.

Standard: No more frequently than 1 per every 1,000,000 miles, based on the Golden Gate Bridge District's SRTP.

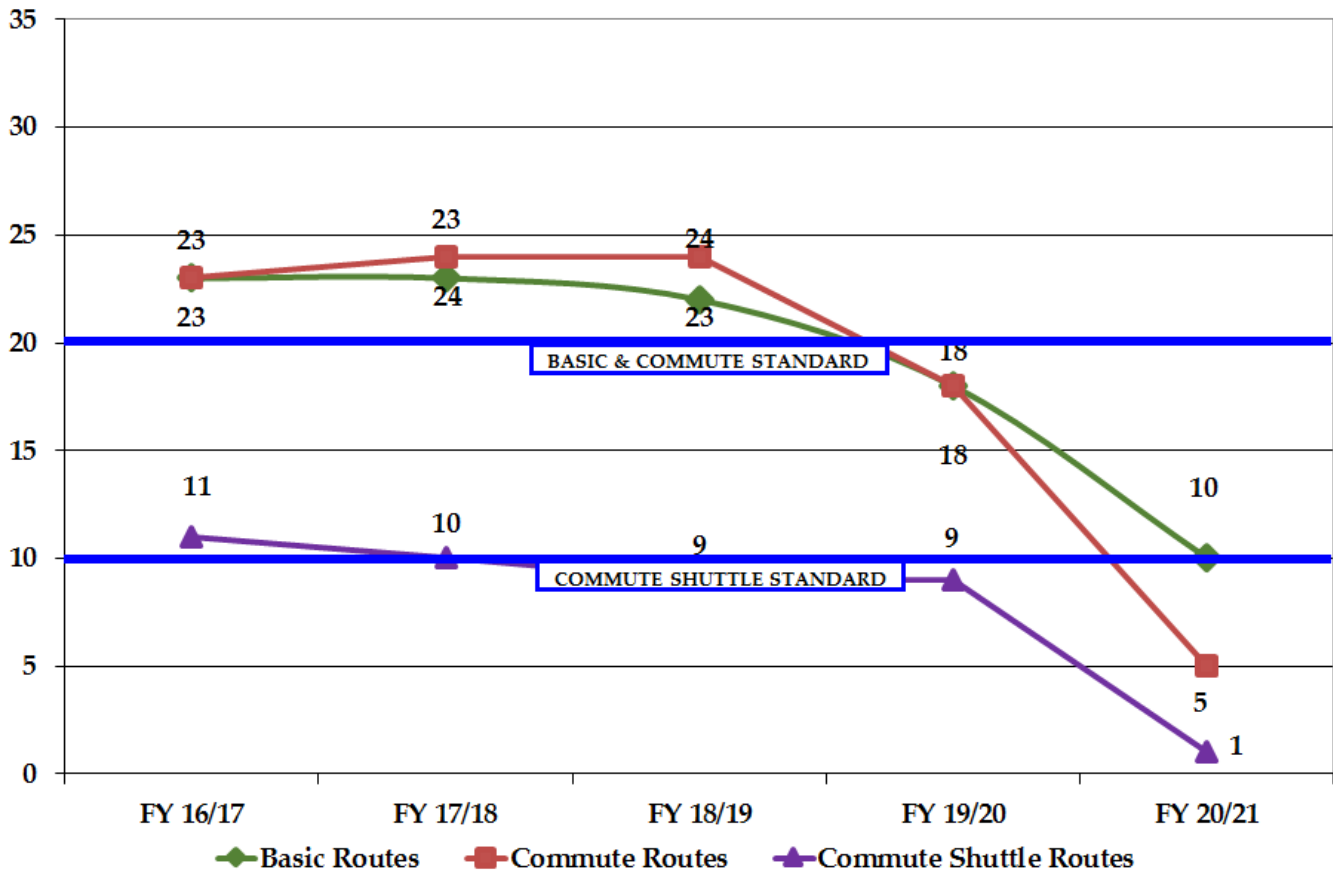


Note: Only include Regional service (no Marin Transit local service). The Bus Division is attempting to continue its excellent low bus accident rate by:

- Actively reviewing training with each operator in annual VTT classes safety issues such as space cushion driving, bus turning radius and tail swing, backing up by using a helper and sharing the road with cyclists.
- Following up with operators when accident patterns emerge that indicate poor habits. One-on-one retraining in some instances.
- Holding monthly Driver Safety Committee meetings with the Management/Union team to allow active and timely reviews of accident-causing situations that are then addressed by appropriate parties.

BUS PASSENGERS PER TRIP

	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Basic Routes	23	23	22	18	10
Commute Routes	23	24	24	18	5
Commute Shuttle Routes	11	10	9	9	1



Measure: Bus Passengers per Trip.

Standard: 20 for Basic and Commute routes, and 10 for Commute Shuttle routes, based on the Golden Gate Bridge District's SRTP.

Note: Only include Regional service (no Marin Transit local bus service). Some Performance Measures data for previous years have been amended due to final audit adjustments. The Bus Division is hopeful that future health orders will allow a safe increase in ridership to pre-pandemic levels. To that end, the District continues to support this performance measure by:

- Encouraging regional and local governments to promote employment and residential growth around existing transit service to boost transit ridership.
- Working with TAM, MTC, and Caltrans to increase capacity at park-and-ride lots within Marin County that were commonly filled to capacity, pre-COVID-19.
- Regularly adjusting routes and trips to meet evolving service demands.

BUS DIVISION CAPITAL BUDGET

Program Summary

The FY 21/22 Capital Budget for the Bus Division totals \$1.7 million and represents 4% of the total agency's capital budget. Major work and financial investment in FY 21/22 focuses on continuing projects, such as replacing 67 buses with hybrid buses (1730), remediating and resurfacing the D2 parking lot (2132), and resurfacing the D1 employee parking lot (1431).

Actual capital expenditures to date for the Bus Division during FY 20/21 totaled \$11.0 million, funded with \$7.6 million, or 69%, District funds and \$3.4 million, or 31%, grant funds (See Appendix C).

Completed Projects

Two (2) Bus Division Capital Projects will be completed in FY 20/21.

Project 1831 – Replace Twenty (20) Paratransit 22’ Gas Cutaways – \$2,160,000

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

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

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

BUS DIVISION CAPITAL BUDGET FY 21/22

Project Number and Description	Total Project	Prior Years	FY 21/22 Budget	Future Years	FY 21/22 Funding District	Other
BUS	90,443,000	72,635,000	1,667,000	16,141,000	68%	32%
FY22 - New Projects	2,725,000	-	280,000	2,445,000	100%	0%
2232 - Santa Rosa (D3) Bus Facility Parking Lot Rehabilitation Project (BUS/ENG)	2,475,000	-	100,000	2,375,000	100%	0%
2230 - Automated Passenger Counting (APC) National Transit Database (NTD) Certification Software (BUS/IS)	150,000	-	150,000	-	100%	0%
2231 - Safety Management System (SMS) Software (BUS/IS)	100,000	-	30,000	70,000	100%	0%
FY22 - Continuing Projects	87,522,000	72,635,000	1,191,000	13,696,000	55%	45%
1730 - Replace 67 Transit Buses with Hybrids (BUS)	67,600,000	63,331,000	500,000	3,769,000	9%	91%
2132 - D-2 Pavement & Remediation (ENG)	7,100,000	6,669,000	431,000	-	100%	0%
1431 - D1 Resurface Employee Parking Lot & Solar Panels (ENG)	5,130,000	514,000	25,000	4,591,000	20%	80%
1717 - SRTC Relocation Des/Env (PLNG)	2,907,000	1,763,000	30,000	1,114,000	18%	82%
2130 - Zero Emission Bus (ZEB) Infrastructure Design (ENG)	2,000,000	-	50,000	1,950,000	20%	80%
2131 - D-1 Bus Admin Bldg Roof, HVAC & Dispatch Rm (ENG)	1,700,000	-	25,000	1,675,000	100%	0%
1931 - Bus Division Office Improvements (BUS)	420,000	105,000	25,000	290,000	100%	0%
1715 - Aviat Microwave Update - Santa Rosa Link (BUS)	250,000	43,000	25,000	182,000	100%	0%
1932 - Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis (BUS)	235,000	210,000	25,000	-	100%	0%
2134 - Replace Steam Bay Waste Water Recycling System Des/Env (ENG)	100,000	-	25,000	75,000	100%	0%

Project Number and Description	Total Project	Prior Years	FY 21/22 Budget	Future Years	FY 21/22 Funding	
					District	Other
2135 - D2 Bus Operator Breakroom, Dispatch Office, and Restroom Renovation (BUS)	80,000	-	30,000	50,000	100%	0%
Capital Equipment	196,000	-	196,000	-	100%	0%
2239 - Capital Equipment (FY22) (BUS)	196,000	-	196,000	-	100%	0%
Total Capital Expenditures	90,443,000	72,635,000	1,667,000	16,141,000	68%	32%
Capital Fund Source - Bus						
District	20,844,000	13,152,000	1,127,000	6,564,000		
Other	69,599,000	59,483,000	540,000	9,577,000		
Total	90,443,000	72,635,000	1,667,000	16,141,000		

Bus Division FY 21/22 Capital Project Detail

New Projects

Project 2232 - Santa Rosa (D3) Bus Facility Parking Lot Rehabilitation Project – \$2,475,000

This project will consist of staff preparing construction documents for the rehabilitation of the D3 bus storage and employee parking lots and for the installation of fencing around unsecured areas of the D3 facility. The scope also includes the actual construction of the improvements. [Operating Budget Impact: To be determined.]

Project 2230 – Automated Passenger Counting (APC) National Transit Database (NTD) Certification and Software – \$150,000

This project will bring in a consultant to help the District with developing and implementing an Automatic Passenger Counting (APC) sampling and estimation method framework to achieve APC certification for NTD reporting. [Operating Budget Impact: To be determined.]

Project 2231 – Safety Management System (SMS) Software – \$100,000

This project will include the acquisition of software to improve operational efficiency and decision-making, real-time tracking and reporting of safety incidents, data and trends, communication of safety hazards and alerts, and allow for increased accountability and transparency around Golden Gate Transit's management and responsiveness to safety issues. [Operating Budget Impact: To be determined.]

Continuing Projects

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

This project will replace 67 standard diesel-powered buses that have reached the end of their useful life with diesel-electric hybrid buses. The project will result in reduced maintenance costs and fuel savings estimated to be approximately \$10,000 per bus or up to \$700,000 per year. [Operating Budget Impact: Reduction of \$50,000 to \$100,000.]

Project 2132 – D2 Pavement & Remediation – \$7,100,000

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

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

This project will resurface the San Rafael employee parking lot, reducing trip and fall hazards and correcting drainage issues. Subsequent to the establishment of this project, an investigation was made to determine if solar panels could be installed at the parking lot. It was determined that there was sufficient room to install solar panels which could generate between 700 and 800 kilowatts of energy, which is approximately equal to the energy being used at the San Rafael Bus facility. The construction will include drilling foundations, running conduits and upgrading the electrical service at the facility. Since the construction operations for

both the resurfacing work and the solar panel foundation and conduit work will impact the employee parking lot, it was determined to add the solar panel work to this project. An additional \$3,000,000 was added to the budget to include the design and installation of solar panels above the parking lot. [Operating Budget Impact: A reduction of \$50,000 to \$100,000.]

Project 1717 – San Rafael Transit Center (SRTC) Relocation Design/Environmental – \$2,907,000

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

Project 2130 – Zero Emission Bus (ZEB) Infrastructure Design – \$2,000,000

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

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

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

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

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

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

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

Project 1932 – Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis – \$235,000

The purpose of this project is to evaluate the feasibility of transitioning the District's Bus fleet to a 100% Zero Emission Bus (ZEB) fleet by 2040. The California Air Resources Board (CARB) is mandating the transition of bus fleets to zero emission (100% electric or fuel cell) and is requiring large operators to submit a rollout plan. The purpose of this plan is to evaluate the District's ability to electrify its fleet in response to the CARB mandate. [Operating Budget Impact: No significant impact.]

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

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

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

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

Capital Equipment

Project 2239 – Capital Equipment – Bus – \$196,000

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

BUS DIVISION PERSONNEL SUMMARY BY DEPARTMENT

District Staffing by Department	FY 19/20 Year- End	FY 20/21 Budget	FY 20/21 Year- End	FY 21/22 Budget	Net Change FY 20/21 to FY 21/22
Bus Operations Administration 311					
Director of Operations	1	1	1	1	0
Dispatcher I	8	8	9	9	0
Dispatcher P.T.	4	4	2	2	0
Safety/Training Coordinator	1	1	1	1	0
Superintendent Transportation Operations	1	1	1	1	0
Superintendent Transportation/Safety Training	1	1	1	1	0
Transportation Field Supervisor	10	10	10	10	0
Transportation Supervisor/Student Training	1	1	1	1	0
Total	27	27	26	26	0
Bus Operations 312					
Bus Operators Full-Time	275	275	275	275	0
Bus Operators Part-Time	5	5	5	5	0
Total	280	280	280	280	0
Bus Maintenance Administration 321					
Director of Maintenance	1	1	1	1	0
Fleet & Facilities Superintendent	1	1	1	1	0
Total	2	2	2	2	0
Bus Maintenance - Mech/Stores 322					
Automotive Painter	1	1	1	1	0
Body & Facility Chief Mechanic	1	1	1	1	0
Body & Fender Mechanic	4	4	4	4	0
Building Maintenance Mechanic	4	4	4	4	0
Building Maintenance Mechanic- Provisional	0	2	2	2	0
Chief Mechanic	3	3	3	3	0
Farebox Repair/Welder Mechanic	1	1	1	1	0
Lead Building Maintenance Mechanic	1	1	1	1	0
Machinist	1	1	1	1	0
Maintenance Trainer Bus	1	1	1	1	0
Mechanic	26	26	26	26	0
Mechanic Apprentice	3	3	3	3	0

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

Bus Division

District Staffing by Department	FY 19/20 Year- End	FY 20/21 Budget	FY 20/21 Year- End	FY 21/22 Budget	Net Change FY 20/21 to FY 21/22
Mechanic (Automotive)	1	1	1	1	0
Mechanic Electronics Technician	3	3	3	3	0
Mechanic Leader (Day)	1	1	1	1	0
Storekeeper	3	3	3	3	0
Storekeeper Chief	1	1	1	1	0
Trimmer	1	1	1	1	0
Total	56	58	58	58	0
Bus Maintenance - Servicers 323					
Bus Servicer Leader	2	2	2	2	0
Servicer	20	20	20	20	0
Total	22	22	22	22	0
Bus Procurement 340					
Buyer	1	1	1	1	0
Senior Buyer	1	1	1	1	0
Total	2	2	2	2	0
Bus General & Administration 390					
Deputy General Manager, Bus	1	1	1	1	0
Director of Schedules & Service Development	1	1	1	1	0
Lead Route Checker	1	0	0	0	0
Office Coordinator	1	1	1	1	0
Office Specialist	2	1	1	1	0
Operations Analyst	1	1	1	1	0
Operations & Schedules Analyst	1	1	1	1	0
Operations Technician	0	1	1	1	0
Schedules Analyst (1 LT)	2	2	2	2	0
Scheduling Technician	1	1	1	1	0
Supervising Administrative Analyst	1	1	1	1	0
Supervising Scheduler & Data Analyst	1	1	1	1	0
Total	13	12	12	12	0
Bus Division Totals					
Total Authorized Positions	402	403	402	402	0
Regular Positions	401	402	401	401	0
Limited Term Positions	1	1	1	1	0

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

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FERRY DIVISION PROFILE

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

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

- Larkspur/San Francisco/Larkspur – approximately 42 weekday crossings (summer), 40 weekday crossings (winter) and 8 weekend crossings year round. (pre-COVID)
- Sausalito/San Francisco/Sausalito – approximately 22 weekday crossings, 17 weekend crossings (summer), and 18 weekday crossings, 12 weekend crossings (winter). (pre-COVID)
- Tiburon/San Francisco – approximately 14 weekday crossings. (pre-COVID)
- Seasonal service from Larkspur to Oracle Park – approximately 174 crossings (depending on the San Francisco Giants schedule) and 6 crossings to special events at Oracle Park. (pre-COVID)
- Seasonal (Special Event) service to and from Chase Arena in Mission Bay began in 2020

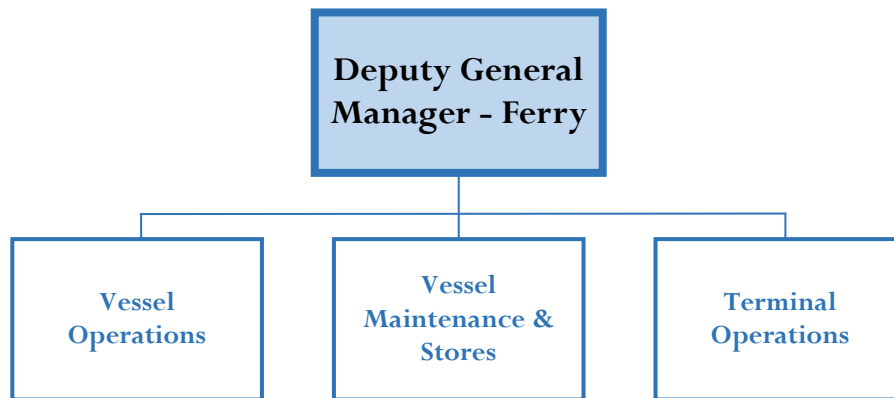
Special service runs are provided for Board-authorized special events, such as, the Bay to Breakers Race, SF Pride Parade, Opera at the Ballpark, and concerts at Oracle Park. The Ferry Division regularly adjusts ferry service schedules to support increased demand and customer trends. The system provides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

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

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

- Vessel Operations
- Terminal Operations
- Maintenance and Engineering

FERRY DIVISION ORGANIZATIONAL CHART



FERRY DIVISION STATUS

Response to COVID-19

In March of 2020 as the COVID-19 Pandemic began, and shelter in place orders were put in place, the ferry division suspended all weekend and special event service and significantly reduced its week-day service to nine trips per day. As of this writing, the ferry division is in the midst of developing plans to increase service necessary to support commuters as they begin to return to work. This effort includes development of multiple service plan options to quickly respond to increase demands as COVID-19 restrictions are lifted.

Mid-February 2021 the District partnered with Marin County Public Health and their subcontractor to mobilize a drive-through vaccination site at the Larkspur Ferry Terminal. The site is opened five days a week from 11AM to 7PM. It is staffed primarily by the subcontractor, Golden Gate Ferry, and other District staff. To date approximately 37,000 vaccinations have been administered at this site. Currently, on average, the site is administering just over 1,000, vaccinations per day.

Fleet Maintenance

In FY 20/21, the Ferry Division completed the major refurbishment and re-power of the ferry vessel, The *M.S. Sonoma*. This project was somewhat delayed due to COVID-19. The *M.S. Sonoma* is one of three sister vessels (*Marin*, *San Francisco*, and *Sonoma*) that were built in the early 1970s to begin the Larkspur Ferry Service. The completely refurbished vessel was redelivered to the District in February 2021. This completes the restoration program of the Spaulding Class Vessels (*Marin*, *San Francisco*, and *Sonoma*).

In FY 20/21, three of our high-speed vessels underwent a complete rebuild of their propulsion drive lines, including main engines; reduction gears and waterjets. Other auxiliary equipment, including piping and structure were renewed as well. The interior of the vessels also received upgrades as necessary. To prepare for the future, additional grant applications were submitted to secure the remaining funding necessary to build a fifth high-speed vessel to accommodate future growth.

Facility Improvement

The District's ferry terminals have been in service since before the 1970s and are in need of modernization. For the Sausalito Terminal, the design, engineering, and environmental permitting is underway and nearly complete. The construction contract will be advertised later this year. Subject to the permitting process, the San Francisco Terminal construction will likely begin in 2023.

The Larkspur Terminal serves multiple functions; including carrying an average of 5,500 passengers per day, with 42 daily ferry arrivals and departures, serving as a parking lot with over 2,000 spaces, and serving as a maintenance facility and overnight berthing for the entire fleet. This past year the District began the process of hiring an engineering firm to lead the environmental process to increase ferry service and parking capacity at the Larkspur Ferry Terminal.

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

Currently, the District's Engineering Department and Ferry Division have an ongoing capital program to maintain and extend the service life of all of our Ferry facilities. This program is referred to as the Service Life Extension Program (SLEP). The program focuses on maintaining each terminal in safe operating condition to ensure uninterrupted ferry service. The program addresses both significant maintenance and component replacement. An example of projects accomplished under this program are replacement of all hoses that are part of the Larkspur Terminal vessel refueling systems; replacement and upgrade of hoses and other hydraulic components, and repairs to the existing Sausalito float.

Recently the District completed inspections and maintenance of its fuel farm located at the Larkspur Ferry terminal (four 75,000 gallon tanks) used to store fuel for daily refueling of our ferry vessels. Included in this effort was cleaning and minor repairs. Specifications and bid documents to support a continuing project will be prepared by the District's Engineering Group, and will include upgrades to systems necessary to ensure continued integrity of the tanks and piping systems associated with fuel storage and delivery to the vessels.

Looking to the Future

In anticipation of reopening after the pandemic, Ferry Division staff is evaluating multiple service schedule options to ensure options are available to gradually increase ferry service to meet customer demand as businesses reopen and people return to work. The schedule analysis will include multiple options to support service to and from Oracle Park and the Chase Center. Equally important in developing schedule options will be efficient use of equipment and staff. The District is also working with other local and regional municipalities to expand regularly scheduled service to and from the North Bay. The addition of regularly scheduled service is consistent with our assigned mission of supporting the Bay Area's focus on reducing traffic congestion, reducing greenhouse gas emissions and improving the quality of life, while at the same time growing ferry ridership.

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

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

FY 21/22 FERRY DIVISION GOALS AND PROJECTS

Ferry Division Goals

SAFETY MANAGEMENT

The Ferry Division is currently developing a Safety Management System (SMS), consistent with United States Coast Guard requirements.

MAINTENANCE

Maintain and improve Ferry vessels and facilities.

EFFICIENCY

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

FY 21/22 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 21/22. Please refer to the Ferry Division's Capital project detail for more description.

FACILITIES

Ticketing Systems/Ticket Vending Machines (TVM)/Door Replacement

Gangways & Piers - Sausalito Construction

Larkspur Ferry Terminal Berth and Channel Dredging Design

Larkspur Ferry Service & Parking Expansion Preliminary Design Study

FERRY OPERATIONS AND ENGINEERING

Ferry California Air Resources Board (CARB) Compliance Plan Design/Construction

Capital Improvements for Ferry Fleet

Purchase New Vessel

Ferry Vessel Rehab

CHANGES FROM FY 20/21 ACTUAL TO FY 21/22 ADOPTED BUDGET

Revenues

The Ferry Division's FY 21/22 Adopted Revenues of \$9.4 million consists of:

- \$5.6 million from Fares
- \$3.6 million from State and Local Operating Grants
- \$0.2 million from Other Operating Income

Ferry Division's Adopted revenues for FY 21/22 are projected to increase by \$4.6 million, or 98.1% from the FY 20/21 Actual. The net increase is primarily attributed to a projected increase of \$4.7 million in Ferry fare revenue and \$0.1 million in other operating revenue offset by decrease of \$0.2 million in state and local operating grants. In FY21/22, transit fares include the final year of a five-year fare increase plan as approved by the Board. The projected ridership is forecasted to grow from 10% to 50% by end of FY 21/22. Fare revenue is projected at \$5.6 million for FY 21/22 using these growth rates. (Please see COVID-19 section for ridership growth assumptions.)

One-Time Revenue: The Ferry Division has received a significant amount of one-time funding for a total of \$32.8 million. Ferry received \$14.5 million in CARES Act funding of which \$12.3 million was expensed in FY 19/20 and \$2.2 million was allocated in FY 20/21. Ferry received \$6.2 million in the first tranche and \$12.1 million in the second tranche of CRRSAA funding, which was expensed in FY 20/21. Lastly, because the District received CARES Act funding in FY 19/20 and CRRSAA funding in FY20/21, toll funds are available in FY 21/22 in the amount of \$9.1 million.

Expenses

The Ferry Division's FY 21/22 Adopted Operating Expenses total \$44.3 million. The Ferry Division's FY 21/22 Adopted Budget contains a \$7.1 million, or 19% increase over the FY 20/21 Actual expenses. The Ferry service is budgeted to increase its level of service to 65% of its pre-COVID level. The components of the changes to expenses are summarized in the table on the following page.

**SUMMARY OF CHANGES FROM FY 20/21 ACTUAL TO
FY 21/22 ADOPTED BUDGET
(ALL FIGURES IN MILLIONS)**

Labor	
Increase in salaries due to re-funding of vacant positions	\$3.3
Increase in payroll taxes for FY21/22	0.2
Increase in PERS contribution due to re-funding of vacant positions and higher contribution rate	0.5
Increase in medical expenses for FY 21/22 due to re-funding of vacant positions and increase in annual costs	1.5
Increase in postemployment benefits (OPEB) for FY 21/22	0.1
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY20/21	(0.2)
Professional Services	
Projected increase in District-wide professional services fees for FY 21/22	0.2
Increase in Ferry professional services in FY21/22	0.2
Projected increase in District-wide legal services for FY21/22	0.1
Decrease in facilities maintenance in FY 21/22 due to unanticipated repairs in FY 20/21	(0.3)
Supplies and Other	
Increase in projected fuel costs due to lower than anticipated cost in FY 20/21	3.2
Increase in repair and maintenance supplies in FY 21/22	0.4
Increase in general liability insurance for FY 21/22 due to projected higher rates	0.7
Decrease in administrative cost in FY21/22 due to higher than anticipated expenses in FY20/21	(0.2)
Decrease in lease costs for FY21/22 due to end of a long-term lease in FY20/21	(3.5)
Capital Contribution and Depreciation	
Increase in depreciation due to capitalization of MV Del Norte engine rebuilt & MS Marin repower and dry docking	0.9
Total Change from FY 20/21 Actual to FY 21/22 Adopted Budget	\$7.1

FERRY DIVISION OPERATING BUDGET

	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Actual	FY 21/22 Adopted Budget
Revenues				
Transit Fares	\$14,502,156	\$7,507,500	\$848,068	\$5,568,400
Other Operating Income	1,750,907	535,300	141,570	224,400
State Operating Income	4,341,259	3,331,300	3,742,626	3,583,700
FTA Operating Assistance	-	172,000	-	-
Subtotal	\$20,594,322	\$11,546,100	\$4,732,264	\$9,376,500
CARES Act	12,329,673	-	2,199,475	-
CRRSAA-1st tranche	-	-	6,218,791	-
CRRSAA-2nd tranche	-	-	12,056,770	-
Toll Revenue Carryover	-	-	-	9,062,300
Subtotal	\$12,329,673	-	\$20,475,036	\$9,062,300
Total Revenues	\$32,923,995	\$11,546,100	\$25,207,300	\$18,438,800
Percent Change		-64.9%	118.3%	-26.9%
Expenses				
Salaries	\$12,482,776	\$14,292,400	\$9,767,460	\$13,082,200
Fringe Benefits	9,355,298	10,697,300	8,687,211	10,735,100
Professional Services	4,940,046	5,009,900	4,509,269	4,677,300
Fuel & Related Taxes	4,706,426	2,828,500	1,204,755	4,377,600
Repair & Operating Supplies	2,034,603	1,727,600	1,294,881	1,649,700
Insurance, Taxes & Permits	1,186,952	1,858,800	1,590,984	2,317,400
Other	298,315	292,700	237,218	144,300
Lease & Rentals	40,710	3,549,600	3,503,418	42,300
Subtotal Expenses	\$35,045,126	\$40,225,800	\$30,795,196	\$37,025,900
Capital Contribution	4,000,000	4,000,000	4,000,000	4,000,000
Depreciation	1,659,040	2,589,000	2,448,652	3,299,600
Total Expenses	\$40,704,166	\$46,845,800	\$37,243,848	\$44,325,500
Percent Change		15.1%	-20.5%	19.0%
Revenues Over/(Under) Expenses *	(\$7,780,171)	(\$35,299,700)	(\$12,036,548)	(\$25,886,700)

* The remaining balance for FY 20/21 is covered from excess funds produced by the Bridge Division.

Assumptions

- No salary increase for Coalition represented employees since their MOU is under negotiations nor for non-represented employees.
- Includes Employer MEBA (14.34%), IBU (21.32%-24.07%) and PERS contribution (35.43%).
- OPEB costs are included in Fringe Benefits and reflect adoption of GASB 75 which accrues for OPEB costs based on the Annual Required Contribution (ARC) for OPEB benefits.
- \$2.45/gallon for fuel costs for the Ferry Division.
- All fiscal years show the transfer of District Division expense by line item.
- The Ferry Division's share of the District Division transfer is \$7.9 million.
- Salaries include approximately \$1.0 million for casual employees for workforce relief and extra work assignments that are not included in the Ferry Division's authorized positions listing.

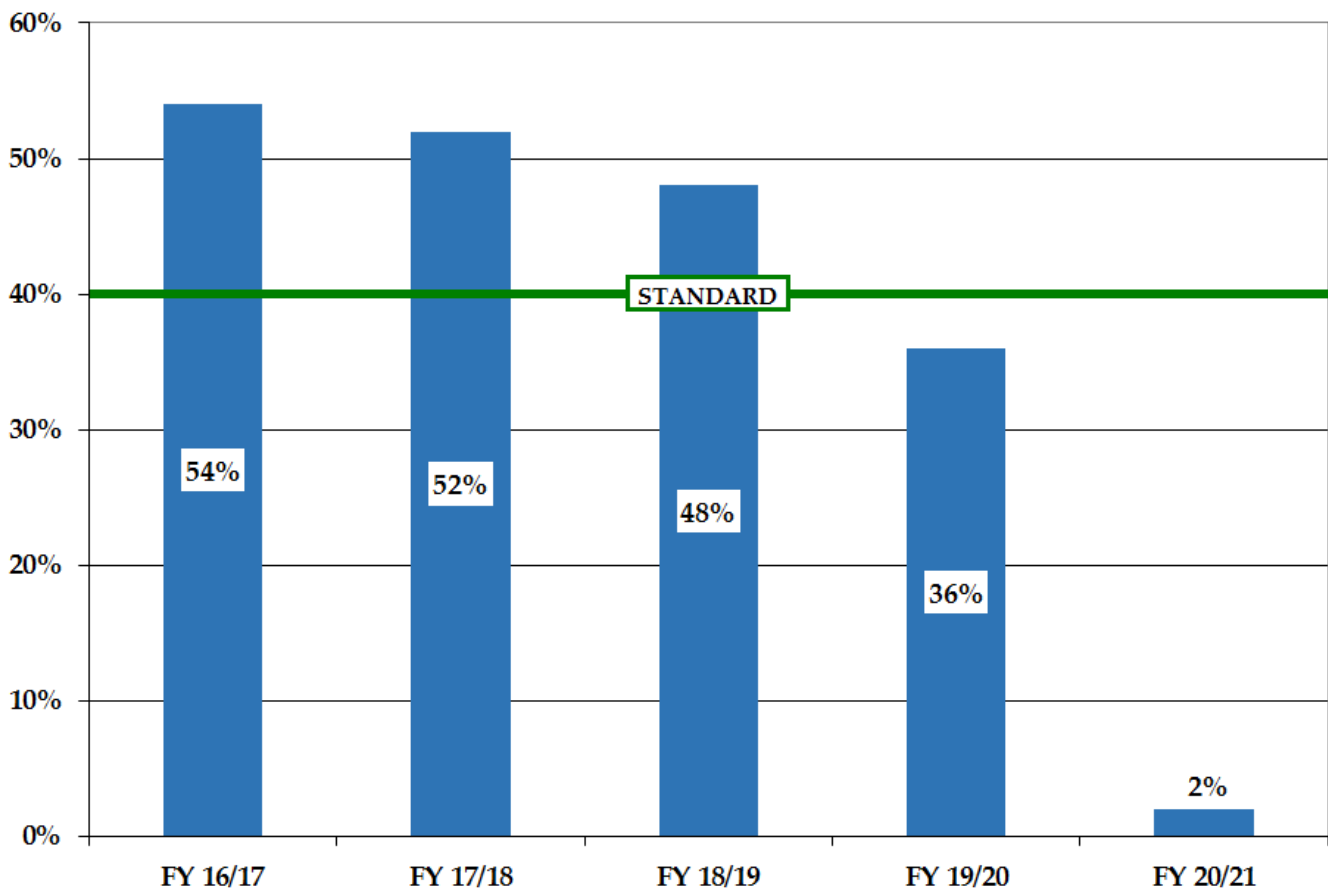
FERRY OPERATIONS DATA

	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Actual	FY 21/22 Adopted Budget
Transit Fares	\$14,502,156	\$7,507,500	\$848,068	\$5,568,400
Ridership	1,712,507	892,255	89,861	623,774
Average Fare*	\$8.47	\$8.41	\$9.44	\$8.93
Clipper Fare Cost of Transaction per Patron	\$0.49	\$1.06	\$5.38	\$0.93

* Due to the higher percentage increase in Larkspur ridership, the average fare is projected to decrease.

FERRY DIVISION PERFORMANCE MEASURES

FERRY TRANSIT FAREBOX RECOVER RATIO



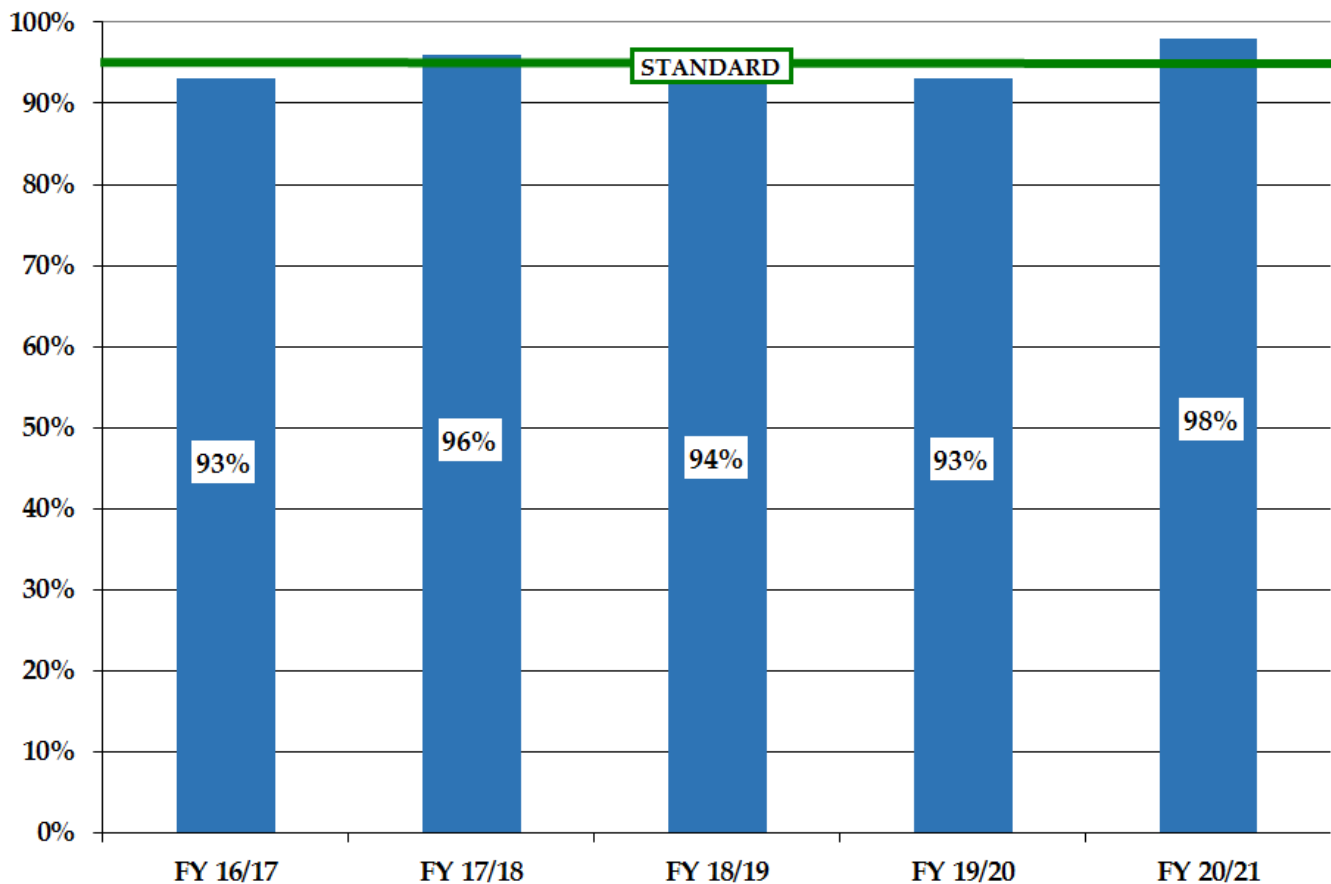
Measure: Farebox Recovery – fare revenue as a percentage of operating expense.

Standard: Standard is 40%, based on Short Range Transit Plan (SRTP).

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

- Increasing its fares effective July 1, 2021.
- Implementing capital projects that help reduce maintenance costs (e.g., new gangways and piers, Larkspur Maintenance Facility rehabilitation).
- Reducing operating expenses during the COVID-19 pandemic (i.e., suspending lightly used service while shelter-in-place orders are in effect, etc.).
- Seeking increase ridership opportunities (i.e., encouraging regional and local governments to promote future development around existing transit service, etc.).
- Operating triangle service between Tiburon, Sausalito and San Francisco in order to reduce operating expenses.

FERRY TRANSIT PERCENTAGE OF TRIPS OPERATING ON TIME



Measure: Scheduled service times and actual service times at key time points.

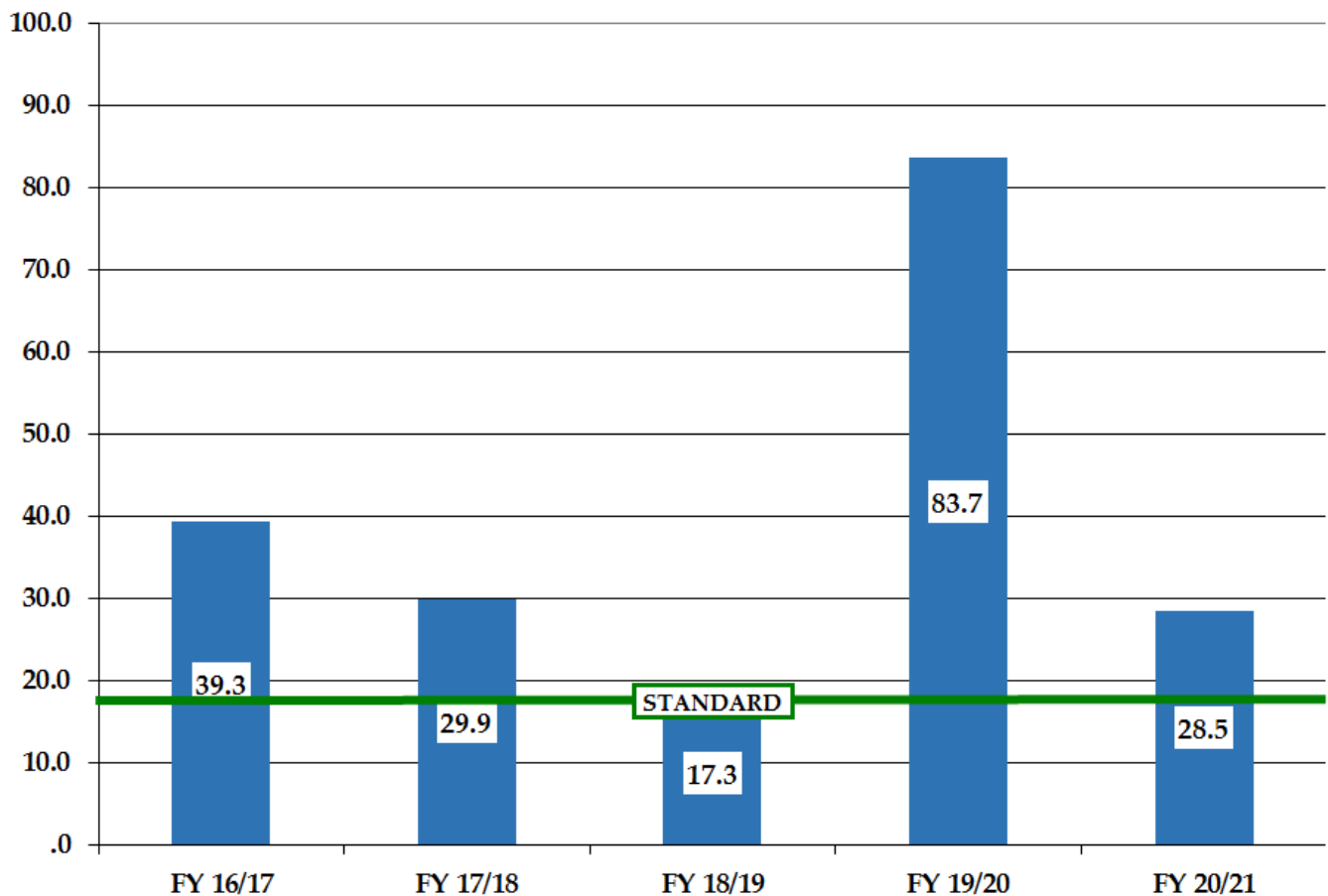
Standard: Operate on-schedule 95% of the time, based on the SRTP.

Strategies for maintaining on-time performance at or above-standard include:

- Enhancing communications and real-time tracking of vessel locations with ACIS implementation.
- Studying the expansion of ferry service to/from Larkspur during weekday peak periods which could reduce terminal dwell times.
- Adjust schedules to reflect changes to terminal dwell times.

FERRY MECHANICAL FAILURE RATE
ALL CHART NUMBERS SHOWN IN THOUSANDS

	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Mechanical Failures	5	7	12	2	2
Revenue Miles	196,380	209,210	208,111	167,318	56,998
Miles/Breakdown	39,276	29,887	17,343	83,659	28,499



Measure: Miles between in-service mechanical failures.

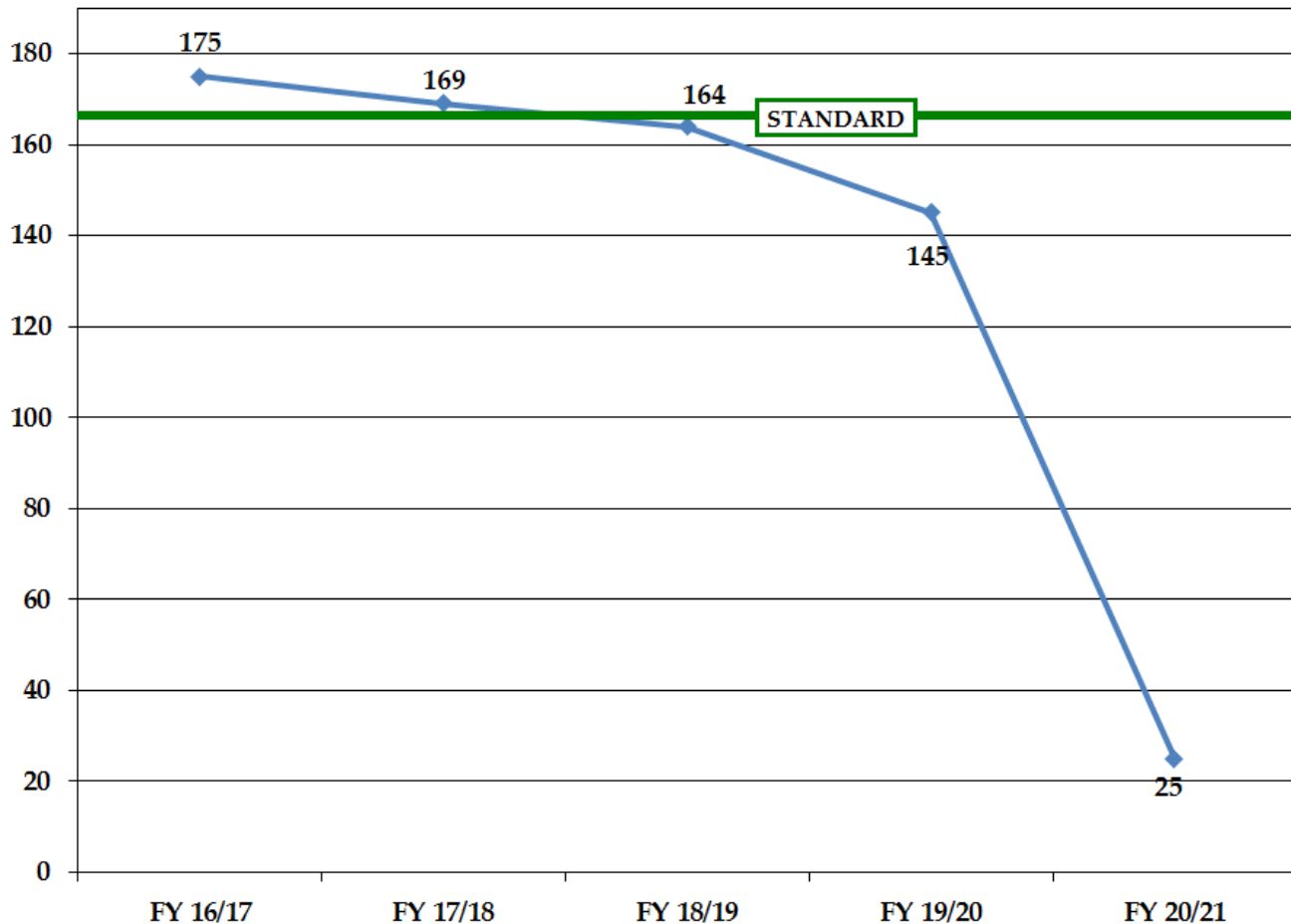
Standard: No more than 1 per every 20,000 miles, based on SRTP.

The Ferry Division seeks to minimize mechanical system failures by:

- Following a timely vessel preventative maintenance and dry-docking strategy to ensure systems are inspected and serviced on regular intervals to ensure reliability.

FERRY PASSENGERS PER REVENUE HOUR

	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/22
Passengers Per Revenue Hour	175	169	164	145	25



Measure: Ferry Passengers per service (revenue) hour.

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

Note: Some Performance Measures data for previous years have been amended due to final audit adjustments. The Ferry Division is hopeful that future health orders will allow a safe increase in ridership to pre-pandemic levels. To that end, the District continues to support this performance measure by:

- Encouraging regional and local governments to promote employment and residential growth around existing transit service to boost transit ridership.
- Enhancing amenities, such as refurbishing vessels and providing onboard wireless internet, to attract more customers.
- Adjusting schedules to encourage more ridership as shelter-in-place restrictions ease.

FERRY DIVISION CAPITAL BUDGET

Program Summary

The FY 21/22 Capital Budget for the Ferry Division totals \$5.9 million and represents 12% of the total agency's capital budget. Major work and financial investment in FY 21/22 focuses on new and continuing projects, including M.S. Sonoma Refurbishment and Repower (1740), Purchase New Vessel (1940), Capital Improvements for Ferry Fleet (2040), and FY22 Ferry Vessel Rehab (2241).

Actual FY 20/21 capital expenditures for the Ferry Division totaled \$15.7 million, funded with \$6.0 million, or 38%, District funds and \$9.7 million, or 62%, in grant funds (See Appendix C).

Completed Projects

A total of five (5) projects are anticipated for completion in FY 20/21.

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

This project will upgrade the M.S. Marin engines to Tier III and install new gears and shafting. The work will also include electrical upgrades, pilot house improvements, upgraded seating, interior furnishings and exterior painting. This project includes work to the M.S. Marin under project 1640 – M.S. Marin Ramp & Gangways Vessel Modifications – to allow the vessel to interface with new ramps and gangways. [Operating Budget Impact: A reduction of \$10,000 to \$50,000.]

Project 1842 – Automatic Identification System – \$65,000

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

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

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

Project 1542 – Service Life Extension Project: Larkspur, San Francisco, Sausalito – \$1,740,000

This project will refurbish the gangways, floating fender camels and hydraulic systems at Larkspur, San Francisco and Sausalito ferry terminals in order to prevent complete failure of the gangways prior to replacement and bring the terminal facilities to a state of good repair. [Operating Budget Impact: No significant impact.]

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

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

FERRY DIVISION CAPITAL BUDGET FY 21/22

Project Number and Description	Total Project	Prior Years	FY 21/22 Budget	Future Years	FY 21/22 Funding	
					District	Other
FERRY	255,545,000	44,979,000	5,882,000	204,684,000	56%	44%
FY22 - New Projects	156,882,000	-	150,000	156,732,000	20%	80%
2240 - Ferry CARB Compliance Plan (Des/Con) (FERRY)	154,220,000	-	50,000	154,170,000	20%	80%
2241 - FY22 Ferry Vessel Rehab (FERRY)	1,430,000	-	50,000	1,380,000	20%	80%
2242 - Larkspur Ferry Terminal Berth and Channel Dredging - Design (ENG/FERRY)	1,232,000	-	50,000	1,182,000	20%	80%
FY22 - Continuing Projects	98,413,000	41,739,000	5,945,000	50,729,000	55%	45%
1740 - M.S. Sonoma Refurbishment and Repower (FERRY)	29,197,000	26,494,000	800,000	1,903,000	7%	93%
1441 - Gangways & Piers - Sausalito Construction (ENG)	22,560,000	25,000	25,000	22,510,000	20%	80%
0503 - Gangway & Piers - Design (ENG)	11,863,000	9,377,000	25,000	2,461,000	14%	86%
1940 - Purchase New Vessel (FERRY)	11,000,000	2,000	25,000	10,973,000	13%	87%
2040 - Capital Improvements for Ferry Fleet (FERRY)	9,635,000	4,933,000	1,450,000	3,252,000	20%	80%
1944 - Ticketing Systems/Ticket Vending Machines (TVM)/Door Replacement (ERC)	3,220,000	1,495,000	500,000	1,225,000	20%	80%
2042 - Larkspur Ferry Service and Parking Expansion Env. Clearance and Prelim. Design Study (PLNG)	3,148,000	447,000	1,250,000	1,451,000	92%	8%

Ferry Division

Project Number and Description	Total Project	Prior Years	FY 21/22 Budget	Future Years	FY 21/22 Funding	
					District	Other
2041 - Corte Madera Marsh Restoration Construction (ENG)	3,040,000	1,687,000	1,352,000	1,000	100%	0%
2140 - FY21 Ferry Vessel Rehab (FERRY)	2,750,000	519,000	25,000	2,206,000	20%	80%
2141 - Larkspur Ferry Terminal Fuel System Rehabilitation (FERRY/ENG)	2,000,000	-	30,000	1,970,000	100%	0%
Capital Equipment	250,000	-	250,000	-	100%	0%
2249 - Capital Equipment (FY22) (FERRY)	250,000	-	250,000	-	100%	0%
Total Capital Expenditures	255,545,000	44,979,000	5,882,000	204,684,000	56%	44%
Capital Fund Source - Ferry						
District	52,259,000	6,582,000	3,278,000	42,400,000		
Other	203,286,000	38,397,000	2,604,000	162,284,000		
Total	255,545,000	44,979,000	5,882,000	204,684,000		

Ferry Division FY 21/22 Capital Project Detail

New Projects

Project 2240 – Ferry Carb Compliance Plan (Des/Con) – \$154,220,000

This project will address the implications of the California Air Resources Board's (CARB) Adopted Commercial Harbor Craft (CHC) regulations and develop a Fleet Alternative Compliance Plan (FACP). The FACP targets CARB CHC mandated compliance dates and aligns vessel replacement dates with FTA useful service life dates. Additionally, the project aligns the fleet upgrade schedule to support the District's Climate Emergency Action Plan to reduce greenhouse gas emissions from revenue vehicles. [Operating Budget Impact: To be determined.]

Project 2241 – Ferry Vessel Rehab – \$1,430,000

This project will perform scheduled rehabilitation and capital improvement of the following ferry vessels: Marin, Sonoma, and San Francisco. Projects are associated with propulsion system, inspection, and navigational equipment required to reach the full economic life of a ferry vessel, State Regulatory Compliance or mid-life replacement and rehabilitation of ferry propulsion systems in order for vessels to reach their 25-year useful life. All projects are eligible for federal funding and other fleet vessels may be substituted based on service demand. [Operating Budget Impact: To be determined.]

Project 2242 – Larkspur Ferry Terminal Berth and Channel Dredging (Design) – \$1,232,000

This project will 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: To be determined.]

Continuing Projects

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

This project is a total refurbishment of the M.S. Sonoma, which will include the removal and replacement of all interior passenger and crew spaces as well as replacement of the main electrical switch boards, motor control center and power distribution breaker panels, main engines, gearboxes and main propulsion systems. This project will also make improvements to carry up to 200 bicycles, including a bike conveyor system capable of assisting passengers and crew in transporting bicycles to upper and lower decks. [Operating Budget Impact: Reduction of \$10,000 to \$50,000.]

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

This project is a part of a larger system-wide ferry project to design and construct replacement ramps and gangways to improve access on the San Francisco, Larkspur and Sausalito ferry terminals. The existing facilities will be rehabilitated, including the replacement of ramps and floats, to address ADA compliance and other issues affecting passenger safety. Upgrades to the facilities are to provide for the increasing use of

bicycles and to support loading/offloading operations. Replacement ramps will be designed to facilitate smooth, safe and efficient loading of passengers and bicycles. [Operating Budget Impact: A reduction of more than \$100,000.]

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

This project involves preliminary engineering and environmental work to replace and rehabilitate the existing hydraulic gangway and ramp system installed at the San Francisco, Larkspur and Sausalito ferry terminals that were built in the mid-1970s. [Operating Budget Impact: No significant impact.]

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

The District seeks to purchase a new, 500-passenger, high-speed ferry vessel in order to improve existing service and better serve routes between Marin County and San Francisco. [Operating Budget Impact: An increase of more than \$100,000.]

Project 2040 – Capital Improvements for Ferry Fleet – \$9,635,000

This project will fund capital improvements including renewed deck coverings and seats and HVAC upgrades for the M.S. Marin; new Tier 3 generators, steering system upgrade, new general alarm and public address system, and main engine and driveline QL3 overhaul for the M.S. San Francisco; and exhaust upgrades, new superstructure mounts, and jet rebuild for the M.V. Mendocino. [Operating Budget Impact: To be determined.]

Project 2140 – Ferry Vessel Rehabilitation – \$2,750,000

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

Project 1944 – Ticketing Systems/TVMS/Door Replacement – \$3,220,000

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

Project 2042 – Larkspur Ferry Service and Parking Expansion Environmental Clearance and Preliminary Design Study – \$3,148,000

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

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

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

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

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

Capital Equipment**Project 2249 – Capital Equipment – Ferry – \$250,000**

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

FERRY DIVISION PERSONNEL SUMMARY BY DEPARTMENT

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

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

District Staffing by Department	FY 19/20 Year- End	FY 20/21 Budget	FY 20/21 Year- End	FY 21/22 Budget	Net Change FY 20/21 to FY 21/22
Ferry Procurement 440					
Buyer	1	1	1	1	0
Marine Procurement Officer	1	1	1	1	0
Total	2	2	2	2	0
Ferry & General Administration 490					
Administrative Assistant	1	1	1	1	0
Deputy General Manager, Ferry Division	1	1	1	1	0
Total	2	2	2	2	0
Ferry Division Totals					
Total Authorized Positions	102	104	104	104	0
Regular Positions	101	103	103	103	0
Limited Term Positions	1	1	1	1	0

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



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DISTRICT DIVISION PROFILE AND STATUS

Administrative and Development Division



The Administration and Development Division is responsible for administrative functions for the District that include Equal Employment Opportunity (EEO) Compliance Programs, 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.

The only consistent thing about 2020 was its continued unpredictability. The year was filled with many unexpected turns, not the least of which was a major disruption in the way the District had historically operated. It required an immediate pivoting to be responsive to ever-changing demands brought on by the pandemic. A significant, if not a majority, of this Division's work focused on the emergency response efforts associated with the pandemic, including:

- Activating and continuing comprehensive COVID response efforts, such as activating a virtual Emergency Operations Center (EOC), developing various operational and personnel-related policies associated with the virus, developing emergency cleaning protocols, working with various public health officials to ensure compliance to changing regulations, ensuring compliance with associated reporting, etc.
- Launching an on-site COVID-19 testing program at the District in order to allow employees to receive a test on-site, in compliance with regulations.

- Established onsite drug testing, health screening and COVID testing to ensure the safety and well-being of all employees. This allowed the District to streamline Blood Lead Testing, Hep B shots, etc.
- Assisting transit and Bridge personnel who come in daily contact with customers with identifying and receiving the COVID vaccine as soon as possible.
- An immediate and comprehensive customer outreach campaign to keep customers apprised of major service changes that transpired because of COVID impacts, including ongoing education and information about cleaning protocols, returning service, and other customer-related information. This also included the development and analysis of a COVID-19 Passenger Survey to determine how the pandemic has affected our riders.

Other key program highlights for FY 21/22 include:

Customer-Focused Efforts

- Worked with Bus Operations staff to determine appropriate service levels for Golden Gate Transit (GGT) regional service due to the adverse impacts on ridership from the COVID-19 pandemic. Met weekly to assess passenger overloads and the need for backup buses due to social distancing capacity limits. Provided daily, weekly and monthly recaps of traffic and patronage trends for Bridge, Bus and Ferry.
- Implemented an Metropolitan Transportation Commission (MTC) Means Based Fare Program on GGT Bus and Golden Gate Ferry.
- Began discussions as to what the District and its customers would best benefit from among the new fare options that will be available under Clipper 2.0, such as fare accumulators and use-specific passes. Also reviewed how these elements would fit or not fit under a new Five Year Fare Program that will be developed in the second half of FY 21/22.
- Worked extensively on District efforts related to the activities of MTC's Blue Ribbon Task Force for Transit Recovery, including developing a "Healthy Transit Plan" along with monthly monitoring of passenger and employee compliance with facial covering and social distancing requirements. Also met with partner transit agencies and MTC staff several times each week to respond to the overall goals and direction of the BRTF and advocate for the transit agencies activities during the pandemic, which have all been extensively oriented toward providing equity-based service for essential workers, service workers, and transit dependent riders. Developed coordination strategies to improve the customer experience during reduced pandemic transit service scenarios that can be carried forward to the recovery phase.
- Placed into service 17 replacement paratransit vehicles for intercounty and Marin intracounty service.
- Utilizing social media and electronic tools as key communications tools, developing many campaigns across multiple platforms, while growing our followers exponentially. This includes converting the District's customer newsletter, The Gazette, from a printed piece to an electronic communication, expanding content on the District's website and intranet, and electronically communicating back-up bus information to customers.

Employee-Focused Efforts

- Automation of Employee-Focused Activities - Implemented new technologies to automate employee-related activities, creating efficiencies in recruiting and hiring employees, and administering the federal drug and alcohol testing program.
- Mental/Emotional Health Support – Launched a web portal/app which offers support resources in over 100 topics, such as anxiety, depression, stress, sleep, meditation, and meaning and purpose. This portal/app provides access to a variety of resources (apps, podcasts, videos, articles, books), evidence-based approaches that are known to help with various mental health and spiritual growth issues and suggests next steps or District-available resources.
- Equal Employment Opportunity/Affirmative Action Plan 2019-2023 - In compliance with Federal Transit Laws that require the District to commit to equal employment opportunity and affirmative action, the EEO Officer conducted a utilization analysis and assessment of employment practices to ensure non-discrimination in employment decisions. The EEO Program was submitted to the Federal Transit Administration on March 1, 2020, as required by the United States Department of Transportation Circular 4704.1A, Equal Employment Opportunity Program Guidelines for Grant Recipients of the Federal Transit Administration.
- DOT/FTA Drug Program Efficiencies – Implemented efficiencies in the DOT/FTA drug program which provides mobile access to the operating divisions during non-traditional work hours, investigation into an expansion of facilities to better accommodate the working and living patterns of our workforce, and a comprehensive education of any regulatory changes to the applicable workforce, and newly revised drug training booklets.
- Collaboration with all divisions' safety culture by attending and providing streamlined processes, to include safety meetings, blood lead testing, pulmonary testing, etc.
- EHS staff conducted respirator fit tests for State and OSHA compliance with all applicable employees. Due to pandemic this was done in house saving the District thousands of dollars.
- Formed IS Strategic Plan. Collected input from all District departments and divisions, formed IS work plan for the next five fiscal years starting FY22, and estimated funding needs for each year. This Plan will be an important foundation for work planning, and for future technical products and services that IS is slated to deliver for all District business operations and users.
- Rolled out Microsoft Teams for employee team collaboration, meetings, document sharing, which was heavily utilized during the pandemic. Also rolled out Citrix virtual desktops to provide an easy access portal for remote employees to District applications remotely.
- Implemented Microsoft My Apps Portal for easy access and a Single-Sign-On ability/experience for employees for the majority of District applications.

Operations-Focused Efforts

- Diversity Compliance Management System – The Compliance Programs Department continues to

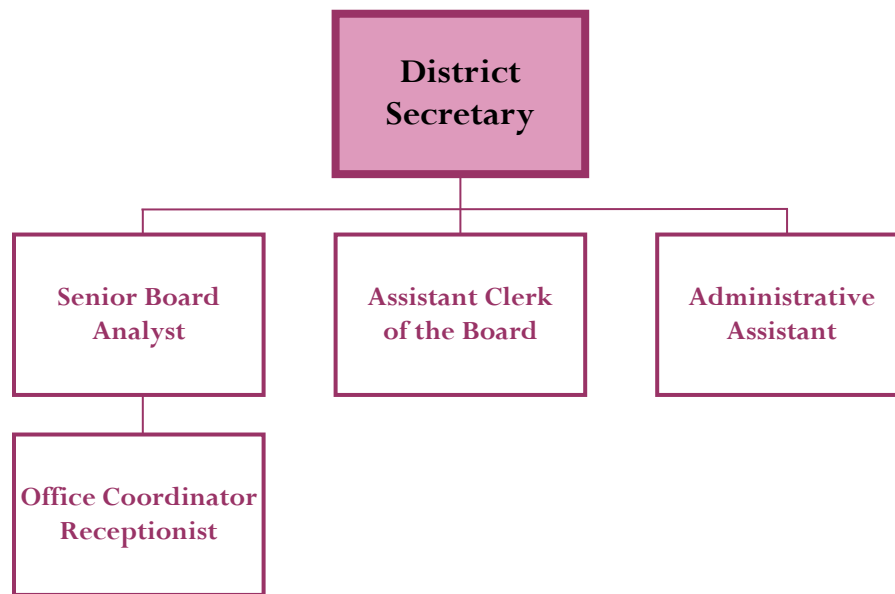
improve on its efficient compliance with state and federal programs. The department has implemented a new Diversity Compliance Management System, a 100% web-based system designed to meet compliance regulations of 49 C.F.R. Part 26. This new system eliminated the District's paper-based process for monitoring and reporting Disadvantaged Business Enterprise (DBE) and Small Business Enterprise (SBE) compliance. This new system, introduced to the contracting community, provides an efficient process for vendors to report payments and DBE/SBE utilization.

- Fair Labor Practices – Ensured fair hiring practices, promotions, training opportunities and consistent discipline and separations. Successfully represented the District for the EEO Program and DBE Program Triennial Audit.
- Leave Management -- Implemented new policies and processes in compliance with the Families First Coronavirus Act and various State laws requiring special leave and pay for employees off work due to Covid-19 and/or school closures. Ongoing management of Family Medical Leave Act absences, Medical Leaves of Absence, Pregnancy Disability, Personal Leave and the Catastrophic Leave program. Conducted a number of interactive process meetings with employees to ensure workplace accommodations are reasonable and that employees with disabilities are able to return to work to safely perform their job duties.
- Training – Secured, organized and delivered EEO training (Harassment Prevention and Diversity), Manager Academy, Presentations Skills, Orientation and Mentors for the Bus Division. Researched, interviewed and secured new relationships with external executive coaches and team building trainers, and identified managers and teams that would benefit from coaching opportunities.
- Completed consultant work that will result in the release of a draft environmental clearance document for the San Rafael Transit Center Relocation Study that will allow the Board to select a preferred alternative in the Spring of 2021; held a virtual public meeting in November 2020 to update the public on the alternatives carried forward for analysis. Also attended numerous meetings of stakeholder groups to present the overall project goals and the alternatives being studied, including a Spanish-language Facebook Live event sponsored by the Canal Alliance.
- Provided extensive monitoring of the District's ADA mandated paratransit contract and ensured that the contractor met prescribed maintenance and service delivery requirements. Worked with Marin Transit staff to define the requirements of a Request for Proposals for a new paratransit contract for intercounty and intracounty services that was released in March 2021. Identified space at District properties in San Rafael and Novato that will be used for parking District-owned and Marin Transit-owned paratransit vehicles as a means of making this contract more attractive to potential bidders who may be concerned about their ability to secure land for that purpose in Marin County.
- Developed a leasing strategy for District properties.
- Awarded the consultant contract for the Environmental Analysis of Larkspur Ferry Service and Parking Expansion. Held an internal District kickoff meeting, prepared a project history document, and identified data collection needs. Scheduled interviews with approximately 20 stakeholders, including elected officials, business leaders, environmental groups and advocacy groups to inform them of the project and to gauge both levels of community support and to identify any potential areas of concern with the project.

- Completed work on the first phase of the GGT Bus Stop Inventory and ADA Assessment.
- Completed work through a consultant contract for a comprehensive review of the District's facilities for compliance with the requirements of the ADA. Based on those findings, established an internal District working group to determine priorities and to develop an updated ADA Transition Plan as required by FTA.
- Reduced open Workers Compensation cases from over 245 to 185. Reduced open liability cases from 99 to 70.
- Reduced Marine and Bus coverage due to loss of use and recovered \$150,000 refund to the District.
- Engaged one broker to handle all lines of business for District for economic and efficiency purposes. This was awarded in June 2020.
- Awarded Liability Third Party Administrator (TPA) in 2020, and the Request for Proposal (RFP) for Workers Compensation Third Party Administrator (TPA) has just ended and will resume with the incumbent firm.
- Implemented several upgrades or improvements to the District's technology, including:
 - Duo Two-Factor Authentication for critical systems and additional security access.
 - Upgraded Cisco Wireless network for access points in all Bus lots
 - Built Azure Cloud Datacenter with core systems
 - Developed a Capital & Grants tool to help manage the grant tracking and billing process more efficiently. Future improvements of this tool are also planned.
 - Developed a payroll processing tool to address the deficiencies with the Finance Enterprise system. Without this tool we could not have upgraded the District's Integrated Financial Solutions (IFAS) system.
 - Implemented enhancements to the District's enterprise content management and process management software suite (OnBase) – automation of the PO Import process, implementation of OnBase scanning and Day Forward for Bus
 - Conducted IFAS business process improvements for Accounting
 - Developed a COVID BI dashboard for Bus for ridership information and passenger count under the impact of COVID.
- Formed a five-year Maximo Strategic Plan which defines discrete projects with the end goal of Maximo being more widely used across the District and improving/enhancing existing business processes to improve efficiency.
- Undertook and completed the RFP process for the Financial/HR/Payroll Management system replacement project (ERP).
- Created a Business Intelligence strategic plan. This document will inform the new project request, BI Analysis and Transportation Statistics Reporting Solution

- Begin upgrade of enterprise applications from a high-risk state to a fully supported and viable state thereby providing stability to operations throughout the District, including:
 - Upgrading GFI
 - Begin the ERP implementation
 - Form a District-wide BI strategy, implement a BI tool and reporting solution, and replace Transtat.
 - Expanding the use of OnBase
- Begin implementation of single number reach with Microsoft Teams and Cisco phone system
- Launch project to remove virtual private network for users to create a more secure remote access.

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 Board documents such as resolutions, ordinances, the Rules of the Board and 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 the Board fulfilling its legal mandates as it pertains to various laws, and orchestrates District legal filings. The DS Office also facilitates legal matters and acts as the District's Legal Service Agent. The DS Office staff does a preliminary analysis, summarizes and forwards the legal documents as appropriate for further handling by the District's general counsel. In addition, the DS Office orchestrates the District's response to Public Record Act requests.

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

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

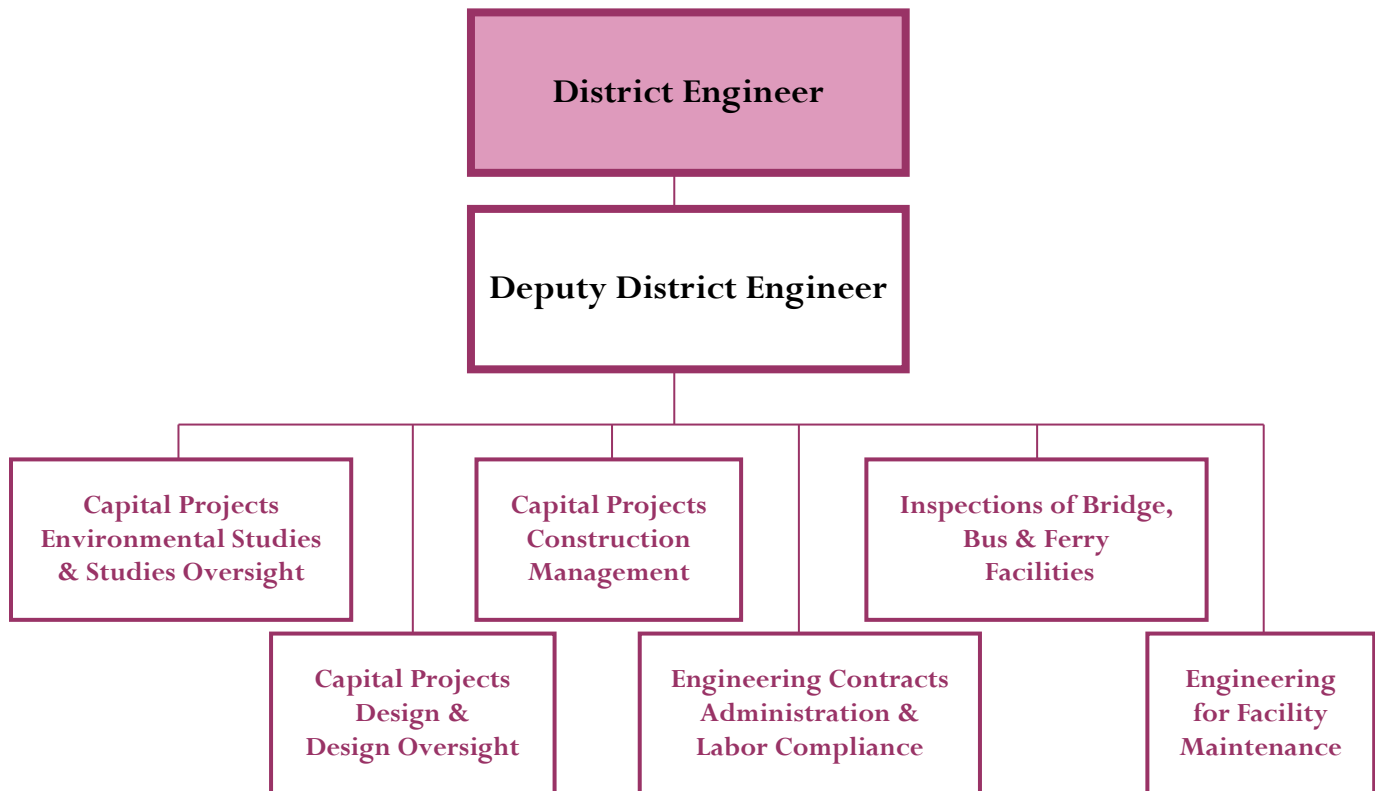
During the COVID-19 pandemic restrictions, staff has had the added dimension of having to orchestrate meetings and receive legal documents from afar. The DS Office implemented an additional level of organization to accommodate these functions while still meeting deadlines and remaining accessible to the public.

The DS Office continues to support the District's Green Initiatives and reduce the consumption of paper by sending the majority of its communications associated with the Board, legal and state compliance work by electronic means such as web and e-mail. In fact, in FY 19/20, the DS Office continued its efforts to preserve the District's original records by playing a key role in the E-Document Conversion project. The E-Document Conversion project frees up physical space, makes records available for a broader audience, lessens the handling of fragile records, and encourages the departmental reduction of paper consumption over time.

District Division

In FY 21/22, as resources allow, the DS Office will continue working on the E-Document Conversion project and will work with the Information Systems Department to encourage the departments to utilize OnBase as the repository of records. In addition, the DS Office will assist in the outreach and training of employees District-wide on best practices of document retention.

Engineering Department



The Office of the District Engineer (Engineering Department) is responsible for developing and implementing capital improvement projects for the Bridge, Bus and Ferry Divisions, as well as providing ongoing engineering support to the District's maintenance operations. Engineering projects involve facility inspections, environmental studies, design, construction management, development and procurement of professional engineering services and construction contracts, contract administration and contract labor compliance verification. The Engineering Department works closely with the Bridge, Bus and Ferry Divisions to collaboratively scope projects. Successful project implementation is reflected in improved service to the public, efficiency of District operations and extended service life of the District's structures.

Engineering staff adapted quickly to social distancing restrictions and safety measures imposed amid the COVID-19 pandemic, and maintained a high level of productivity, efficiency and coordination of operations utilizing videoconferencing or teleconferencing to substitute for in person office interactions. Engineering staff engaged in project environmental studies and design, contract administration and construction management, which did not require their presence in the office, conducting their assignments remotely from their home offices. These arrangements freed office space needed by the engineering staff that had to attend to bridge inspections and construction field oversight.

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

of wind fairings. In FY 21/22, the contractor will continue fabrication of structural steel elements, net support brackets and suicide deterrent net system fabric; continue installation of work access platforms, maintenance traveler rails, net supports and sidewalk bridge railings; begin installation of the suicide deterrent net system; and begin fabrication of the new maintenance travelers.

The Engineering Department and its design consultant continued work on the Golden Gate Bridge Seismic Retrofit Design for Phase IIIB, the seismic retrofit of the Suspension Bridge, the Lincoln Boulevard Undercrossing and the Toll Plaza Tunnel. In 2018, the state legislature provided the District with an authority to use the Construction Management/General Contractor (CMGC) procurement delivery method for the Golden Gate Bridge projects. Under this procurement method, a construction manager (CM) is chosen to provide preconstruction services during the design phase of the project and, if agreed to by the parties, construction services as a general/prime contractor (GC) during the construction phase of the project. The District has elected to use the CMGC procurement process for the Phase IIIB project. The Engineering Department has worked with the Federal Highway Administration and the California Department of Transportation on the implementation of the Phase IIIB CMGC procurement process. In FY 21/22, the Engineering Department will oversee implementation of the preconstruction phase of the CMGC.

The Engineering Department completed its 2019-2020 biennial bridge inspections and on December 30, 2020, submitted the final inspection report to Caltrans. In March 2021, staff began the 2021-2022 biennial bridge inspection and inspections will continue throughout the next fiscal year.

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

The Engineering Department and its design consultant continued to work in collaboration with the District's Budget and Electronic Revenue Department and the District's Electrical Department on the design of the District's all-electronic tolling (AET) gantry to be constructed at the Golden Gate Bridge Toll Plaza. The project is scheduled to be advertised for construction in FY 21/22.

At the San Francisco Ferry Terminal, the Engineering Department and its design consultant developed plans and specifications for repairs to the District's inner and outer berths, and to the Port of San Francisco's Promenade area near Gate B that were caused by an earlier vessel collision. The repair work began in October 2020 and is scheduled to be completed in FY 21/22.

At the Larkspur Ferry Terminal, the Engineering Department continued providing support with investigations of the existing fuel facility and developing a scope of work for improvements to the facility. Rehabilitation of the fuel tanks is scheduled to be advertised for construction in FY 21/22 and construction completed in FY 22/23.

In FY 21/22, the Engineering Department will begin the design for the dredging of the berths, turning basin and approach channel to the Larkspur Ferry Terminal.

The Engineering Department advertised the Corte Madera 4-Acre Tidal Marsh Restoration project on

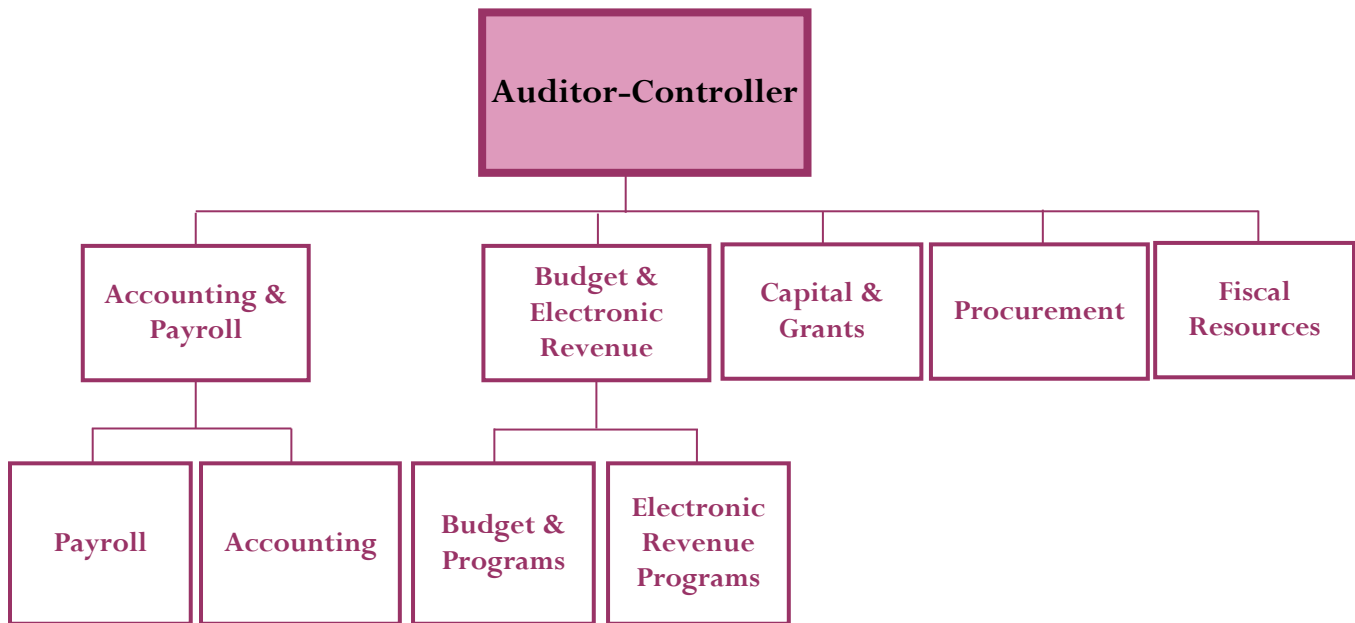
July 23, 2020 and awarded the construction contract on September 25, 2020. Construction was completed on January 31, 2021. The restoration will be monitored for the next five years to ensure compliance with the project performance objectives.

In support of Bus Division operations, the Engineering Department developed the Novato Bus Facility site cleanup project. The construction project, which involved the excavation of over 15,000 cubic yards of material, the extraction and disposal of groundwater, backfill, utility modifications, paving and striping, was advertised on June 9, 2020 and awarded on August 28, 2020. Construction began in September 2020 and was completed by the end of FY 20/21.

The Engineering Department is finalizing the design for the San Rafael employee and visitor parking lot improvements and solar panel installation project. The project is scheduled to be advertised for bids in FY 21/22.

In FY 21/22, the Engineering Department will develop the design for the Santa Rosa bus and employee parking lots improvement project.

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 and Treasury, Insurance, Electronic Revenue Collection, Procurement, and Cash Management.

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

The Accounting and Budget Departments have published another set of award-winning financial documents. Last year's Comprehensive Annual Financial Report and the adopted budget for FY 20/21 made the District's finances transparent and understandable to government officials and the public. These books were created with the cooperation of many employees across all District Divisions and we greatly appreciate their contributions.

The Payroll Department assisted with the upgrade of the District's General Ledger and Hastus (bus timekeeping) Systems during fiscal year 2021. It also moved almost entirely paperless and remote as a result of the pandemic. The Department processes 64 pay periods a year for over 850 employees.

The Accounting Department assisted with upgrades to the District's General Ledger and Maximo (inventory tracking) systems. It also completed a biennial physical inventory of all the District's capital assets, along with moving its operations almost entirely paperless and remote. The Department has been heavily involved with the multitude of additional reporting related to the financial implications of the COVID-19 pandemic.

In support of the District's FY 20/21 Budget, the Capital and Grant Programs Department secured approximately \$170.8 million in federal, state and local grant funds. These funds include \$22.9 million for the Suicide Deterrent and Wind Retrofit projects and \$111.3 million in federal operating assistance from the

Coronavirus Aid, Relief, and Economic Security (CARES) Act and Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA), both of which MTC distributed in two tranches.

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

The Budget Department continues to provide support all divisions with their operating budgets, and facilitate the overall budget process. In addition, the Budget Department assisted in providing revenue and cost models to assist in evolving policy decisions throughout FY 20/21. This was done on a continuous basis in response to the changing financial and operating challenges associated with COVID-19. The Budget Department also successfully adapted the yearly budget process in response to COVID-19. The Budget Department continues to receive the GFOA Distinguished Budget Presentation Award annually.

The Electronic Revenue Collection (ERC) Department continues to make customer payments for District services simple and secure. ERC continues to coordinate, implement, monitor toll programs for the District. ERC continues to manage the daily toll operations in the All Electronic Tolling (AET) environment as well as coordinate with regional partners on customer service. In addition, ERC leads the implementation of the toll replacement project projected to go live in FY 21/22. The Department collaborates with Engineering on the design requirements for the new Toll Gantry Structure, and the department continues to update the software and reporting design for the new toll gantry host system.

Working closely with the Bus and Ferry Divisions, ERC continues the refinement of the District's needs for Clipper 2.0. ERC is currently installing the next generation Ticket Vending Machines, with a deployment anticipated in the summer of 2021. Additionally, ERC represents the District on the CTOC Technical, Legislative, and Marketing & Communications committees, meeting with peer agencies and toll operators in other states to discuss and refine tolling interoperability and move forward with nationwide solutions.

The Procurement Department was once again honored with the 2021 Achievement of Excellence in Procurement Award from the National Procurement Institute, making this our fourth consecutive year. This annual program recognizes procurement organizations that embrace Innovation, Professionalism, Productivity, Leadership and e-Procurement functions that result in excellence. The District was one of only ten transit authorities out of 181 total agencies across the United States and Canada to receive the award. The Procurement Department made significant contributions to the COVID-19 response by sourcing hard to find PPE and sanitizing supplies ensuring our employees and customers were safe and protected. This year we finalized a project with our legal team to re-write all existing solicitation and contract documents ensuring better consistency and updated terms District wide. In addition to our core duties, the Procurement team administers the District pCard program with approximately 110 card holders and an average of \$2 million in annual spend as well as manages surplus sales generating over \$300,000 in revenue this fiscal year.

Legal Department

As set forth in the District's enabling legislation, the attorney for the District "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 Section 27184) In that capacity, the Legal Department's role and responsibilities are broad and comprehensive and involve a combination of preventative and defensive applications.

The preventative element includes day-to-day counseling, legal analysis and research on matters such as public procurement, public works, labor and employment law, federal laws and regulations pertaining to public transportation, civil rights, environmental laws, and the array of laws that pertain to governance of public bodies. The Legal Department provides risk prevention strategic advice, prepares and approves contracts, and serves as the chief labor negotiator for the District. The Legal Department works closely with the District's Management Team and Board leadership to implement the goals and objectives that the Board of Directors has formulated for the District. Given the varied nature of its multiple businesses in Bridge, Bus, and Ferry, the District necessarily is subject to a wide array of federal, state, and local laws and regulations and requirements. This is always the case, but especially so during a pandemic. In this heavily regulated setting, the Legal Department assists the Management Team and the Board to identify on the front-end legal issues that may arise and present challenges to the implementation of the Board's objectives. Members of the Legal Department serve as project facilitators, offer creative solutions to advance the District's interests, and take pride in finding appropriate, practical, and workable solutions to potential legal roadblocks.

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

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

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FY 21/22 DISTRICT DIVISION GOALS AND PROJECTS

PROJECT MANAGEMENT

Provide Project Management for engineering, technology, planning and special ongoing activities. Support implementation of special projects.

ADMINISTRATION

Provide Operating Divisions with administrative and employee support for internal agency functions in areas of Human Resources, Legal Services, Planning, Marketing, Information Systems, Finance, Grants, Accounting, Budgeting, EEO, Employee Relations, District-wide Training and the Board of Directors.

LOGISTICS

Purchase materials and supplies. Execute and administer contracts and RFPs to potential vendors and ensure fair and competitive price procurement. Plan and execute special events, Board meetings, and public education meetings.

COMPLIANCE

Ensure the District is compliant with federal, state and local requirements and standards concerning insurance, Workers' Compensation, grants, environmental regulations, occupational health and safety regulations, financial auditing, Public Records Act requests, ethics training, harassment prevention training and conflict of interest reporting.

COMMUNICATION/ OUTREACH

Provide public with various forms of communication through the website, written materials, customer service staff and public requests. Provide employees with communication on internal agency issues and activities. Conduct recruitment outreach to women and minority groups as well as veterans and organizations assisting individuals with disabilities. Expand outreach efforts to increase DBE and SBE participation in the marine industry.

EFFICIENCY

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

CHANGES FROM FY 20/21 ACTUAL TO FY 21/22 ADOPTED BUDGET

Revenues

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

Expenses

The District Division's FY 21/22 Adopted Operating Expenses total \$39.0 million. The District Division's FY 21/22 Adopted Budget contains an increase of \$5.9 million, or 17.7%, above FY 20/21 actual expenses. The components of the changes to the expenses are summarized in the table on the following page.

**SUMMARY OF CHANGES FROM FY 20/21 ACTUAL TO
FY 21/22 ADOPTED BUDGET
(ALL FIGURES IN MILLIONS)**

Net Changes to Labor and Fringe Benefits*	
Increase in salaries due to re-funding of vacant positions	\$2.9
Increase in payroll taxes for FY 21/22 due to re-funding of vacant positions	0.2
Increase in PERS contribution due to re-funding of vacant positions and higher contribution rate	0.7
Increase in medical expenses for FY 21/22 due to re-funding of vacant positions and increase in annual costs	1.2
Increase in postemployment benefits (OPEB) for FY21/22	0.2
Increase in workers' compensation for FY 21/22	0.3
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY 20/21	(1.1)
Professional Services	
Increase in expenses associated with re-funding of consulting services not used in FY 20/21	0.5
Increase in Engineering professional services projected for FY21/22	0.3
Increase in Information Systems department consulting services associated with assisting operating Divisions with data analysis	0.2
Increase in legal and litigation fees due to lesser activity in FY 20/21	0.3
Supplies and Other	
Increase in repair and operating supplies for FY 21/22	0.1
Re-funding of staff development expenses unused in FY 20/21	0.3
Capital Contribution and Depreciation	
Decrease in depreciation for FY21/22 due to retro depreciation of Information System hardware in FY20/21	(0.2)
Total Change from FY 20/21 Actual to FY 21/22 Adopted Budget	\$5.9

*Labor and Fringe Benefits

ICAP: The FY 21/22 Adopted Budget assumes \$2.3 million, as compared to \$1.9 million in FY 20/21, 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 21/22 Adopted Budget assumes 50%, which is the same percentage used in FY 20/21, of Engineering Labor and associated benefits will be capitalized resulting in an additional operating Labor and Fringe decrease of \$4.9 million, as compared to \$3.2 million, for FY 20/21 Actual.

DISTRICT DIVISION OPERATING BUDGET

	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Actual	FY 21/22 Adopted Budget
Expenses				
Salaries	\$12,825,613	\$14,416,300	\$11,956,356	\$14,871,000
Fringe Benefits	9,116,170	10,255,200	10,197,536	11,742,200
Professional Services	9,347,987	9,216,300	8,284,224	9,471,400
Repair & Operating Supplies	960,596	1,129,600	764,863	913,100
Insurance, Taxes & Permits	74,605	80,400	76,807	70,000
Other	595,205	959,000	271,950	519,200
Lease & Rentals	12,872	4,200	21,193	21,300
Subtotal Expenses	\$32,933,048	\$36,061,000	\$31,572,929	\$37,608,200
Depreciation	965,069	1,646,300	1,564,636	1,406,300
Total Expenses	\$33,898,117	\$37,707,300	\$33,137,565	\$39,014,500
Percent Change		11.2%	-12.1%	17.7%
District Transfers				
Bridge Division	\$13,511,512	\$13,449,600	\$11,584,676	\$15,647,000
Bus Division	13,856,414	15,721,500	13,990,975	15,505,000
Ferry Division	6,530,191	8,536,200	7,561,914	7,862,500
Total Transfers	\$33,898,117	\$37,707,300	\$33,137,565	\$39,014,500

Assumptions

- No salary increase for Coalition represented employees since their MOU is under negotiations nor non-represented employees.
- Includes Employer PERS contribution of 35.43%.
- OPEB costs are included in Fringe Benefits and reflect adoption of GASB 75 which accrues for OPEB costs based on the Annual Required Contribution (ARC) for OPEB benefits.
- All fiscal years show the transfer of District Division expense by line item.

DISTRICT DIVISION CAPITAL BUDGET

Program Summary

The FY 21/22 Capital Budget for the District Division totals \$3.7 million and represents 8% of the total agency's capital budget. The FY 21/22 capital program focuses on the Facilities Ventilation Assessment (2214), transit scheduling system (1712), and Financial Management System Upgrade (2018). The budget also introduces new projects to improve business intelligence, prevent sensitive data loss, create a cyber-security strategic plan, create a technology disaster recovery plan, and redesign the District's intranet.

Actual FY 20/21 capital expenditures for the District Division totaled \$3.0 million, funded with \$2.6 million, or 89%, District funds and \$0.4 million, or 11%, grants funds (See Appendix C).

Completed Projects

The District Division anticipates completion of four (4) Capital Projects in FY 20/21.

Project 1513 – Electronic Timekeeping System – \$1,505,000

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

Project 1713 – Advanced Communications and Information Systems (ACIS) Data Radio Replacement – \$700,000

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

Project 1911 – Cyber Security Improvements – \$408,000

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

Project 1913 – Disaster Recovery Improvements – \$318,000

The District's information systems, including production systems, stored data and historical information are valuable assets. This project will assess the vulnerability of these assets through analysis and testing of District procedures and will mitigate risks through offsite data storage solutions and backup hardware for critical systems. This project will significantly improve the District's ability to recover its systems in the event of a disaster. [Operating Budget Impact: Increase of \$10,000 to \$50,000.]

DISTRICT DIVISION CAPITAL BUDGET FY 20/21

Project Number and Description	Total Project	Prior Years	FY 21/22 Budget	Future Years	FY 21/22 Funding	
					District	Other
DISTRICT	22,335,000	6,693,000	3,655,000	11,987,000	95%	5%
FY22 - New Projects	6,476,000	-	1,743,000	4,733,000	100%	0%
2214 - Facilities Ventilation Assessment, Rehabilitation and Improvements Project (ENG)	2,570,000	-	1,213,000	1,357,000	100%	0%
2210 - Data Loss Prevention (IS)	1,206,000	-	30,000	1,176,000	100%	0%
2213 - Business Intelligence (BI) Analysis and Transportation Statistics Reporting Solution (IS)	1,050,000	-	250,000	800,000	100%	0%
2211 - Technology Disaster Recovery Plan (IS)	1,000,000	-	50,000	950,000	100%	0%
2212 - Cyber Security Strategic Plan and Mitigations (IS)	500,000	-	50,000	450,000	100%	0%
2015 - Intranet Redesign (A&D/MARKETING)	150,000	-	150,000	-	100%	0%
FY22 - Continuing Projects	15,709,000	6,693,000	1,762,000	7,254,000	89%	11%
1810 - Financial/HR/Payroll Mgmt Syst (IS)	4,500,000	765,000	150,000	3,585,000	100%	0%
1712 - Transit Scheduling System (IS)	3,066,000	2,177,000	250,000	639,000	100%	0%
1811 - Hardware/Software for Advanced Communications and Information Systems (ACIS)/INIT (IS)	1,005,000	954,000	50,000	1,000	20%	80%
1812 - Asset and Vehicle Fluid Management System (IS)	1,000,000	302,000	150,000	548,000	20%	80%
2010 - Asset Management Strategic Program (IS)	985,000	577,000	100,000	308,000	100%	0%
2114 - Computer Aided Dispatch (CAD)/Automatic Vehicle Location (AVL) Clipper Integration (FIN/IS)	939,000	-	30,000	909,000	0%	100%
1816 - Document Management System (IS)	800,000	195,000	25,000	580,000	100%	0%
2018 - Financial Management System Upgrade (IS)	700,000	591,000	108,000	1,000	100%	0%

Project Number and Description	Total Project	Prior Years	FY 21/22 Budget	Future Years	FY 21/22 Funding	
					District	Other
1916 - San Rafael A&D Admin Office Improvements (A&D)	471,000	217,000	204,000	50,000	100%	0%
2011 - Email to Office 365 Migration (IS)	375,000	289,000	86,000	-	100%	0%
1912 - Manage Detection and Response Services (IS)	360,000	39,000	25,000	296,000	100%	0%
2012 - Cloud Migration Initiative (IS)	319,000	195,000	123,000	1,000	100%	0%
2017 - Video Conferencing (IS)	299,000	11,000	25,000	263,000	100%	0%
2013 - Electronic Timekeeping System Upgrade (FIN)	255,000	77,000	167,000	11,000	100%	0%
1960 - Farebox System Upgrade (IS)	245,000	97,000	86,000	62,000	100%	0%
2111 - Network Hardware and Software Improvements [formerly known as "Technology Improvements (2021)"] (IS)	240,000	107,000	133,000	-	100%	0%
2014 - IS Strategic Planning (IS)	150,000	100,000	50,000	-	100%	0%
Capital Equipment	150,000	-	150,000	-	100%	0%
2219 - Capital Equipment (FY22) (Multiple)	150,000	-	150,000	-	100%	0%
Total Capital Expenditures	22,335,000	6,693,000	3,655,000	11,987,000	95%	5%
Capital Fund Source - District						
District	19,792,000	5,688,000	3,465,000	10,639,000		
Other	2,543,000	1,005,000	190,000	1,348,000		
Total	22,335,000	6,693,000	3,655,000	11,987,000		

District Division FY 21/22 Capital Project Detail

New Projects

Project 2214 – Facilities Ventilation Assessment, Rehabilitation and Improvements Project – \$2,570,000

This project will perform a ventilation assessment of the various District facilities, developing designs for improvements or rehabilitation of ventilation systems and implementing the improvements. [Operating Budget Impact: To be determined.]

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: To be determined.]

Project 2213 – Business Intelligence (BI) Analysis and Transportation Statistics Reporting Solution – \$1,050,000

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 working towards the long term goal of having a centralized data analysis system. [Operating Budget Impact: To be determined.]

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: To be determined.]

Project 2212 – Cyber Security Strategic Plan and Mitigations – \$500,000

This project will enable the District to create a strategic plan for cyber security. During the strategic plan creation process, and also after completion, mitigation activities will be implemented. [Operating Budget Impact: To be determined.]

Project 2015 – Intranet Redesign – \$150,000

This project will migrate the District's Intranet onto a new website platform. A vendor will design the wireframe pages, migrate the content over to the new platform, provide training and documentation, and manage beta testing and then final deployment. [Operating Budget Impact: To be determined.]

Continuing Projects

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

The District is currently conducting an assessment of IFAS, the District's Core Financial, Human Resources and Payroll System. The assessment will determine whether the District will either replace IFAS with a new system or upgrade the current IFAS system. The upgrade or replacement will require hundreds of hours of effort on the part of consultants and District personnel. Depending on scope, it is desired that the increased cost of software licensing fees will be offset with improved efficiencies in payroll, in reporting and in transferring financial information from departments such as Procurement, Budget, Capital and Grant Programs, and Contracts into the core financial system. [Operating Budget Impact: Increase of \$50,000 to \$100,000.]

Project 1712 – Transit Scheduling System – \$3,066,000

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

Project 1811 – Hardware/Software for Advanced Communications and Information Systems (ACIS)/INIT – \$1,005,000

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

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

EJ Ward is the District's fueling system for both revenue and non-revenue vehicles. The District has not upgraded the system since the initial implementation and is in need of an upgrade of both software and hardware. The software is installed on servers that are at end of life and in order to replace it, the software needs to be upgraded. This project began in FY 17/18, was moved to the ten-year plan in FY 19/20, and was moved back into the budget in FY 20/21. [Operating Budget Impact: To be determined.]

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

This project will fund the upgrade of Maximo, the District's asset management system, to a Software as a Service (SaaS) environment, and will expand Maximo to the Bridge Division. The Bridge Division is the last remaining division that needs to adopt Maximo into daily operations. There is also a requirement for the District from MAP-21 to have this project completed for compliance. This project combines two District projects that were formerly distinct: Maximo for Bridge Division (1910) and Maximo Upgrade to SAAS, previously on the FY 20/21 Project List. [Operating Budget Impact: To be determined.]

Project 2114 – Computer Aided Dispatch (CAD)/Automatic Vehicle Location (AVL) Clipper Integration – \$939,000

This project will establish the Next Generation Clipper fare payment system integration with the transit operator CAD/AVL System. This will allow bus transit operators to reduce data inconsistencies that may occur during manual entries of information. [Operating Budget Impact: Increase of \$10,000 to \$50,000.]

Project 1816 – Document Management System – \$800,000

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

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

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

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

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

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

This project will transition the District's email to a cloud-based Office 365 platform, enabling new features, improved security, and cost savings. Analysis completed in FY 19/20 determined the feasibility and scope of this project. [Operating Budget Impact: To be determined.]

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

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

Project 2012 – Cloud Migration Initiative – \$319,000

This project will assess the current hosting state of the District's technology systems, develop a plan to move workloads to the Cloud, and transition systems to improve load balancing. This will increase redundancy and business continuity. [Operating Budget Impact: To be determined.]

Project 2017 – Video Conferencing – \$299,000

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

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

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

Project 2013 – Electronic Timekeeping System Upgrade – \$255,000

This project will upgrade Kronos, the District's electronic timekeeping system, to maintain functionality and take advantage of new features. This upgrade is necessary in order to continue using Kronos after December 31, 2020. With the FY 21/22 budget, the scope of this project has been updated to reflect current system upgrade estimates and to provide extended professional services. [Operating Budget Impact: To be determined.]

Project 2111 – Network Hardware and Software Improvements [formerly known as "Technology Improvements (2021)"] – \$240,000

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

Project 2014 – IS Strategic Planning – \$150,000

The Information Systems Department will undertake an initiative to develop a long-term strategic plan for the District's technology use. Plan development will engage stakeholders throughout the District. [Operating Budget Impact: To be determined.]

Capital Equipment**Project 2219 – Capital Equipment – District – \$150,000**

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

DISTRICT DIVISION PERSONNEL SUMMARY BY DEPARTMENT

District Staffing by Department	FY 19/20 Year-End	FY 20/21 Budget	FY 20/21 Year-End	FY 21/22 Budget	Net Change FY 20/21 to FY 21/22
Administration & Development 101					
Administrative Assistant	1	1	1	1	0
Deputy GM, Administration & Development	1	1	1	1	0
DBE Program Administrator	1	1	1	1	0
Leaves Analyst	1	1	1	1	0
Manager of EEO & Compliance Programs	1	1	1	1	0
Total	5	5	5	5	0
Customer Relations 102					
Customer Relations Assistant	6	6	6	6	0
Customer Relations Supervisor	1	1	1	1	0
Total	7	7	7	7	0
Risk Management 103					
Director of Risk Management & Safety	1	1	1	1	0
Environmental Health & Safety Specialist	1	1	1	1	0
Security Emergency Management Specialist	1	1	1	1	0
Workers' Comp/Liability Claims Admin.	1	1	1	1	0
Total	4	4	4	4	0
Human Resources 104					
Human Resources Administrator	1	1	1	1	0
Human Resources Analyst	4	4	4	4	0
Human Resources Analyst - Admin.	1	1	1	1	0
Human Resources Coordinator	3	3	3	3	0
Human Resources Manager/Admin.	2	2	2	2	0
Human Resources Technician	1	1	1	1	0
Total	12	12	12	12	0
Information Systems 105					
Business Information Systems Engineer	4	4	4	4	0
Chief Technology Director	1	1	1	1	0
Database Engineer	1	1	1	1	0
Information System Manager	2	0	0	0	0
Network Administrator	1	1	1	1	
Senior Project Manager	1	1	1	1	0
Payroll/HRIS Systems Analyst	0	1	1	1	0
Project Manager	2	2	2	2	0
Senior Business Info Systems Engineer	3	3	3	3	0

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

District Staffing by Department	FY 19/20 Year-End	FY 20/21 Budget	FY 20/21 Year-End	FY 21/22 Budget	Net Change FY 20/21 to FY 21/22
Senior Desktop Systems Administrator	1	1	1	1	0
Senior Information Systems Manager	0	2	2	2	0
Senior Network Administrator	1	1	1	1	0
Senior System Administrator	2	2	2	2	0
Senior System Engineer	1	1	1	1	0
System Administrator, PC Support	1	1	2	2	0
Total	22	23	23	23	0
Marketing & Communications 106					
Art Supervisor	1	1	1	1	0
Digital Communications Program Manager	1	1	1	1	0
Marketing and Communications Director	1	1	1	1	0
Marketing Communications Specialist	2	2	2	2	0
Marketing Coordinator	1	1	1	1	0
Marketing Representative	1	1	1	1	0
Total	7	7	7	7	0
Planning 107					
ADA Compliance & Program Manager	1	1	1	1	0
Administrative Assistant	1	1	1	1	0
Associate Planner	1	1	1	1	0
Director of Planning	1	1	1	1	0
Manager of Real Estate Services & Property Development	1	1	1	1	0
Manager Traffic Engineering & Transit Facilities	0	1	1	1	0
Principal Planner	3	2	2	2	0
Senior Planner	1	1	1	1	0
Total	9	9	9	9	0
District Secretary 111					
Administrative Assistant	1	1	1	1	0
Assistant Clerk to the Board	1	1	1	1	0
Office Coordinator	1	1	1	1	0
Secretary of District	1	1	1	1	0
Senior Board Analyst	1	1	1	1	0
Total	5	5	5	5	0
Engineering 120					
Associate Engineering Inspectors	3	3	3	3	0
Associate Steel Inspector	3	3	3	3	0
Deputy District Engineer	1	1	1	1	0
District Engineer	1	1	1	1	0
Documents Control Assistant	3	3	3	3	0

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

District Division

District Staffing by Department	FY 19/20 Year-End	FY 20/21 Budget	FY 20/21 Year-End	FY 21/22 Budget	Net Change FY 20/21 to FY 21/22
Engineering Contracts Assistant	3	3	3	3	0
Engineering Contracts Officer	1	1	1	1	0
Engineering Design Technician	1	1	1	1	0
Executive Assistant to District Engineer	1	1	1	1	0
Facilities Engineer	1	1	1	1	0
Senior Civil Engineer	14	14	14	14	0
Senior Electrical Engineer	1	1	1	1	0
Senior Engineer	1	1	1	1	0
Senior Engineering Design Technician	1	1	1	1	0
Senior Mechanical Engineer	1	1	1	1	0
Senior Steel Inspector	1	1	1	1	0
Supervising Civil Engineer	3	3	3	3	0
Total	40	40	40	40	0
Finance 130					
Administrative Assistant	1	0	0	0	0
Auditor-Controller	1	1	1	1	0
Finance Administrative Analyst	0	1	1	1	0
Director of Fiscal Resources	1	1	1	1	0
Total	3	3	3	3	0
Accounting 131					
Accountant	2	2	2	2	0
Accounting Analyst	1	1	1	1	0
Accounting Manager	1	1	1	1	0
Accounting Specialist	2	2	2	2	0
Director of Accounting	1	1	1	1	0
Total	7	7	7	7	0
Budget & Analysis 133					
Budget & Programs Analyst	1	1	1	1	0
Director of Budget & Electronic Revenue	1	1	1	1	0
Principal Budget & Programs Analyst	2	2	2	2	0
Total	4	4	4	4	0
Capital & Grant Programs 134					
Capital & Grant Programs Analyst (1 LT)	2	2	2	2	0
Director of Capital & Grant Programs	1	1	1	1	0
Principal Capital & Grant Programs Analyst	1	1	1	1	0
TAM Project Manager	1	1	1	1	0
Total	5	5	5	5	0

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

District Staffing by Department	FY 19/20 Year-End	FY 20/21 Budget	FY 20/21 Year-End	FY 21/22 Budget	Net Change FY 20/21 to FY 21/22
Payroll 136					
Assistant Payroll Manager	2	1	1	1	0
Payroll Manager	1	1	1	1	0
Payroll Timekeeping Specialist	3	3	3	3	0
Total	6	5	5	5	0
Procurement & Retail Operations 137					
Contracts Officer	1	1	1	1	0
Assistant Procurement Specialist	2	2	2	2	0
Procurement Director	1	1	1	1	0
Procurement Program Analyst	1	1	1	1	0
Purchasing Officer	1	1	1	1	0
Senior Buyer	3	3	3	3	0
Total	9	9	9	9	0
General Manager 140					
Administrative Assistant	1	1	1	1	0
Executive Administrator to the GM	1	1	1	1	1
General Manager	1	1	1	1	0
Total	3	3	3	3	0
Public Affairs 141					
Director of Public Affairs	1	1	1	1	0
Public Affairs Specialist	1	1	1	1	0
Total	2	2	2	2	0
District Division Totals					
Total Authorized Positions	150	150	150	150	0
Regular Positions	149	149	149	149	0
Limited Term Positions	1	1	1	1	0

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



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APPENDIX A

Net Position Available for New Capital Projects or Operations

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

Category		Estimated Balance 07/01/2021
Available Net Position before Long Term Deferred Outflows, Liabilities, Deferred Inflows, Board Designated Reserves and Other Reserves (Note 1)	A	\$(28,400,000)
Long Term Deferred Outflows, Liabilities & Deferred Inflows (Note 2)		
CalPERS Retirement Pension Deferred Outflows, Deferred Inflows & Liabilities		103,300,000
Golden Gate Transit Amalgamated Retirement Pension Deferred Outflows, Liabilities & Deferred Inflows		109,600,000
District Other Post Employment Benefits (OPEB) Deferred Outflows, Liabilities & Deferred Inflows		94,800,000
Subtotal: Long Term Deferred Outflows, Liabilities & Deferred Inflows	B	307,700,000
Available Net Position before Board Designated Reserves and Other Reserves		279,300,000
Fiscal Year 2021 Board Designated Reserves and Other Reserves		
Operating Reserve (Note 3)		(18,200,000)
Emergency Reserve (Note 4)		(8,500,000)
Bridge Self Insurance Loss Reserve (Note 5)		(19,800,000)
Subtotal: Fiscal Year 2021 Board Designated Reserves and Other Reserves	C	(46,500,000)
Net Position (Reserves) Available Before Committed Capital Projects	A+B+C	232,800,000
Fiscal Year 2021 Committed Capital Projects (District Funded Portion Only)		
Bridge		(75,200,000)
Transit		(63,100,000)
Subtotal: Fiscal Year 2021 Committed Capital Projects (District Funded Portion Only)	D	(138,300,000)
Net Position Available for New Capital Projects or Operations as of 6/30/2021	A+B+C + D	\$94,500,000

Category		Estimated Balance 07/01/2022
Beginning Net Position Available for New Capital Projects or Operations	A+B+C + D	\$94,500,000
Add Budgeted Net Income/Loss for Fiscal Year 2022 (Note 7 & 8)	E	33,400,000
Available Net Position before Board Designated Reserves and Other Reserves	A+B+C + D + E	127,900,000
Change in Fiscal Year 2022 Board Designated Reserves and Other Reserves		
Change in Operating Reserve (Note 6 & 9)		300,000
Change in Emergency Reserve (Note 10)		200,000
Change in Bridge Self Insurance Loss Reserve (Note 11)		(1,300,000)
Subtotal: Change in Fiscal Year 2022 Board Designated Reserves and Other Reserve	F	(800,000)
Net Position (Reserves) Available Before Committed Capital Projects	A+B+C + D + E + F	127,100,000
Fiscal Year 2022 Committed Capital Projects (District Funded Portion Only)		
Bridge		(61,300,000)
Transit		(56,500,000)
Subtotal: Fiscal Year 2021 Committed Capital Projects (District Funded Portion Only)	G	(117,800,000)
Net Position Available for New Capital Projects or Operations as of 6/30/2022	A+B+C + D + E + F+G	\$9,300,000

See numbered notes on the following page.

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 2021 budget being balanced due to the infusion of Federal CARES & CRRSAA monies.
- 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 where 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 and would be used to offset the need to insure the loss of toll revenue in the event of an emergency.
- Note 6: To fund reserves to required contribution levels, additional contributions will be made.
- Note 7: Appendix A assumes, as does the rest of the document, that the staff and Board will balance the budget before the year's end.
- Note 8: FY 21/22 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 21/22's operating budget with 7.5% less FY 20/21's Operating Reserve plus additional contributions as discussed in Note 6.
- Note 10: Change in Emergency Reserve is calculated by multiplying FY 21/22's operating budget with 3.5% less FY 20/21's Emergency Reserve.
- Note 11: Change in Bridge Self-Insurance Loss Reserve is calculated by subtracting FY 21/22's reserve from FY 20/21's reserve.

GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT
CHANGES IN FUND BALANCE / EQUITY
(\$ IN THOUSANDS)

	FY18/19	FY19/20	FY20/21	FY21/22
	Actual	Actual	Unaudited	Budget
Operating Revenues				
Bridge Tolls	146,404	125,401	108,352	116,613
Transit Fares	35,739	26,514	3,814	12,118
Marin Transit	10,904	10,707	10,157	10,170
Other Operatong (Excluding RM2 Funding)	3,339	4,063	1,300	951
Toll Revenue Carryover	-	-	-	25,513
Total Operating Revenues	196,386	166,685	123,623	165,365
Operating expenses				
Operations	95,804	94,748	79,558	95,797
Maintenance	45,068	45,161	45,583	50,507
General Administrative	66,804	52,855	41,054	57,047
Depreciation (Includes Grant Depreciation)	33,627	36,869	39,406	40,174
Future Increase in Revenues/Decrease in Expenses	-	-	-	(49,150)
Total Operating Expenses				
(Excludes Capital Contribution)	241,303	229,633	205,600	194,375
Operating Loss	(44,917)	(62,948)	(81,977)	(29,010)
Non-Operating Revenues (Expenses)				
Operating Assistance				
-State Operating Assistance	23,745	23,585	20,513	20,561
-Federal Operating Assistance	143	70	38	-
-Local Operating Assistance	2,855	2,754	1,953	1,953
-CARES Act Funding	-	43,863	7,717	-
-CRRSAA Funding	-	-	59,749	-
Total Operating Assistance	26,743	70,272	89,970	22,514
Capital Contributions to Other Agencies	(551)	(144)	(757)	(2,416)
Investment Income	9,604	9,938	4,020	1,200
Interest Expense	(1,016)	(692)	(98)	(1,455)
Gain (Loss) on Disposal of Capital Assets	118	(104)	(1,797)	-
Total Non-Operating Revenues	8,155	8,998	1,368	(2,671)
Income Before Capital Contributions	(10,019)	16,322	9,361	(9,168)
Capital Contributions (Non-District Funded)	78,468	59,626	32,842	28,874
Increase in Net Assets Before Special Item	68,449	75,948	42,203	19,706
Net Increase in Net Assets	68,449	75,948	42,203	19,706
Net Assets, Beginning of Year	543,445	611,894	687,842	730,045
Net Assets, End of Year	611,894	687,842	730,045	749,751

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APPENDIX B

Commercial Paper Budgeting Covenant Certificate of the District

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APPENDIX B - COMMERCIAL PAPER BUDGETING COVENANT CERTIFICATE OF THE DISTRICT

The District's pledge to debt holders includes a covenant that requires the District to pass a budget that produces sufficient revenues to pay twice as much debt service as projected. The covenant allows the District to count the \$7.3 million in Bridge Operating Reserve Fund toward the 2X ratio. In addition to the Bridge Operating Reserve Fund, the District created and fully funded a Debt Service Reserve Fund of \$5.5 million to further insure the security of the note holders by providing sufficient reserves to meet unforeseen eventualities. Those reserve funds have been, and will remain, fully funded throughout the Commercial Paper Program.

Due to COVID-19 impact to operations, the FY 21/22 estimates the need to increase revenues and/or decrease expenses by \$49.2 million. The budget assumes that those future decisions will be successful in balancing the budget and will insure that the District will pay debt service on the commercial paper notes.

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

	17/18 Actual	18/19 Actual	19/20 Actual	20/21 Actual	21/22 Adopted
Total Revenues	\$218,011	\$232,733	\$246,895	\$150,146	\$163,566
Less Total Operating Expenses (Less Depreciation, Capital Contribution, Bridge Self-Insurance and Debt Service Payments)	(\$200,573)	(\$207,676)	(\$192,764)	(\$166,196)	(\$203,351)
Total Net Revenues	\$17,438	\$25,057	\$54,131	(\$16,050)	(\$39,785)
CARES Act Funding, CRRSAA Funding and Toll Revenue Carryover				\$67,467	\$25,513
Future Increase in Revenues and/or Decrease in Expenses					\$49,150
Total Net Revenues after Actions to Increase Revenues and/or Decrease Expenses	\$17,438	\$25,057	\$54,131	\$51,417	\$34,878
Plus Operating Reserve Fund	\$7,320	\$7,320	\$7,320	\$7,320	\$7,320
Total Net Revenues + Operating Reserve	\$24,758	\$32,377	\$61,451	\$58,737	\$42,198
Actual/Estimated Debt Service	\$717	\$1,016	\$692	\$98	\$1,455
Coverage (with Operating Reserve)	34.5	31.9	88.8	599.4	29.0
Coverage (without Operating Reserve)	24.3	24.7	78.2	524.7	24.0

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APPENDIX C

FY 20/21 Capital Program Accomplishments

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APPENDIX C - FY 20/21 CAPITAL PROGRAM ACCOMPLISHMENTS

Program Summary

FY 20/21 capital expenditures for the agency totaled \$54.7 million, funded with \$24.4 million, or 45% District funds and \$30.3 million, or 55% grant funds. Total FY 20/21 expenditures include expenditures on both completed projects and ongoing multi-year projects.

A summary of the FY 20/21 program is provided below, followed by each division's detailed program.

FY 20/21 Capital Expenditures by Division

	Total Project	FY20/21 Budget	FY20/21 Estimated Actual	Actual/ Budget %
Bridge – Seismic Retrofit	21,721,845	1,500,000	2,431,562	162%
Bridge - Other	250,944,817	33,239,000	22,608,826	68%
Bus	90,059,276	3,918,684	10,999,702	281%
Ferry	139,628,676	8,067,000	15,696,415	195%
District	19,070,620	3,382,000	2,968,978	88%
Agency Total	\$521,425,234	\$50,106,684	\$54,705,483	109%

	Total Project	FY20/21 Budget	Capital Fund Source	
			FY20/21 Actual	% of Actual Expenditures
District Funds	189,295,714	21,066,766	24,412,124	116%
Federal Funds	309,624,798	27,430,380	28,264,146	103%
State Funds	21,533,026	1,540,647	1,973,466	128%
Other Local Funds	971,696	68,891	55,747	81%
Total Expenditures	\$521,425,234	\$50,106,684	\$54,705,483	109%

FY 20/21 Capital Program Accomplishments Bridge Division

Actual FY 20/21 Bridge Division capital expenditures totaled \$25 million, funded with \$8.2 million, or 33% District funds and \$16.8 million, or 67% grants funds.

Project Number and Description	Total Project	FY20/21 Budget	FY20/21 Actual	Actual / Budget %*
Bridge Division - Seismic Retrofit				
1528 - GGB Wind Retrofit (ENG)	11,860,000	1,000,000	1,652,134	165%
1923 - Seismic Phase IIIB - CM/GC (ENG)	9,861,845	500,000	779,429	156%
Total Bridge Seismic Retrofit	\$21,721,845	\$1,500,000	\$2,431,562	162%
Bridge Division – Other				
1526 - Suicide Deterrent - Construction (ENG)	204,342,868	30,000,000	20,974,916	70%
9826 - Main Cable Access (ENG)	13,180,000	100,000	4,818	5%
1525 - Toll System Upgrade (FIN)	11,480,848	500,000	91,275	18%
1820 - Toll Plaza Gantry - Des/Con (ENG)	7,264,000	500,000	151,927	30%
1118 - Suicide Deterrent - Design (ENG)	5,543,101	50,000	641	1%
1722 - Toll Plaza Pavement Overlay (ENG)	3,500,000	50,000	2,345	5%
2129 - Capital Equipment (FY21) (BRIDGE)	1,742,000	1,742,000	886,358	51%
1821 - IS Data Center Seismic Retrofit (ENG)	1,500,000	50,000	2,483	5%
1422 - FASTRAK Equipment Upgrade (FIN)	1,000,000	50,000	384,835	770%
2121 - Toll Plaza Admin Bldg Elevator Replacement (BRIDGE/ENG)	590,000	50,000	106,998	214%
1920 - Alexander Avenue Slope Strengthening Des/Env (ENG)	500,000	50,000	-	0%
2120 - Trailer F Replacement (BRIDGE/ENG)	145,000	27,000	-	0%
2020 - Bridge Admin Office Improvements (BRIDGE)	122,000	50,000	2,229	4%
1921 - Stores Bldg Office Space HVAC Replacement (ENG)	35,000	20,000	-	0%
Total Bridge Division Other	\$250,944,817	\$33,239,000	\$22,608,826	68%
Total Bridge Division	\$272,667,662	\$34,739,000	\$25,040,388	72%

Capital Fund Source

	Total Project	FY20/21 Budget	FY20/21 Actual	% of Actual Expenditures
District Funds	110,466,356	12,615,066	8,189,316	65%
Federal Funds	154,771,845	21,033,346	16,088,572	76%
State Funds	7,000,000	1,027,685	718,520	70%
Other Local Funds	428,461	62,903	43,980	70%
Total Expenditures	\$272,666,662	\$34,739,000	\$25,040,388	72%

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

FY 20/21 Capital Program Accomplishments

Bus Division

Actual FY 20/21 Bus Division capital expenditures totaled \$11 million, funded with \$7.6 million, or 69% District funds and \$3.4 million, or 31% grants funds.

Project Number and Description	Total Project	FY20/21 Budget	FY20/21 Actual	Actual / Budget %*
Bus Division				
1730 - Replace 67 Transit Buses with Hybrids (BUS)	67,600,000	500,000	1,376,246	275%
2132 - D-2 Pavement & Remediation (ENG)	7,100,300	800,000	6,669,221	834%
1431 - D1 Resurface Employee Parking Lot & Solar Panels (ENG)	5,130,000	50,000	60,945	122%
1717 - SRTC Relocation Des/Env (PLNG)	2,906,893	1,141,684	786,026	69%
1831 - Replace Twenty Paratransit 22' Gas Cutaways (BUS)	2,160,000	750,000	1,745,904	233%
2130 - ZEB Infrastructure Design (ENG)	2,000,000	50,000	-	0%
2131 - D-1 Bus Admin Bldg Roof, HVAC & Dispatch Rm (ENG)	1,700,000	50,000	-	0%
1931 - Bus Division Office Improvements (BUS)	420,000	25,000	17,553	70%
2139 - Capital Equipment (FY21) (BUS)	338,000	338,000	133,725	40%
1715 - Aviat Microwave Update - Santa Rosa Link (BUS)	250,000	25,000	-	0%
1932 - Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis (BUS)	235,083	50,000	210,083	420%
2134 - Replace Steam Bay Waste Water Recycling System Des/Env (ENG)	100,000	50,000	-	0%
2135 - D2 Bus Operator Breakroom, Dispatch Office, and Restroom Renovation (BUS)	80,000	50,000	-	0%
2133 - SRTC Break Room Renovation (BUS)	39,000	39,000	-	0%
Total Bus Division	\$90,059,276	\$3,918,684	\$10,999,702	281%

Capital Fund Source

	Total Project	FY20/21 Budget	FY20/21 Actual	% of Actual Expenditures
District Funds	18,667,421	1,823,565	7,604,060	417%
Federal Funds	67,344,271	2,065,181	3,313,239	160%
State Funds	3,865,443	28,591	78,695	275%
Other Local Funds	182,140	1,347	3,708	275%
Total Expenditures	\$90,059,275	\$3,918,684	\$10,999,702	281%

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

FY 20/21 Capital Program Accomplishments Ferry Division

Actual FY 20/21 Ferry Division capital expenditures totaled \$15.7 million, funded with \$6 million, or 38% District funds and \$9.7 million, or 62% grants funds.

Project Number and Description	Total Project	FY20/21 Budget	FY20/21 Actual	Actual / Budget %*
Ferry Division				
1740 - M.S. Sonoma Refurbishment and Repower (FERRY)	29,196,643	1,500,000	6,892,874	460%
1441 - Gangways & Piers - Sausalito Construction (ENG)	22,560,000	100,000	-	0%
1941 - M.V. Del Norte, M.V. Napa and M.V. Golden Gate Main Engine Overhaul (FERRY)	17,244,866	789,000	552,779	70%
1741 - M.S. Marin Repower & Dry Dock (FERRY)	13,334,262	1,000,000	995,170	100%
0503 - Gangway & Piers - Design (ENG)	11,862,725	150,000	21,824	15%
1940 - Purchase New Vessel (FERRY)	11,000,000	50,000	2,264	5%
2040 - Capital Improvements for Ferry Fleet (FERRY)	9,635,000	1,000,000	1,732,865	173%
2140 - FY21 Ferry Vessel Rehab (FERRY)	2,750,000	1,000,000	519,358	52%
1944 - Ticketing Systems/TVMs/Door Replacement (ERC)	3,219,754	50,000	657,639	1315%
2042 - Larkspur Ferry Service and Parking Expansion Env. Clearance and Prelim. Design Study (PLNG)	3,148,426	50,000	447,487	895%
2041 - Corte Madera Marsh Restoration Construction (ENG)	3,040,000	50,000	1,659,799	3320%
9710 - Corte Madera Marsh Restoration Design (ENG)	2,809,000	50,000	61,353	123%
2141 - LFT Fuel System Rehabilitation (FERRY)	2,000,000	25,000	-	0%
2149 - Capital Equipment (FY21) (FERRY)	1,918,000	1,918,000	681,402	36%
1542 - SLEP: Larkspur, SF, Sausalito (Multiple)	2,790,000	50,000	1,468,887	2938%
1841 - Fuel System Rehab Des/Env (ENG)	1,500,000	200,000	1,352	1%
2043 - Water Jet Replacement (FERRY)	995,000	50,000	-	0%
1945 - Renewable Diesel Pilot Program (FERRY)	560,000	25,000	-	0%
1842 - Automatic Identification System (AIS) (FERRY)	65,000	10,000	1,362	14%
Total Ferry Division	139,628,676	8,067,000	15,696,415	195%

Capital Fund Source

	Total Project	FY20/21 Budget	FY20/21 Actual	% of Actual Expenditures
District Funds	43,633,937	3,850,135	5,986,044	155%
Federal Funds	85,191,061	3,751,824	8,538,323	228%
State Funds	10,442,583	460,400	1,163,988	253%
Other Local Funds	361,095	4,640	8,059	174%
Total Expenditures	\$139,628,676	\$8,067,000	\$15,696,415	195%

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

FY 20/21 Capital Program Accomplishments District Division

Actual FY 20/21 District Division capital expenditures totaled \$3 million, funded with \$2.6 million, or 89% District funds and \$0.4 million, or 11% grants funds.

Project Number and Description	Total Project	FY20/21 Budget	FY20/21 Actual	Actual / Budget %*
District Division				
1810 - Financial/HR/Payroll Mgmt Syst (IS)	4,500,000	500,000	225,109	45%
1712 - Transit Scheduling System (IS)	3,066,000	250,000	242,270	97%
1513 - Electronic Timekeeping System (IS)	1,505,000	10,000	157,645	1576%
1811 - Hardware/Software for ACIS/INIT (IS)	1,005,000	230,000	179,169	78%
1812 - Asset and Vehicle Fluid Management System (IS)	1,000,000	400,000	177,232	44%
2010 - Asset Management Strategic Program (IS)	985,000	700,000	412,361	59%
2114 - CAD/AVL Clipper Integration (Multiple)	938,620	100,000	51,153	51%
1816 - Document Management System (IS)	800,000	50,000	11,700	23%
1713 - ADS ACIS data radio replacement (IS)	700,000	41,000	42,736	104%
2018 - Financial Management System Upgrade (IS)	700,000	250,000	582,639	233%
1916 - San Rafael A&D Admin Office Improvements (FIN/A&D)	471,000	50,000	-	0%
1911 - Cyber Security Improvements (IS)	408,000	50,000	173,948	348%
2011 - Email to Office 365 Migration (IS)	375,000	75,000	65,231	87%
1912 - Manage Detection and Response Services (IS)	360,000	50,000	39,125	78%
2012 - Cloud Migration Initiative (IS)	319,000	75,000	148,158	198%
1913 - Disaster Recovery Improvements (2019) (IS)	318,000	50,000	81,750	164%
2017 - Video Conferencing (IS)	299,000	50,000	-	0%
2110 - On-Site Medical Trailer Infrastructure (ENG)	250,000	50,000	-	0%
1960 - Farebox System Upgrade (IS)	245,000	50,000	85,559	171%
2111 - Technology Improvements (2021) (IS)	240,000	50,000	106,819	214%
2013 - Electronic Timekeeping System Upgrade (FIN/IS)	255,000	50,000	77,040	154%
2014 - IS Strategic Planning (IS)	150,000	70,000	20,690	30%
2119 - Capital Equipment (FY21) (Multiple)	110,000	110,000	88,645	81%
2113 - Trailer B Remodel (A&D/PROC)	51,000	51,000	-	0%
2112 - Video Archive (A&D/PA)	20,000	20,000	-	0%
Total District Division	19,070,620	3,382,000	2,968,978	88%

Capital Fund Source

	Total Project	FY20/21 Budget	FY20/21 Actual	% of Actual Expenditures
District Funds	16,528,000	2,778,000	2,632,704	95%
Federal Funds	2,317,620	580,029	324,012	56%
State Funds	225,000	23,971	12,262	51%
Other Local Funds	-	-	-	0%
Total Expenditures	\$19,070,620	\$3,382,000	\$2,968,978	88%

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

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APPENDIX D

Grant Funding Sources

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APPENDIX D – GRANT FUNDING SOURCES

MAJOR SOURCES OF GRANT FUNDS

Fund Source	Programming Process/Agency	Program Cycle	Amount in FY 20/21 Budget		Secured for Future Years	
			Capital	Operating	Capital	Operating
Federal Grants						
Ferry Boat Discretionary and Formula Programs	Application to Caltrans/FHWA and/or Congressional Earmark.	Annual Earmark / DOT Discretionary	\$22,200	N/A	\$7,288,200	N/A
Federal Transit Administration (FTA) - Section 5307, 5337 and 5309 Programs	Programming application to MTC. Contract application and award by FTA.	Annual - MTC Discretionary	\$3,159,600	N/A	\$162,116,000	N/A
State Highway Bridge Program (HBP) / SAFETEA-LU High Priority Project (HPP) and Discretionary Bridge Fund (DBF)	For GGB Seismic Retrofit Project. Application to and award by Caltrans.	State and Congressional Discretionary funding	\$2,500,000	N/A	\$8,720,600	N/A
State Highway Bridge Program (HBP) / Surface Transportation Program (STP)	Funds programmed by State and MTC for the Suicide Deterrent System.	One-Time	\$8,535,700	N/A	\$20,287,300	N/A
Surface Transportation Program (STP)	Funds programmed by State and MTC for the San Rafael Transit Center Relocation Design/Env Project	One-Time	\$0	N/A	\$0	N/A
State Grants						
Infrastructure Bond: PTMISEA Account	Application to Caltrans/MTC.	Annual for 10-year Period (2008-2017)	\$107,000	N/A	\$254,500	N/A
Low Carbon Transit Operations Program (LCTOP)	Programmed based on Formula.	Annual	\$31,600	N/A	\$1,541,900	N/A
Transportation Development Act (TDA)	Per agreement with the Counties and MTC. Annual application to MTC.	Annual	N/A	Marin:	N/A	Marin:
				\$6,430,900	N/A	TBD
			N/A N/A	Sonoma:	N/A	Sonoma:
				\$6,216,300	N/A	TBD
State Transit Assistance (STA)	Revenue Based - Service-based formula. Population Based - MTC Discretion.	Annual	N/A	\$8,122,600	N/A	TBD
	State of Good Repair - Revenue Based	Annual	\$3,700	N/A	\$1,636,200	N/A

Appendix D

Fund Source	Programming Process/ Agency	Program Cycle	Amount in FY 20/21 Budget		Secured for Future Years	
			Capital	Operating	Capital	Operating
Other Local Grants						
Regional Measure 2 (RM2)	Programming application to MTC	Annual	\$0	\$1,939,200	\$0	TBD
Regional Measure 3 (RM3)	Programming application to MTC	Annual	\$0	\$0	\$30,000,000	\$0
Donations/Cell Site Revenues, and other local	For Suicide Deterrent System and other capital projects	One-Time	\$1,100,600	N/A	\$2,962,800	N/A
TAM	Operations support for ferry feeder shuttle	Annual	N/A	\$99,400	N/A	TBD
Total Grant Funds			\$15,460,400	\$71,908,400	\$234,807,500	\$0

All dollar amounts rounded to the nearest one hundred.

APPENDIX E-I

10-Year Capital Requirements (Full Version)

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APPENDIX E-I - 10-YEAR CAPITAL REQUIREMENTS (FULL VERSION)

GGBHTD 10-YEAR CAPITAL PLAN FY 2023 - FY 2032

JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY21 & Prior Years	FY22 Budget	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
							FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032		
AGENCY SUMMARY																		
BRIDGE DIVISION																		
GRANT FUNDED	664,910	664,910	-	768,626	80,970	22,746	45,011	100,032	120,834	117,327	116,057	128,107	21,109	10,311	6,121	-	768,626	
DISTRICT FUNDED	321,350	-	321,350	388,587	54,251	12,986	34,856	44,212	42,914	37,193	41,585	53,611	29,679	22,393	12,905	2,000	388,587	
TOTAL	986,260	664,910	321,350	1,157,213	135,221	35,733	79,867	144,244	163,749	154,520	157,643	181,718	50,789	32,704	19,026	2,000	1,157,213	
BUS DIVISION																		
GRANT FUNDED	212,638	212,638	-	274,259	59,482	540	2,541	44,706	8,829	52,144	25,068	15,840	55,588	5,790	2,132	-	274,259	
DISTRICT FUNDED	63,073	-	63,073	78,225	13,624	1,128	5,554	9,969	4,485	13,302	11,182	4,188	11,322	1,760	963	350	78,225	
TOTAL	275,711	212,638	63,073	352,485	73,106	1,667	8,095	54,674	13,314	65,445	36,250	20,028	66,910	7,550	3,095	350	352,485	
FERRY DIVISION																		
GRANT FUNDED	374,569	374,569	-	549,669	38,524	2,608	34,376	62,857	52,035	30,447	48,061	64,121	35,512	30,308	15,504	1,348	549,669	
DISTRICT FUNDED	106,494	-	106,494	154,194	10,935	3,274	10,278	20,717	14,492	9,092	14,182	16,765	8,953	7,652	3,951	412	154,194	
TOTAL	481,062	374,569	106,494	703,864	49,459	5,882	44,653	83,574	66,527	39,539	62,243	80,886	44,465	37,960	19,455	1,760	703,864	
DISTRICT DIVISION																		
GRANT FUNDED	4,781	4,781	-	6,027	1,056	190	539	200	140	2,500	144	900	200	100	57	-	6,027	
DISTRICT FUNDED	36,886	-	36,886	49,689	6,337	3,465	9,685	5,482	3,360	2,795	3,404	2,130	3,420	2,100	1,110	3,400	49,689	
TOTAL	41,667	4,781	36,886	55,715	7,394	3,655	10,225	5,682	3,500	5,295	3,548	3,030	3,620	2,200	1,167	3,400	55,715	
AGENCY TOTAL																		
GRANT FUNDED	1,256,897	1,256,897	-	1,598,581	180,032	26,084	82,467	207,795	181,839	202,417	189,331	208,968	112,409	46,509	23,814	1,348	135,568	
DISTRICT FUNDED	527,803	-	527,803	670,695	85,148	20,853	60,373	80,379	65,251	62,382	70,353	76,694	53,374	33,905	18,930	6,162	36,892	
TOTAL	1,784,700	1,256,897	527,803	2,269,277	265,180	46,937	142,840	288,174	247,090	264,799	259,684	285,662	165,784	80,414	42,744	7,510	172,460	

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2023 - FY 2032**

JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY21 & Prior Years	FY22 Budget	Year 1	Year 2	Year 3	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total
										Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10					
BRIDGE DIVISION																					
GGB SEISMIC RETROFIT																					
Seismic: Design																					
1923 - Seismic Phase IIIB CM/GC	7,560	7,560	-	9,862	1,302	1,000	500	4,681	2,379	-	-	-	-	-	-	-	9,862				
Seismic: Construction																					
0000 - Seismic Phase IIIB Construction	621,000	509,220	111,780	621,000	-	-	20,000	80,000	130,000	130,000	131,000	-	-	-	-	-	621,000				
0000 - Seismic Phase IIIB Construction (Financing)	35,000	28,000	7,000	35,000	-	-	3,200	2,000	2,056	2,846	6,034	7,136	5,687	4,014	2,026	-	35,000				
1528 - GGB Wind Retrofit	1,161	1,161	-	11,860	9,199	1,500	1,000	161	-	-	-	-	-	-	-	-	11,860				
BRIDGE IMPROVEMENTS/REHABILITATION																					
Safety/Security Enhancements																					
1526 - Suicide Deterrent - Construction	71,303	48,121	23,182	204,343	103,040	30,000	35,000	36,303	-	-	-	-	-	-	-	-	204,343				
0805 - South Approach & Pier Security Improvements	3,838	3,071	768	5,000	1,162	-	1,000	1,000	1,838	-	-	-	-	-	-	-	5,000				
0000 - Fixed CMS North Approach (#1620)	1,560	-	1,560	1,560	-	60	500	500	1,000	-	-	-	-	-	-	-	1,560				
1524 - North Anchorage House Security	845	-	845	1,000	155	-	300	545	-	-	-	-	-	-	-	-	1,000				
1118 - Suicide Deterrent - Design	40	-	40	5,543	5,478	25	40	-	-	-	-	-	-	-	-	-	5,543				
Bridge Access Systems																					
0000 - North End Access Systems (#1522)	20,000	-	20,000	20,000	-	-	-	-	-	500	5,000	12,000	2,500	-	-	-	20,000				
0000 - South Approach & Arch Access Systems (#1521)	19,992	-	19,992	20,000	8	-	-	-	-	500	12,000	2,492	-	-	-	-	20,000				
10,997 - 2221 - South Approach Viaduct Stringer Rehab	4,900	-	4,900	5,000	-	100	4,900	-	-	2,997	-	-	-	-	-	-	13,180				
2220 - Fort Point Arch Maintenance Access Project	1,473	-	1,473	1,773	-	300	762	711	-	-	-	-	-	-	-	-	5,000				
1922 - Technical Svcs for Bridge Access Systems	400	-	400	400	-	-	50	50	50	50	50	50	50	50	-	-	1,773				
Improvements/Rehab																					
0000 - Electrical Service to North Approach	3,960	-	3,960	3,960	-	-	-	-	-	160	1,290	1,660	850	-	-	-	3,960				
2121 - Toll Plaza Admin Bldg Elevator Replacement	433	-	433	590	107	50	433	-	-	-	-	-	-	-	-	-	590				
0000 - Laneworker Shack	248	-	248	248	-	27	221	-	-	-	-	-	-	-	-	-	248				
2120 - Trailer F Replacement	145	-	145	145	-	27	118	-	-	-	-	-	-	-	-	-	145				
0000 - Roadway Lighting	100	-	100	100	-	-	-	-	-	-	100	-	-	-	-	-	100				
0000 - Toll Plaza Admin Bldg Main Entry Railing	60	-	60	60	-	-	60	-	-	-	-	-	-	-	-	-	60				
0000 - Toll Plaza Admin Bldg Entr Doors	30	-	30	30	-	-	30	-	-	-	-	-	-	-	-	-	30				
Paint/Erosion Rehab																					
0000 - North Tower Paint Rehab	30,000	24,000	6,000	30,000	-	-	-	-	-	500	10,000	15,000	4,500	-	-	-	30,000				
0000 - Fort Point Arch Paint Rehab	7,500	6,000	1,500	7,500	-	-	-	-	-	1,000	4,500	2,000	-	-	-	-	7,500				
0000 - North Tower Pier Shore Protection Construction	1,000	-	1,000	1,000	-	-	1,000	-	-	-	-	-	-	-	-	-	1,000				
1822 - North Tower Pier Shore Protection Des/Env	499	-	499	500	1	-	499	-	-	-	-	-	-	-	-	-	500				
Roadway Rehab																					
0000 - Bridge Pavement Repair	30,000	15,000	15,000	30,000	-	-	-	500	15,000	14,500	-	-	-	-	-	-	30,000				
1722 - Toll Plaza Pavement Overlay	3,374	-	3,374	3,500	101	25	50	1,000	1,000	1,324	-	-	-	-	-	-	3,500				
1424 - Deck Paving Investigation	150	-	150	150	-	-	75	75	-	-	-	-	-	-	-	-	150				

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2023 - FY 2032**

JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY21 & Prior Years	FY22 Budget	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
BRIDGE DIVISION																		
Structure Rehab																		
0000 - Cable Band Rehab Design 0000 - Cable Band Rehab Construction	400	320	80	400	-	-	-	-	200	200	-	-	-	-	-	-	-	400
	8,200	6,560	1,640	8,200	-	-	-	-	-	-	2,000	3,500	2,700	-	-	-	-	8,200
FACILITIES REHABILITATION																		
Grounds and Roads																		
0000 - Alexander Ave Pavement Rehabilitation (#1421) 0000 - Employee Parking Lots & Tunnel Rehab 0000 - Merchant Road Rehabilitation 0000 - Alexander Avenue Side Repair - Construction 0000 - Alexander Avenue Slide Repair - Design/Env 1920 - Alexander Avenue Slope Strengthening Des/Env	2,987	-	2,987	3,000	13	-	-	-	200	200	1,000	1,587	-	-	-	-	-	3,000
	2,300	-	2,300	2,300	-	-	-	-	-	-	400	1,300	600	-	-	-	-	2,300
	1,800	-	1,800	1,800	-	-	-	-	-	400	1,400	-	-	-	-	-	-	1,800
	850	-	850	850	-	-	-	-	-	200	200	450	-	-	-	-	-	850
500	-	500	500	500	-	-	100	100	300	-	-	-	-	-	-	-	-	500
500	-	500	500	500	-	-	50	450	-	-	-	-	-	-	-	-	-	500
Maintenance Facilities																		
0000 - Maintenance Facility Relocation 0000 - Fuel Station Upgrade and Rehabilitation 0000 - Wash Rack Replacement	9,150	9,150	-	9,150	-	-	-	-	-	-	-	350	800	3,500	4,500	-	-	9,150
	820	410	410	820	-	-	100	720	-	-	-	-	-	-	-	-	-	820
	755	378	378	755	-	-	-	-	-	-	300	455	-	-	-	-	-	755
Toll Plaza Buildings																		
0000 - Permanent Toll Collection Gantry & Pavement Rehab 1820 - Toll Plaza Gantry - Construction 0000 - South Visitor Plaza Restrooms Improvement - Construction 0000 - Toll Plaza Admin Bldg Rehab 0000 - Maintenance Shop Retrofit & Roof Rehab 1821 - IS Data Center Seismic Retrofit 0000 - Purchasing & Stores Bldg & Roof Rehab 0000 - Round House Roof Rehab 2020 - Bridge Admin Office Improvements 1921 - Stores Bldg Office Space HVAC Replacement	30,000	-	30,000	30,000	-	-	-	-	-	-	-	-	5,000	15,000	10,000	-	-	30,000
	5,315	-	5,315	7,264	1,899	50	500	3,000	1,815	-	-	-	-	-	-	-	-	7,264
	3,000	3,000	-	3,000	-	-	-	2,000	1,000	-	-	-	-	-	-	-	-	3,000
	3,000	2,400	600	3,000	-	-	-	-	100	800	2,100	-	-	-	-	-	-	3,000
	1,690	-	1,690	1,690	-	-	500	1,190	-	-	-	-	-	-	-	-	-	1,690
	1,363	-	1,363	1,500	112	25	50	1,000	313	-	-	-	-	-	-	-	-	1,500
	860	-	860	860	-	-	100	760	-	-	-	-	-	-	-	-	-	860
	590	-	590	590	-	-	-	-	-	-	-	-	300	290	-	-	-	590
95	-	95	122	2	25	50	45	-	-	-	-	-	-	-	-	-	122	
34	-	34	35	1	-	20	14	-	-	-	-	-	-	-	-	-	35	
INFORMATION SYSTEMS/TECHNOLOGY																		
0000 - Toll System Upgrade 0000 - Radio Subscriber Upgrade 0000 - Radio System Upgrade 0000 - Security Systems 1422 - FASTRAK Equipment Upgrade	7,999	-	7,999	11,481	2,482	1,000	500	1,000	1,000	1,000	4,499	-	-	-	-	-	-	11,481
	4,000	-	4,000	4,000	-	-	3,000	-	-	-	-	1,000	-	-	-	-	-	4,000
	2,000	-	2,000	2,000	-	-	-	-	500	-	500	-	500	-	500	-	-	2,000
	700	560	140	700	-	-	100	100	-	500	-	-	-	-	-	-	-	700
	-216	-	-216	1,000	1,016	200	-216	-	-	-	-	-	-	-	-	-	-	1,000
CAPITAL EQUIPMENT																		
Tools and Equipment																		
xx29 - Capital Equipment	20,000	-	20,000	28,393	6,985	1,408	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	-	28,393
TOTAL	986,260	664,910	321,350	1,157,213	135,221	35,733	79,867	144,244	163,749	154,520	157,643	181,718	50,789	32,704	19,026	2,000	-	1,157,213

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2023 - FY 2032**

JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY21 & Prior Years	FY22 Budget	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Future Years	Line Item Total
BUS DIVISION																		
REVENUE VEHICLES																		
Revenue Vehicle Improvements																		
0000 - Replace Fare Collection Equipment	5,500	4,565	935	5,500	-	-	-	-	-	-	500	1,000	3,000	1,000	-	-	-	5,500
0000 - Bus Radio Upgrade	2,000	-	2,000	2,000	-	-	2,000	-	-	-	-	-	-	-	-	-	-	2,000
Revenue Vehicle Replacements																		
0000 - ZEB Over-the-Road (OTR) Coaches*	79,317	67,419	11,898	79,317	-	-	-	9,567	-	24,750	-	-	45,000	-	-	-	-	79,317
0000 - Replace Conventional OTR Coaches	35,000	29,750	5,250	35,000	-	-	-	18,000	-	17,000	-	-	-	-	-	-	-	35,000
1730 - Replace 67 Transit Buses with Hybrids	3,769	3,430	340	67,600	63,331	500	500	3,269	-	-	-	-	-	-	-	-	-	67,600
0000 - Demand Response Vehicle Replacement	1,358	1,154	204	1,358	-	-	-	-	-	-	-	1,358	-	-	-	-	-	1,358
Safety/Security																		
0000 - Security Systems	1,000	800	200	1,000	-	-	-	-	-	-	-	-	-	1,000	-	-	-	1,000
Systemwide																		
0000 - Collision Avoidance System	1,050	840	210	1,050	-	-	100	500	450	-	-	-	-	-	-	-	-	1,050
0000 - ZEB Smart Charging System	250	200	50	250	-	-	-	-	250	-	-	-	-	-	-	-	-	250
1715 - Aviat Microwave Update - Santa Rosa Link	182	-	182	250	43	25	25	157	-	-	-	-	-	-	-	-	-	250
0000 - Install LED Yard Lighting at Bus Facilities	138	138	-	138	-	-	-	-	-	-	-	-	-	-	138	-	-	138
2231 - Safety Management System (SMS) Software	70	-	70	100	-	30	70	-	-	-	-	-	-	-	-	-	-	100
1932 - ZEB Fleet/Infrastructure Analysis	-	-	-	235	210	25	-	-	-	-	-	-	-	-	-	-	-	235
2230 - APC NTD Certification Software	-	-	-	150	-	150	-	-	-	-	-	-	-	-	-	-	-	150
FACILITIES REHABILITATION																		
D-1: San Rafael																		
0000 - D1 ZEB Infrastructure	33,960	27,168	6,792	33,960	-	-	1,500	5,000	5,000	5,000	5,000	5,000	7,460	-	-	-	-	33,960
0000 - D-1 Bus Lot Campus Redev, Ph2-Construction	25,000	20,000	5,000	25,000	-	-	-	-	-	-	1,000	10,000	10,000	4,000	-	-	-	25,000
1431 - Resurface D1 Employee Parking Lot & Solar Panels	4,591	3,673	918	5,130	514	25	50	4,541	-	-	-	-	-	-	-	-	-	5,130
0000 - D-1 Bus Lot Pavement Rehabilitation	2,500	2,000	500	2,500	-	-	500	1,000	1,000	-	-	-	-	-	-	-	-	2,500
2130 - Zero Emission Bus (ZEB) Infrastructure Design	1,950	1,560	390	2,000	-	50	50	250	250	1,400	-	-	-	-	-	-	-	2,000
0000 - D-1 Main Shop Utility Rehab	1,900	1,520	380	1,900	-	-	-	800	1,100	-	-	-	-	-	-	-	-	1,900
2131 - D-1 Bus Admin Bldg Roof, HVAC & Dispatch Rm	1,675	-	1,675	1,700	-	25	50	100	1,500	25	-	-	-	-	-	-	-	1,700
0000 - D-1 Body Shop Roof and Coating, Storage Bldg	1,100	880	220	1,100	-	-	-	-	600	500	-	-	-	-	-	-	-	1,100
0000 - D-1 Fuel Island Building Rehab: Concr Apron/Roof/Paint	850	680	170	850	-	-	100	750	-	-	-	-	-	-	-	-	-	850
0000 - D-1 IT Dispatch Office Rehab	800	640	160	800	-	-	-	-	-	-	-	-	-	-	800	-	-	800
0000 - Elevator for D1 HD Shop Building	650	520	130	650	-	-	-	-	-	-	-	-	-	-	650	-	-	650
0000 - D-1 Bus Lot Campus Redev. Ph1-Planning Study	400	320	80	400	-	-	-	-	200	200	-	-	-	-	-	-	-	400
0000 - D-1 Fire Alarm System Upgrade	300	240	60	300	-	-	-	-	-	-	-	-	-	-	300	-	-	300
1931 - Bus Division Office Improvements	290	-	290	420	105	25	25	265	-	-	-	-	-	-	-	-	-	420
0000 - D-1 New Warehouse: Parts and Records Storage (FY10)	225	180	45	225	-	-	-	-	-	-	-	-	-	-	225	-	-	225

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2023 - FY 2032**

JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY21 & Prior Years	FY22 Budget	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
BUS DIVISION																		
0000 - San Rafael Card Access Security Room (FY11; FY12) 0000 - Automatic Door/Enclosure by Driver's Room (FY11; FY12) 0000 - Extend/Add Mezzanine (FY10; FY11; FY12) 0000 - Bus Lot Landscapes 0000 - Bus Main Shop Heaters Replacement 2134 - Replace Steam Bay Waste Water Recycling System (FY11) 0000 - Injector Room Ventilation 0000 - D-1 Drainage Improvements Warehouse Area 0000 - D-1 Main Shop Roof Replacement	216	173	43	216	-	-	-	-	-	-	-	-	-	-	-	-	216	
	150	120	30	150	-	-	-	-	-	-	-	-	-	-	-	-	150	
	115	-	115	115	-	-	-	-	-	-	-	-	-	-	-	-	115	
	100	-	100	100	-	-	-	-	-	-	-	-	-	-	-	-	100	
	91	73	18	91	-	-	-	-	-	-	-	-	-	-	-	-	91	
	75	-	75	100	-	25	50	25	-	-	-	-	-	-	-	-	100	
	35	28	7	35	-	-	-	-	-	-	-	-	-	-	-	-	35	
	25	20	5	25	-	-	-	-	-	-	-	-	-	-	-	-	25	
	-	-	-	2,000	-	-	-	-	-	-	-	-	-	-	-	-	2,000	
	D-2: Novato																	
0000 - D2 ZEB Infrastructure	3,000	2,400	600	3,000	-	-	-	3,000	-	-	-	-	-	-	-	-	3,000	
2132 - D-2 Pavement & Remediation	-	-	-	7,100	6,669	431	-	-	-	-	-	-	-	-	-	-	7,100	
0000 - D-2 Pavement Rehabilitation	1,700	1,360	340	1,700	-	-	-	-	-	-	300	600	800	-	-	-	1,700	
0000 - D-2 Wash Rack Improvements	840	672	168	840	-	-	-	-	-	-	320	520	-	-	-	-	840	
0000 - D-2 Dispatch & Fuel Island Bldg Roof Rehab	760	608	152	760	-	-	-	-	-	-	320	440	-	-	-	-	760	
2135 - D2 Bus Operator Breakroom, Dispatch Office, and Restroom Renovation	50	-	50	80	-	30	50	-	-	-	-	-	-	-	-	-	80	
D-3: Santa Rosa																		
0000 - D3 ZEB Infrastructure	3,000	2,400	600	3,000	-	-	-	3,000	-	-	-	-	-	-	-	-	3,000	
2232 - Santa Rosa (D3) Bus Facility Parking Lot Rehabilitation Project	2,375	-	2,375	2,475	-	100	2,375	-	-	-	-	-	-	-	-	-	2,475	
0000 - D-3 Bus Security Improvements	1,500	1,200	300	1,500	-	-	-	-	-	-	300	1,200	-	-	-	-	1,500	
0000 - D-3 Dispatch & Fuel Island Bldg Roof and Restroom Rehab	900	720	180	900	-	-	-	-	-	-	300	600	-	-	-	-	900	
0000 - D-3 Wash Rack Improvements	840	672	168	840	-	-	-	-	-	-	-	300	540	-	-	-	840	
D-4: San Francisco																		
0000 - D4 ZEB Infrastructure	3,000	2,400	600	3,000	-	-	-	3,000	-	-	-	-	-	-	-	-	3,000	
0000 - D-4 Pavement Rehabilitation	1,500	1,200	300	1,500	-	-	-	-	-	-	-	-	300	1,200	-	-	1,500	
R-7: San Rafael Transit Center																		
0000 - SRTC Relocation PS&E/CON	45,000	30,000	15,000	45,000	-	-	-	500	2,000	15,000	27,500	-	-	-	-	-	45,000	
1717 - SRTC Relocation Design/Env (Planning Dept)	1,114	915	199	2,907	1,763	30	300	600	214	-	-	-	-	-	-	-	2,907	
CAPITAL EQUIPMENT																		
xx39 - Capital Equipment	3,500	-	3,500	4,167	471	196	350	350	350	350	350	350	350	350	350	-	4,167	
TOTAL	275,711	212,638	63,073	352,485	73,106	1,667	8,095	54,674	13,314	65,445	36,250	20,028	66,910	7,550	3,095	350	2,000 352,485	
The FY2028 project cost assumes that 1.5 ZEB coaches will be needed to replace each conventional coach.																		

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

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2023 - FY 2032**

JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY21 & Prior Years	FY22 Budget	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
FERRY DIVISION																		
REVENUE VEHICLES																		
MS San Francisco																		
	5,725	4,580	1,145	7,475	-	-	1,685	-	785	-	785	-	1,685	-	785	-	1,750	
	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	25,000	
MS Marin																		
	3,440	2,752	688	3,440	-	-	-	585	-	1,685	-	585	-	585	-	-	3,440	
	1,340	1,072	268	1,340	-	-	500	500	340	-	-	-	-	-	-	-	1,340	
	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	25,000	
MS Sonoma																		
	5,890	4,712	1,178	5,890	-	-	565	-	585	-	1,885	-	585	-	585	1,685	-	
	1,902	1,785	117	29,197	26,494	800	1,902	-	-	-	-	-	-	-	-	-	29,197	
	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	25,000	
MV Mendocino																		
	6,230	4,984	1,246	6,230	-	-	-	1,070	-	3,320	-	920	-	920	-	-	6,230	
	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	25,000	
MV Del Norte																		
	25,000	20,000	5,000	25,000	-	-	-	-	-	-	-	25,000	-	-	-	-	25,000	
	8,130	6,504	1,626	16,260	-	-	1,090	-	1,490	-	3,530	-	1,010	-	1,010	-	16,260	
MV Napa																		
	8,630	6,904	1,726	8,630	-	-	1,450	-	1,450	-	1,000	-	3,730	-	1,000	-	8,630	
	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	25,000	
MV Golden Gate																		
	7,580	6,064	1,516	15,160	-	-	1,050	-	1,000	-	3,530	-	1,000	-	1,000	-	15,160	
	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	25,000	
Multiple Vessel																		
	2,206	1,765	441	2,750	519	25	1,000	1,206	-	-	-	-	-	-	-	-	2,750	
2040 - Capital Improvements for Ferry Fleet	3,252	2,601	650	9,635	4,933	1,450	1,000	2,252	-	-	-	-	-	-	-	-	9,635	
	1,380	1,104	276	1,430	-	50	1,380	-	-	-	-	-	-	-	-	-	1,430	

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2023 - FY 2032**

JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY21 & Prior Years	FY22 Budget	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
FERRY DIVISION																		
Systemwide																		
2240 - Ferry CARB Compliance Plan (Des/Con)	154,170	123,336	30,834	154,220	-	50	17,510	32,380	27,380	27,380	7,380	7,380	7,380	-	-	-	154,220	
0000 - Purchase New Vessel - Phase 2	19,000	16,530	2,470	19,000	-	-	8,000	11,000	-	-	-	-	-	-	-	-	19,000	
1940 - Purchase New Vessel - Phase 1	10,973	9,546	1,426	11,000	2	25	50	8,000	2,923	-	-	-	-	-	-	-	11,000	
0086 - New Ferry Slip, Mission Bay	7,925	6,340	1,585	7,925	-	-	100	200	7,625	-	-	-	-	-	-	-	7,925	
0079 - Warehouse Security and Storage Project	3,670	-	3,670	3,670	-	-	100	200	1,000	1,370	-	-	-	-	-	-	3,670	
0503 - Gangway & Piers - Design	2,461	2,111	349	11,863	9,377	25	150	500	500	1,311	-	-	-	-	-	-	11,863	
1944 - Ticketing Systems/TVMs/Door Replacement	1,224	979	245	3,220	1,495	500	50	500	674	-	-	-	-	-	-	-	3,220	
0084 - Ferry Berthing Area, San Quentin State Prison	1,190	952	238	1,190	-	-	100	500	590	-	-	-	-	-	-	-	1,190	
0000 - Security Systems	500	400	100	500	-	-	500	-	-	-	-	-	-	-	-	-	500	
FACILITIES REHABILITATION																		
Larkspur Ferry Terminal																		
0000 - Gangways & Piers - Larkspur Construction	66,000	52,800	13,200	66,000	-	-	-	-	-	4,000	24,000	24,000	14,000	-	-	-	66,000	
0000 - LFT Parking Garage	40,000	32,000	8,000	40,000	-	-	-	-	-	500	4,500	5,000	15,000	-	-	-	40,000	
0000 - Larkspur Ferry Terminal (LFT) Berth and Channel Dredging - Construction	11,904	9,523	2,381	11,904	-	-	256	11,648	-	-	-	-	-	-	-	-	11,904	
0000 - Terminal Truss Rehab and Painting	4,000	3,200	800	4,000	-	-	-	-	-	468	1,766	1,766	-	-	-	-	4,000	
0027 - Terminal Bldgs and Waiting Area Roof Rehab	2,000	1,600	400	2,000	-	-	300	1,700	-	-	-	-	-	-	-	-	2,000	
2141 - Larkspur Ferry Terminal Fuel System Rehab	1,970	-	1,970	2,000	-	30	25	1,945	-	-	-	-	-	-	-	-	2,000	
2042 - Larkspur Ferry Service and Parking Expansion Env. Clearance and Prelim. Design Study	1,451	109	1,342	3,148	447	1,250	50	1,401	-	-	-	-	-	-	-	-	3,148	
0028 - Admin Bldg Roof, Paint Exterior, Restroom Rehab	1,500	1,200	300	1,500	-	-	300	1,200	-	-	-	-	-	-	-	-	1,500	
0000 - Rehab Parking Lot	1,500	1,200	300	1,500	-	-	-	-	-	300	1,200	-	-	-	-	-	1,500	
1841 - Fuel System Rehab	1,483	-	1,483	1,500	17	-	-	1,483	-	-	-	-	-	-	-	-	1,500	
0000 - Rehabilitate Larkspur Maintenance Facility	1,200	-	1,200	1,200	-	-	400	400	400	-	-	-	-	-	-	-	1,200	
2242 - Larkspur Ferry Terminal Berth and Channel Dredging - Design	1,182	946	236	1,232	-	50	1,182	-	-	-	-	-	-	-	-	-	1,232	
0000 - LFT Maintenance Facility Rehabilitation	1,160	-	1,160	1,160	-	-	-	-	-	-	500	660	-	-	-	-	1,160	
0000 - Terminal Water Line and Utilities Rehab	1,000	800	200	1,000	-	-	500	500	-	-	-	-	-	-	-	-	1,000	
0000 - Oil Boom Platform Berth 3	900	-	900	900	-	-	900	-	-	-	-	-	-	-	-	-	900	
0000 - Rehab Overflow Parking Lot Area	800	640	160	800	-	-	800	-	-	-	-	-	-	-	-	-	800	
0076 - Larkspur Ferry Kiosk Restoration and Refurbishment	380	-	380	380	-	-	200	180	-	-	-	-	-	-	-	-	380	
0000 - EV Charger Upgrades	200	-	200	200	-	-	50	50	100	-	-	-	-	-	-	-	200	
0075 - Modify Slip #3, Larkspur Ferry Terminal (ADA)	96	-	96	96	-	-	96	-	-	-	-	-	-	-	-	-	96	
0000 - Design/Install Swing Mooring Apparatus	86	-	86	86	-	-	86	-	-	-	-	-	-	-	-	-	86	
0000 - Parking Lot Striping, Improvements, Signage	50	-	50	50	-	-	50	-	-	-	-	-	-	-	-	-	50	

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2023 - FY 2032**

JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY21 & Prior Years	FY22 Budget	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
FERRY DIVISION																		
San Francisco Ferry Terminal																		
0000 - Gangways & Piers - San Francisco Construction	30,000	24,000	6,000	30,000	-	-	-	-	-	3,500	12,500	14,000	-	-	-	-	30,000	
0000 - Rehab Former Ticket Office Bldg	2,800	2,240	560	2,800	-	-	-	-	-	-	2,000	800	-	-	-	-	2,800	
0000 - San Francisco Ferry Terminal Security Improvements	1,500	-	1,500	1,500	-	-	600	900	-	-	-	-	-	-	-	-	1,500	
0078 - San Francisco Ferry Terminal Improvements	1,222	-	1,222	1,222	-	-	100	200	200	500	222	-	-	-	-	-	1,222	
0000 - Waiting Area Roof Rehab	1,200	960	240	1,200	-	-	-	-	-	300	900	-	-	-	-	-	1,200	
0000 - SF Terminal Roll Down Gates and Passenger Queuing Modifications	400	320	80	400	-	-	400	-	-	-	-	-	-	-	-	-	400	
Sausalito Ferry Terminal																		
1441 - Gangways & Piers - Sausalito Construction	22,510	18,008	4,502	22,560	25	25	100	3,000	19,410	-	-	-	-	-	-	-	22,560	
Corte Madera Marsh																		
2041 - Corte Madera Marsh Restoration Construction	1	-	1	3,040	1,687	1,352	1	-	-	-	-	-	-	-	-	-	3,040	
CAPITAL EQUIPMENT																		
xx49 - Capital Equipment	750	-	750	5,462	4,462	250	75	75	75	75	75	75	75	75	75	75	5,462	
TOTAL	481,062	374,569	106,494	703,864	49,459	5,882	44,653	83,574	66,527	39,539	62,243	80,886	44,465	37,960	19,455	1,760	703,864	

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2023 - FY 2032**

JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY21 & Prior Years	FY22 Budget	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
DISTRICT DIVISION																		
FACILITIES REHABILITATION																		
0000 - Office Facility Renovation/Consolidation	3,960	-	3,960	6,960	-	-	-	-	-	-	-	-	-	-	-	960	3,000	6,960
0002 - A&D Admin Bldg Remodel/Rehab	1,500	-	1,500	1,500	-	-	200	1,300	-	-	-	-	-	-	-	-	-	1,500
0000 - Mobile Conference Room/Emergency Operations Center	257	-	257	257	-	-	-	257	-	-	-	-	-	-	-	-	-	257
2110 - On-Site Medical Trailer Infrastructure	250	-	250	250	-	-	50	200	-	-	-	-	-	-	-	-	-	250
2113 - Trailer B Remodel	51	-	51	51	-	-	51	-	-	-	-	-	-	-	-	-	51	51
INFORMATION SYSTEMS/TECHNOLOGY																		
1810 - Financial/HR/Payroll Management System	3,585	-	3,585	4,500	765	150	500	500	1,000	1,000	585	-	-	-	-	-	-	4,500
0000 - Transit Scheduling System	3,050	2,440	610	3,050	-	-	-	-	50	3,000	-	-	-	-	-	-	-	3,050
0000 - Telephone System Upgrade	2,550	-	2,550	2,550	-	-	-	800	-	-	-	50	1,700	-	-	-	-	2,550
0000 - Financial/HR/Payroll Management System Procurement	2,000	-	2,000	2,000	-	-	-	-	-	-	1,000	-	-	-	1,000	-	-	2,000
0000 - Replace Network Equipment	1,480	-	1,480	1,480	-	-	740	-	-	-	-	-	740	-	-	-	-	1,480
2214 - Facilities Ventilation Assessment, Rehabilitation and Improvements Project	1,357	-	1,357	2,570	-	1,213	1,357	-	-	-	-	-	-	-	-	-	-	2,570
0000 - Technology Improvements	1,250	-	1,250	1,250	-	-	-	250	-	250	-	250	-	250	-	250	-	1,250
0000 - Business Intelligence	1,250	-	1,250	1,250	-	-	750	-	-	-	500	-	-	-	-	-	-	1,250
0000 - Data Storage System	1,200	-	1,200	1,200	-	-	600	-	-	-	600	-	-	-	-	-	-	1,200
2210 - Data Loss Prevention	1,176	-	1,176	1,206	-	30	576	200	200	200	-	-	-	-	-	-	-	1,206
0000 - CAD/AVL System Refresh	1,100	-	1,100	1,100	-	-	-	50	1,050	-	-	-	-	-	-	-	-	1,100
0000 - Time Keeping System	1,055	844	211	1,055	-	-	-	-	-	-	55	1,000	-	-	-	-	-	1,055
0000 - Disaster Recovery	1,000	-	1,000	1,000	-	-	250	-	250	-	250	-	250	-	-	-	-	1,000
2211 - Technology Disaster Recovery Plan	950	-	950	1,000	-	50	599	351	-	-	-	-	-	-	-	-	-	1,000
2114 - Computer Aided Dispatch (CAD)/Automatic Vehicle Location (AVL) Clipper Integration	857	857	-	939	51	30	100	100	100	100	100	100	100	100	100	57	-	939
0000 - Cyber Security	805	-	805	805	-	-	250	-	-	-	80	260	215	-	-	-	-	805
2213 - Business Intelligence (BI) Analysis and Transportation Statistics Reporting Solution	800	-	800	1,050	-	250	561	239	-	-	-	-	-	-	-	-	-	1,050
0000 - Internet of Things for all Divisions	750	-	750	750	-	-	-	250	-	-	250	-	-	250	-	250	-	750
0000 - Asset and Vehicle Fluid Mgmt System	750	-	750	750	-	-	-	250	-	-	250	-	-	-	250	-	-	750
1712 - Transit Scheduling System	639	-	639	3,066	2,177	250	639	-	-	-	-	-	-	-	-	-	-	3,066
0000 - Indoor and Outdoor Wireless Network Access	660	-	660	660	-	-	-	320	-	-	-	-	340	-	-	-	-	660
0000 - Redundant Network / Systems	650	-	650	650	-	-	-	-	150	-	350	150	-	-	-	-	-	650
1812 - Asset and Vehicle Fluid Mgmt System	548	438	110	1,000	302	150	548	-	-	-	-	-	-	-	-	-	-	1,000
0000 - Replace Server Equipment	600	-	600	600	-	-	200	-	200	-	-	-	-	-	200	-	-	600
1816 - Document Management System	580	-	580	800	195	25	580	-	-	-	-	-	-	-	-	-	-	800
0000 - Document Management System	540	-	540	540	-	-	540	-	-	-	70	470	-	-	-	-	-	540
0000 - Bus Wifi	500	-	500	500	-	-	250	-	250	-	-	-	-	-	-	-	-	500
2212 - Cyber Security Strategic Plan and Mitigations	450	-	450	500	-	50	450	-	-	-	-	-	-	-	-	-	-	500
2010 - Asset Management Strategic Program	308	-	308	985	577	100	100	100	100	100	-92	-	-	-	-	-	-	985
1912 - Manage Detection and Response Services	296	-	296	360	39	25	296	-	-	-	-	-	-	-	-	-	-	360
2017 - Video Conferencing	263	-	263	299	11	25	263	-	-	-	-	-	-	-	-	-	-	299

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2023 - FY 2032**

JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY21 & Prior Years	FY22 Budget	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
DISTRICT DIVISION																		
0000 - Ferry Passenger Information Systems	250	200	50	250	-	-	-	125	-	-	-	-	125	-	-	-	-	250
0000 - Network Security	230	-	230	230	-	-	-	230	-	-	-	-	-	-	-	-	-	230
0000 - District Web Site Re-Design w/Mobile App	220	-	220	220	-	-	-	220	-	-	-	-	-	-	-	-	-	220
0000 - IVR replacement	200	-	200	200	-	-	-	200	-	-	-	-	-	-	-	-	-	200
2111 - Network Hardware and Software Improvements [formerly known as "Technology Improvements (2021)"]	-	-	-	240	107	133	-	-	-	-	-	-	-	-	-	-	-	240
1960 - Farebox System Upgrade	62	-	62	245	97	86	62	-	-	-	-	-	-	-	-	-	-	245
1916 - San Rafael A&D Admin Office Improvements	50	-	50	471	217	204	50	-	-	-	-	-	-	-	-	-	-	471
1815 - Customer Service Incident System (Marketing)	45	-	45	45	-	-	-	-	45	-	-	-	-	-	-	-	-	45
0000 - Exacom Voice Recorder Refresh	40	-	40	40	-	-	-	40	-	-	-	-	-	-	-	-	-	40
2112 - Video Archive	20	-	20	20	-	-	20	-	-	-	-	-	-	-	-	-	-	20
0000 - Avtec VGate Refresh	20	-	20	20	-	-	20	-	-	-	-	-	-	-	-	-	-	20
2012 - Cloud Migration Initiative	1	-	1	319	195	123	1	-	-	-	-	-	-	-	-	-	-	319
2018 - Financial Management System Upgrade	1	-	1	700	591	108	1	-	-	-	-	-	-	-	-	-	-	700
1811 - Hardware and Software for ACIS/INIT	1	1	1	1,005	954	50	1	-	-	-	-	-	-	-	-	-	-	1,005
2011 - Email to Office 365 Migration	-	-	-	375	289	86	-	-	-	-	-	-	-	-	-	-	-	375
2013 - Electronic Timekeeping System Upgrade	11	-	11	255	77	167	11	-	-	-	-	-	-	-	-	-	-	255
2014 - IS Strategic Planning	-	-	-	150	100	50	-	-	-	-	-	-	-	-	-	-	-	150
2015 - Intranet Redesign	-	-	-	150	-	150	-	-	-	-	-	-	-	-	-	-	-	150
CAPITAL EQUIPMENT																		
xx19 - Capital Equipment	1,500	-	1,500	2,298	648	150	150	150	150	150	150	150	150	150	150	150	-	2,298
TOTAL	41,667	4,781	36,886	55,715	7,394	3,655	10,225	5,682	3,500	5,295	3,548	3,030	3,620	2,200	1,167	3,400	3,000	55,715

APPENDIX E-2

10-Year Capital Requirements (Printable Version)

*In order to print this appendix in a larger font size this appendix does not include the following columns (See Appendix E-1 for a complete version of 10-Year Capital Plan):

- Grant and District Funding split
- FY 21 & Prior Years
- FY 22 Budget

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APPENDIX E - 10-YEAR CAPITAL REQUIREMENTS (PRINTABLE VERSION)

GGBHTD 10-YEAR CAPITAL PLAN FY 2023 - FY 2032

JLKEY - Project Name (10VP ID)	TOTAL PROJECT	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
		FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032		
AGENCY SUMMARY													
BRIDGE DIVISION													
GRANT FUNDED	768,626	45,011	100,032	120,834	117,327	116,057	128,107	21,109	10,311	6,121	-	-	768,626
DISTRICT FUNDED	388,587	34,856	44,212	42,914	37,193	41,585	53,611	29,679	22,393	12,905	2,000	-	388,587
TOTAL	1,157,213	79,867	144,244	163,749	154,520	157,643	181,718	50,789	32,704	19,026	2,000	-	1,157,213
BUS DIVISION													
GRANT FUNDED	274,259	2,541	44,706	8,829	52,144	25,068	15,840	55,588	5,790	2,132	-	1,600	274,259
DISTRICT FUNDED	78,225	5,554	9,969	4,485	13,302	11,182	4,188	11,322	1,760	963	350	400	78,225
TOTAL	352,485	8,095	54,674	13,314	65,445	36,250	20,028	66,910	7,550	3,095	350	2,000	352,485
FERRY DIVISION													
GRANT FUNDED	549,669	34,376	62,857	52,035	30,447	48,061	64,121	35,512	30,308	15,504	1,348	133,968	549,669
DISTRICT FUNDED	154,194	10,278	20,717	14,492	9,092	14,182	16,765	8,953	7,652	3,951	412	33,492	154,194
TOTAL	703,864	44,653	83,574	66,527	39,539	62,243	80,886	44,465	37,960	19,455	1,760	167,460	703,864
DISTRICT DIVISION													
GRANT FUNDED	6,027	539	200	140	2,500	144	900	200	100	57	-	-	6,027
DISTRICT FUNDED	49,689	9,685	5,482	3,360	2,795	3,404	2,130	3,420	2,100	1,110	3,400	3,000	49,689
TOTAL	55,715	10,225	5,682	3,500	5,295	3,548	3,030	3,620	2,200	1,167	3,400	3,000	55,715
AGENCY TOTAL													
GRANT FUNDED	1,598,581	82,467	207,795	181,839	202,417	189,331	208,968	112,409	46,509	23,814	1,348	135,568	1,598,581
DISTRICT FUNDED	670,695	60,373	80,379	65,251	62,382	70,353	76,694	53,374	33,905	18,930	6,162	36,892	670,695
TOTAL	2,269,277	142,840	288,174	247,090	264,799	259,684	285,662	165,784	80,414	42,744	7,510	172,460	2,269,277

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2023 - FY 2032**

JLKEY - Project Name (10YP ID)	TOTAL PROJECT	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
		FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032		
BRIDGE DIVISION													
GGB SEISMIC RETROFIT													
Seismic: Design													
1923 - Seismic Phase IIIB CM/GC	9,862	500	4,681	2,379	-	-	-	-	-	-	-	-	9,862
Seismic: Construction													
0000 - Seismic Phase IIIB Construction	621,000	20,000	80,000	130,000	130,000	130,000	131,000	-	-	-	-	-	621,000
0000 - Seismic Phase IIIB Construction (Financing)	35,000	3,200	2,000	2,056	2,846	6,034	7,136	5,687	4,014	2,026	-	-	35,000
1528 - GGB Wind Retrofit	11,860	1,000	161	-	-	-	-	-	-	-	-	-	11,860
BRIDGE IMPROVEMENTS/REHABILITATION													
Safety/Security Enhancements													
1526 - Suicide Deterrent - Construction	204,343	35,000	36,303	-	-	-	-	-	-	-	-	-	204,343
0805 - South Approach & Pier Security Improvements	5,000	1,000	1,000	1,838	-	-	-	-	-	-	-	-	5,000
0000 - Fixed CMS North Approach (#1620)	1,560	60	500	1,000	-	-	-	-	-	-	-	-	1,560
1524 - North Anchorage House Security	1,000	300	545	-	-	-	-	-	-	-	-	-	1,000
1118 - Suicide Deterrent - Design	5,543	40	-	-	-	-	-	-	-	-	-	-	5,543
Bridge Access Systems													
0000 - North End Access Systems (#1522)	20,000	-	-	-	-	500	5,000	12,000	2,500	-	-	-	20,000
0000 - South Approach & Arch Access Systems (#1521)	20,000	-	-	-	500	5,000	12,000	2,492	-	-	-	-	20,000
9826 - Main Cable Access	13,180	4,000	4,000	2,997	-	-	-	-	-	-	-	-	13,180
2221 - South Approach Viaduct Stringer Rehab	5,000	4,900	-	-	-	-	-	-	-	-	-	-	5,000
2220 - Fort Point Arch Maintenance Access Project	1,773	762	711	-	-	-	-	-	-	-	-	-	1,773
1922 - Technical Svcs for Bridge Access Systems	400	50	50	50	50	50	50	50	50	-	-	-	400

GGBHTD 10-YEAR CAPITAL PLAN
FY 2023 - FY 2032

		10-Year Projected Capital Need (\$000)											
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
	TOTAL PROJECT	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Future Years	Line Item Total
BRIDGE DIVISION													
Improvements/Rehab													
0000 - Electrical Service to North Approach	3,960	-	-	-	-	160	1,290	1,660	850	-	-	-	3,960
2121 - Toll Plaza Admin Bldg Elevator Replacement	590	433	-	-	-	-	-	-	-	-	-	-	590
0000 - Laneworker Shack	248	27	221	-	-	-	-	-	-	-	-	-	248
2120 - Trailer F Replacement	145	27	118	-	-	-	-	-	-	-	-	-	145
0000 - Roadway Lighting	100	-	-	-	-	-	100	-	-	-	-	-	100
0000 - Toll Plaza Admin Bldg Main Entry Railing	60	60	-	-	-	-	-	-	-	-	-	-	60
0000 - Toll Plaza Admin Bldg Entr Doors	30	30	-	-	-	-	-	-	-	-	-	-	30
Paint/Erosion Rehab													
0000 - North Tower Paint Rehab	30,000	-	-	-	-	500	10,000	15,000	4,500	-	-	-	30,000
0000 - Fort Point Arch Paint Rehab	7,500	-	-	-	-	1,000	4,500	2,000	-	-	-	-	7,500
0000 - North Tower Pier Shore Protection Construction	1,000	1,000	-	-	-	-	-	-	-	-	-	-	1,000
1822 - North Tower Pier Shore Protection Des/Env	500	499	-	-	-	-	-	-	-	-	-	-	500
Roadway Rehab													
0000 - Bridge Pavement Repair	30,000	-	500	15,000	14,500	-	-	-	-	-	-	-	30,000
1722 - Toll Plaza Pavement Overlay	3,500	50	1,000	1,000	1,324	-	-	-	-	-	-	-	3,500
1424 - Deck Paving Investigation	150	75	75	-	-	-	-	-	-	-	-	-	150
Structure Rehab													
0000 - Cable Band Rehab Design	400	-	-	200	200	-	-	-	-	-	-	-	400
0000 - Cable Band Rehab Construction	8,200	-	-	-	-	2,000	3,500	2,700	-	-	-	-	8,200

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2023 - FY 2032**

	TOTAL PROJECT	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total	
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10			
BRIDGE DIVISION														
FACILITIES REHABILITATION														
Grounds and Roads														
	0000 - Alexander Ave Pavement Rehabilitation (#1421)	3,000	-	-	200	200	1,000	1,587	-	-	-	-	3,000	
	0000 - Employee Parking Lots & Tunnel Rehab	2,300	-	-	-	-	400	1,300	600	-	-	-	2,300	
	0000 - Merchant Road Rehabilitation	1,800	-	-	-	400	1,400	-	-	-	-	-	1,800	
	0000 - Alexander Avenue Slide Repair - Construction	850	-	-	-	200	200	450	-	-	-	-	850	
	0000 - Alexander Avenue Slide Repair - Design/Env	500	100	100	300	-	-	-	-	-	-	-	500	
	1920 - Alexander Avenue Slope Strengthening Des/Env	500	50	450	-	-	-	-	-	-	-	-	500	
	Maintenance Facilities													
		0000 - Maintenance Facility Relocation	9,150	-	-	-	-	-	350	800	3,500	4,500	-	9,150
0000 - Fuel Station Upgrade and Rehabilitation		820	100	720	-	-	-	-	-	-	-	-	820	
0000 - Wash Rack Replacement		755	-	-	-	-	300	455	-	-	-	-	755	
Toll Plaza Buildings														
	0000 - Permanent Toll Collection Gantry & Pavement Rehab	30,000	-	-	-	-	-	-	5,000	15,000	10,000	-	30,000	
	1820 - Toll Plaza Gantry - Construction	7,264	500	3,000	1,815	-	-	-	-	-	-	-	7,264	
	0000 - South Visitor Plaza Restrooms Improvement - Construction	3,000	-	2,000	1,000	-	-	-	-	-	-	-	3,000	
	0000 - Toll Plaza Admin Bldg Rehab	3,000	-	-	100	800	2,100	-	-	-	-	-	3,000	
	0000 - Maintenance Shop Retrofit & Roof Rehab	1,690	500	1,190	-	-	-	-	-	-	-	-	1,690	
	1821 - IS Data Center Seismic Retrofit	1,500	50	1,000	313	-	-	-	-	-	-	-	1,500	
	0000 - Purchasing & Stores Bldg & Roof Rehab	860	100	760	-	-	-	-	-	-	-	-	860	
	0000 - Round House Roof Rehab	590	-	-	-	-	-	-	300	290	-	-	590	
2020 - Bridge Admin Office Improvements	122	50	45	-	-	-	-	-	-	-	-	122		
1921 - Stores Bldg Office Space HVAC Replacement	35	20	14	-	-	-	-	-	-	-	-	35		

GGBHTD 10-YEAR CAPITAL PLAN
FY 2023 - FY 2032

		10-Year Projected Capital Need (\$000)											
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
	TOTAL PROJECT	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Future Years	Line Item Total
BRIDGE DIVISION													
INFORMATION SYSTEMS/TECHNOLOGY													
1525 - Toll System Upgrade	11,481	500	1,000	1,000	1,000	4,499	-	-	-	-	-	-	11,481
0000 - Radio Subscriber Upgrade	4,000	3,000	-	-	-	-	1,000	-	-	-	-	-	4,000
0000 - Radio System Upgrade	2,000	-	-	500	-	500	-	500	-	500	-	-	2,000
0000 - Security Systems	700	100	100	-	500	-	-	-	-	-	-	-	700
1422 - FASTRAK Equipment Upgrade	1,000	-216	-	-	-	-	-	-	-	-	-	-	1,000
CAPITAL EQUIPMENT													
Tools and Equipment													
xx29 - Capital Equipment	28,393	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	-	28,393
TOTAL	1,157,213	79,867	144,244	163,749	154,520	157,643	181,718	50,789	32,704	19,026	2,000	-	1,157,213

GGBHTD 10-YEAR CAPITAL PLAN
FY 2023 - FY 2032

JLKEY - Project Name (10YP ID)	TOTAL PROJECT	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
		FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032		
BUS DIVISION													
REVENUE VEHICLES													
Revenue Vehicle Improvements													
0000 - Replace Fare Collection Equipment	5,500	-	-	-	-	500	1,000	3,000	1,000	-	-	-	5,500
0000 - Bus Radio Upgrade	2,000	2,000	-	-	-	-	-	-	-	-	-	-	2,000
Revenue Vehicle Replacements													
0000 - ZEB Over-the-Road (OTR) Coaches*	79,317	-	9,567	-	24,750	-	-	45,000	-	-	-	-	79,317
0000 - Replace Conventional OTR Coaches	35,000	-	18,000	-	17,000	-	-	-	-	-	-	-	35,000
1730 - Replace 67 Transit Buses with Hybrids	67,600	500	3,269	-	-	-	-	-	-	-	-	-	67,600
0000 - Demand Response Vehicle Replacement	1,358	-	-	-	-	-	1,358	-	-	-	-	-	1,358
Safety/Security													
0000 - Security Systems	1,000	-	-	-	-	-	-	-	1,000	-	-	-	1,000
Systemwide													
0000 - Collision Avoidance System	1,050	100	500	450	-	-	-	-	-	-	-	-	1,050
0000 - ZEB Smart Charging System	250	-	-	250	-	-	-	-	-	-	-	-	250
1715 - Aviat Microwave Update - Santa Rosa Link	250	25	157	-	-	-	-	-	-	-	-	-	250
0000 - Install LED Yard Lighting at Bus Facilities	138	-	-	-	-	-	-	-	-	138	-	-	138
2231 - Safety Management System (SMS) Software	100	70	-	-	-	-	-	-	-	-	-	-	100
1932 - ZEB Fleet/Infrastructure Analysis	235	-	-	-	-	-	-	-	-	-	-	-	235
2230 - APC NTD Certification Software	150	-	-	-	-	-	-	-	-	-	-	-	150

GGBHTD 10-YEAR CAPITAL PLAN
FY 2023 - FY 2032

JLKEY - Project Name (10VP ID)	TOTAL PROJECT	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
		FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032		
BUS DIVISION													
FACILITIES REHABILITATION													
D-1: San Rafael													
0000 - D1 ZEB Infrastructure	33,960	1,500	5,000	5,000	5,000	5,000	5,000	7,460	-	-	-	-	33,960
0000 - D-1 Bus Lot Campus Redev, Ph2-Construction	25,000	-	-	-	-	1,000	10,000	10,000	4,000	-	-	-	25,000
1431 - Resurface D1 Employee Parking Lot & Solar Panels	5,130	50	4,541	-	-	-	-	-	-	-	-	-	5,130
0000 - D-1 Bus Lot Pavement Rehabilitation	2,500	500	1,000	1,000	-	-	-	-	-	-	-	-	2,500
2130 - Zero Emission Bus (ZEB) Infrastructure Design	2,000	50	250	250	1,400	-	-	-	-	-	-	-	2,000
0000 - D-1 Main Shop Utility Rehab	1,900	-	800	1,100	-	-	-	-	-	-	-	-	1,900
2131 - D-1 Bus Admin Bldg Roof, HVAC & Dispatch Rm	1,700	50	100	1,500	25	-	-	-	-	-	-	-	1,700
0000 - D-1 Body Shop Roof and Coating, Storage Bldg	1,100	-	-	600	500	-	-	-	-	-	-	-	1,100
0000 - D-1 Fuel Island Building Rehab: Concr Apron/Roof/Paint	850	100	750	-	-	-	-	-	-	-	-	-	850
0000 - D-1 IT Dispatch Office Rehab	800	-	-	-	-	-	-	-	-	800	-	-	800
0000 - Elevator for D1 HD Shop Building	650	-	-	-	-	-	-	-	-	650	-	-	650
0000 - D-1 Bus Lot Campus Redev. Ph1-Planning Study	400	-	-	200	200	-	-	-	-	-	-	-	400
0000 - D-1 Fire Alarm System Upgrade	300	-	-	-	-	-	-	-	-	300	-	-	300
1931 - Bus Division Office Improvements	420	25	265	-	-	-	-	-	-	-	-	-	420
0000 - D-1 New Warehouse: Parts and Records Storage (FY10)	225	-	-	-	-	-	-	-	-	225	-	-	225
0000 - San Rafael Card Access Security	216	-	-	-	-	-	-	-	-	216	-	-	216
0000 - Automatic Door/Enclosure by Driver's Room (FY11; FY12)	150	-	-	-	-	-	-	-	-	150	-	-	150
0000 - Extend/Add Mezzanine (FY10-11-12)	115	-	-	-	-	-	-	-	-	115	-	-	115
0000 - Bus Lot Landscapes	100	-	-	100	-	-	-	-	-	-	-	-	100
0000 - Bus Main Shop Heaters Replacement	91	-	-	-	-	-	-	-	-	91	-	-	91
2134 - Replace Steam Bay Waste Water Recycling System (FY11)	100	50	25	-	-	-	-	-	-	-	-	-	100

GGBHTD 10-YEAR CAPITAL PLAN
FY 2023 - FY 2032

		10-Year Projected Capital Need (\$000)											
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
JLKEY - Project Name (10YP ID)	TOTAL PROJECT	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Future Years	Line Item Total
BUS DIVISION													
0000 - Injector Room Ventilation	35	-	-	-	-	-	-	-	-	35	-	-	35
0000 - D-1 Drainage Improvements Warehouse Area	25	-	-	-	-	-	-	-	-	25	-	-	25
0000 - D-1 Main Shop Roof Replacement	2,000	-	-	-	-	-	-	-	-	-	-	2,000	2,000
D-2: Novato													
0000 - D2 ZEB Infrastructure	3,000	-	3,000	-	-	-	-	-	-	-	-	-	3,000
2132 - D-2 Pavement & Remediation	7,100	-	-	-	-	-	-	-	-	-	-	-	7,100
0000 - D-2 Pavement Rehabilitation	1,700	-	-	-	-	300	600	800	-	-	-	-	1,700
0000 - D-2 Wash Rack Improvements	840	-	-	-	-	320	520	-	-	-	-	-	840
0000 - D-2 Dispatch & Fuel Island Bldg Roof Rehab	760	-	-	-	320	440	-	-	-	-	-	-	760
2135 - D2 Bus Operator Breakroom, Dispatch Office, and Restroom Renovation	80	50	-	-	-	-	-	-	-	-	-	-	80
D-3: Santa Rosa													
0000 - D3 ZEB Infrastructure	3,000	-	3,000	-	-	-	-	-	-	-	-	-	3,000
2232 - Santa Rosa (D3) Bus Facility Parking Lot Rehabilitation Project	2,475	2,375	-	-	-	-	-	-	-	-	-	-	2,475
0000 - D-3 Bus Security Improvements	1,500	-	-	-	-	300	1,200	-	-	-	-	-	1,500
0000 - D-3 Dispatch & Fuel Island Bldg Roof and Restroom Rehab	900	-	-	300	600	-	-	-	-	-	-	-	900
0000 - D-3 Wash Rack Improvements	840	-	-	-	300	540	-	-	-	-	-	-	840
D-4: San Francisco													
0000 - D4 ZEB Infrastructure	3,000	-	3,000	-	-	-	-	-	-	-	-	-	3,000
0000 - D-4 Pavement Rehabilitation	1,500	-	-	-	-	-	-	300	1,200	-	-	-	1,500
R-7: San Rafael Transit Center													
0000 - SRTC Relocation PS&E/CON	45,000	-	500	2,000	15,000	27,500	-	-	-	-	-	-	45,000
1717 - SRTC Relocation Design/Env (Planning Dept)	2,907	300	600	214	-	-	-	-	-	-	-	-	2,907
CAPITAL EQUIPMENT													
xx39 - Capital Equipment	4,167	350	350	350	350	350	350	350	350	350	350	-	4,167
TOTAL	352,485	8,095	54,674	13,314	65,445	36,250	20,028	66,910	7,550	3,095	350	2,000	352,485
*ZEB project cost assumes that 1.5 ZEB coaches will be needed to replace each conventional coach.													

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2023 – FY 2032**

JLKEY - Project Name (10VP ID)	TOTAL PROJECT	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
		FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032		
FERRY DIVISION													
REVENUE VEHICLES													
MS San Francisco													
0000 - MS San Francisco Repower & Capital Improvements	7,475	1,685	-	785	-	785	-	1,685	-	785	-	1,750	7,475
0000 - MS San Francisco: End of Useful Life Replacement	25,000	-	-	-	-	-	-	-	-	-	-	25,000	25,000
MS Marin													
0000 - MS Marin: Repower & Capital Improvements	3,440	-	585	-	1,685	-	585	-	585	-	-	-	3,440
0000 - M.S. Marin Ramp & Gangways Vessel Modifications (#1640)	1,340	500	500	340	-	-	-	-	-	-	-	-	1,340
0000 - MS Marin: End of Useful Life Replacement	25,000	-	-	-	-	-	-	-	-	-	-	25,000	25,000
MS Sonoma													
0000 - MS Sonoma Repower & Capital Improvements	5,890	565	-	585	-	1,885	-	585	-	585	1,685	-	5,890
1740 - M.S. Sonoma Refurbishment and Repower	29,197	1,902	-	-	-	-	-	-	-	-	-	-	29,197
0000 - MS Sonoma: End of Useful Life Replacement	25,000	-	-	-	-	-	-	-	-	-	-	25,000	25,000
MV Mendocino													
0000 - MV Mendocino Repower & Capital Improvements	6,230	-	1,070	-	3,320	-	920	-	920	-	-	-	6,230
0000 - MV Mendocino: End of Useful Life Replacement	25,000	-	-	-	-	-	-	-	-	-	-	25,000	25,000
MV Del Norte													
0000 - MV Del Norte: End of Useful Life Replacement	25,000	-	-	-	-	-	25,000	-	-	-	-	-	25,000
0000 - MV Del Norte Repower & Capital Improvements	16,260	1,090	-	1,490	-	3,530	-	1,010	-	1,010	-	8,130	16,260

GGBHTD 10-YEAR CAPITAL PLAN
FY 2023 - FY 2032

JLKEY - Project Name (10YP ID)	TOTAL PROJECT	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
		FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032		
FERRY DIVISION													
MV Napa													
0000 - MV Napa Repower & Capital Improvements	8,630	1,450	-	1,450	-	1,000	-	3,730	-	1,000	-	-	8,630
0000 - MV Napa: End of Useful Life Replacement	25,000	-	-	-	-	-	-	-	-	-	-	25,000	25,000
MV Golden Gate													
0000 - MV Golden Gate Repower & Capital Improvements	15,160	1,050	-	1,000	-	3,530	-	1,000	-	1,000	-	7,580	15,160
0000 - MV Golden Gate: End of Useful Life Replacement	25,000	-	-	-	-	-	-	-	-	-	-	25,000	25,000
Multiple Vessel													
2140 - FY21 Ferry Vessel Rehab	2,750	1,000	1,206	-	-	-	-	-	-	-	-	-	2,750
2040 - Capital Improvements for Ferry Fleet	9,635	1,000	2,252	-	-	-	-	-	-	-	-	-	9,635
2241 - FY22 Ferry Vessel Rehab	1,430	1,380	-	-	-	-	-	-	-	-	-	-	1,430
Systemwide													
2240 - Ferry CARR Compliance Plan (Des/Con)	154,220	17,510	32,380	27,380	27,380	27,380	7,380	7,380	7,380	-	-	-	154,220
0000 - Purchase New Vessel - Phase 2	19,000	8,000	11,000	-	-	-	-	-	-	-	-	-	19,000
1940 - Purchase New Vessel - Phase 1	11,000	50	8,000	2,923	-	-	-	-	-	-	-	-	11,000
0086 - New Ferry Slip, Mission Bay	7,925	100	200	7,625	-	-	-	-	-	-	-	-	7,925
0079 - Warehouse Security and Storage Project	3,670	100	200	1,000	1,000	1,370	-	-	-	-	-	-	3,670
0503 - Gangway & Piers - Design	11,863	150	500	500	1,311	-	-	-	-	-	-	-	11,863
1944 - Ticketing Systems/TVMs/Door Replacement	3,220	50	500	674	-	-	-	-	-	-	-	-	3,220
0084 - Ferry Berthing Area, San Quentin State Prison	1,190	100	500	590	-	-	-	-	-	-	-	-	1,190
0000 - Security Systems	500	500	-	-	-	-	-	-	-	-	-	-	500

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2023 - FY 2032**

	TOTAL PROJECT	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total
		Year 1 FY2023	Year 2 FY2024	Year 3 FY2025	Year 4 FY2026	Year 5 FY2027	Year 6 FY2028	Year 7 FY2029	Year 8 FY2030	Year 9 FY2031	Year 10 FY2032		
FERRY DIVISION													
FACILITIES REHABILITATION													
Larkspur Ferry Terminal													
0000 - Gangways & Piers - Larkspur Construction	66,000	-	-	-	-	4,000	24,000	24,000	14,000	-	-	-	66,000
0000 - LFT Parking Garage	40,000	-	-	-	-	500	4,500	5,000	15,000	15,000	-	-	40,000
0000 - Larkspur Ferry Terminal (LFT) Berth and Channel Dredging - Construction	11,904	256	11,648	-	-	-	-	-	-	-	-	-	11,904
0000 - Terminal Truss Rehab and Painting	4,000	-	-	-	468	1,766	1,766	-	-	-	-	-	4,000
0027 - Terminal Bldgs and Waiting Area Roof Rehab	2,000	300	1,700	-	-	-	-	-	-	-	-	-	2,000
2141 - Larkspur Ferry Terminal Fuel System Rehab	2,000	25	1,945	-	-	-	-	-	-	-	-	-	2,000
2042 - Larkspur Ferry Service and Parking Expansion Env. Clearance and Prelim. Design Study	3,148	50	1,401	-	-	-	-	-	-	-	-	-	3,148
0028 - Admin Bldg Roof, Paint Exterior, Restroom Rehab	1,500	300	1,200	-	-	-	-	-	-	-	-	-	1,500
0000 - Rehab Parking Lot	1,500	-	-	-	-	300	1,200	-	-	-	-	-	1,500
1841 - Fuel System Rehab	1,500	-	1,483	-	-	-	-	-	-	-	-	-	1,500
0000 - Rehabilitate Larkspur Maintenance Facility	1,200	400	400	400	-	-	-	-	-	-	-	-	1,200
2242 - Larkspur Ferry Terminal Berth and Channel Dredging - Design	1,232	1,182	-	-	-	-	-	-	-	-	-	-	1,232
0000 - LFT Maintenance Facility Rehabilitation	1,160	-	-	-	-	500	660	-	-	-	-	-	1,160
0000 - Terminal Water Line and Utilities Rehab	1,000	500	500	-	-	-	-	-	-	-	-	-	1,000
0000 - Oil Boom Platform Berth 3	900	900	-	-	-	-	-	-	-	-	-	-	900
0000 - Rehab Overflow Parking Lot Area	800	800	-	-	-	-	-	-	-	-	-	-	800
0076 - Larkspur Ferry Kiosk Restoration and Refurbishment	380	200	180	-	-	-	-	-	-	-	-	-	380
0000 - EV Charger Upgrades	200	50	50	100	-	-	-	-	-	-	-	-	200
0075 - Modify Slip #3, Larkspur Ferry Terminal (ADA)	96	96	-	-	-	-	-	-	-	-	-	-	96
0000 - Design/Install Swing Mooring Apparatus	86	86	-	-	-	-	-	-	-	-	-	-	86
0000 - Parking Lot Striping, Improvements, Signage	50	50	-	-	-	-	-	-	-	-	-	-	50

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2023 - FY 2032**

		10-Year Projected Capital Need (\$000)												
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10			
		TOTAL PROJECT	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Future Years	Line Item Total
FERRY DIVISION														
San Francisco Ferry Terminal														
	0000 - Gangways & Piers - San Francisco Construction	30,000	-	-	-	3,500	12,500	14,000	-	-	-	-	-	30,000
	0000 - Rehab Former Ticket Office Bldg	2,800	-	-	-	-	2,000	800	-	-	-	-	-	2,800
	0000 - San Francisco Ferry Terminal Security Improvements	1,500	600	900	-	-	-	-	-	-	-	-	-	1,500
	0078 - San Francisco Ferry Terminal Improvements	1,222	100	200	200	500	222	-	-	-	-	-	-	1,222
	0000 - Waiting Area Roof Rehab	1,200	-	-	-	300	900	-	-	-	-	-	-	1,200
	0000 - SF Terminal Roll Down Gates and Passenger Queuing Modifications	400	400	-	-	-	-	-	-	-	-	-	-	400
Sausalito Ferry Terminal														
	1441 - Gangways & Piers - Sausalito Construction	22,560	100	3,000	19,410	-	-	-	-	-	-	-	-	22,560
Corte Madera Marsh														
	2041 - Corte Madera Marsh Restoration Construction	3,040	1	-	-	-	-	-	-	-	-	-	-	3,040
CAPITAL EQUIPMENT														
	xx49 - Capital Equipment	5,462	75	75	75	75	75	75	75	75	75	75	-	5,462
TOTAL		703,864	44,653	83,574	66,527	39,539	62,243	80,886	44,465	37,960	19,455	1,760	167,460	703,864

GGBHTD 10-YEAR CAPITAL PLAN
FY 2023 - FY 2032

		10-Year Projected Capital Need (\$000)											
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
TOTAL PROJECT		FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Future Years	Line Item Total
DISTRICT DIVISION													
FACILITIES REHABILITATION													

GGBHTD 10-YEAR CAPITAL PLAN
FY 2023 - FY 2032

		10-Year Projected Capital Need (\$000)												
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10			
	TOTAL PROJECT	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Future Years	Line Item Total	
DISTRICT DIVISION														
JLKEY - Project Name (10VP ID)	1812 - Asset & Vehicle Fluid Mgmt System	1,000	548	-	-	-	-	-	-	-	-	-	1,000	
	0000 - Replace Server Equipment	600	200	-	200	-	-	-	200	-	-	-	600	
	1816 - Document Management System	800	580	-	-	-	-	-	-	-	-	-	800	
	0000 - Document Management System	540	-	-	-	70	470	-	-	-	-	-	540	
	0000 - Bus Wifi	500	250	-	250	-	-	-	-	-	-	-	500	
	2212 - Cyber Security Strategic Plan and Mitigations	500	450	-	-	-	-	-	-	-	-	-	500	
	2010 - Asset Management Strategic Progm	985	100	100	100	-92	-	-	-	-	-	-	985	
	1912 - Manage Detection & Response Svcs	360	296	-	-	-	-	-	-	-	-	-	360	
	2017 - Video Conferencing	299	263	-	-	-	-	-	-	-	-	-	299	
	0000 - Ferry Passenger Info Systems	250	-	125	-	-	-	125	-	-	-	-	250	
	0000 - Network Security	230	-	230	-	-	-	-	-	-	-	-	230	
	0000 - District Web Site Re-Design w/Mobile App	220	-	-	220	-	-	-	-	-	-	-	220	
	0000 - IVR replacement	200	-	200	-	-	-	-	-	-	-	-	200	
	2111 - Network Hardware and Software Improvements [formerly known as "Technology Improvements (2021)"]	240												
	1960 - Farebox System Upgrade	245	62	-	-	-	-	-	-	-	-	-	-	240
	1916 - San Rafael A&D Admin Office Improvements	471	50										-	245
	1815 - Customer Service Incident System (Marketing)	45	-	-		45	-	-					-	471
	0000 - Exacom Voice Recorder Refresh	40	-	40	-	-	-	-	-	-	-	-	-	45
	2112 - Video Archive	20	20	-	-	-	-	-	-	-	-	-	-	40
0000 - Avtec VPGate Refresh	20	20	-	-	-	-	-	-	-	-	-	-	20	
2012 - Cloud Migration Initiative	319	1	-	-	-	-	-	-	-	-	-	-	20	
2018 - Financial Management Sys Upgrade	700	1	-	-	-	-	-	-	-	-	-	-	319	
1811 - Hardware & Software for ACIS/INIT	1,005	1	-	-	-	-	-	-	-	-	-	-	700	
2011 - Email to Office 365 Migration	375											-	1,005	
2013 - Electronic Timekeeping Sys Upgrade	255	11	-	-	-	-	-	-	-	-	-	-	375	
2014 - IS Strategic Planning	150											-	255	
2015 - Intranet Redesign	150	-	-	-	-	-	-	-	-	-	-	-	150	
CAPITAL EQUIPMENT														
xx19 - Capital Equipment	2,298	150	150	150	150	150	150	150	150	150	150	-	2,298	
TOTAL	55,715	10,225	5,682	3,500	5,295	3,548	3,030	3,620	2,200	1,167	3,400	3,000	55,715	

APPENDIX F

Financial Plan

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APPENDIX F - FINANCIAL PLAN



Agenda Item No. (7)

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

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

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

Recommendation

The following report is provided for informational purposes and does not require any action. This report is the fifth and final report, closing out the 2014 Strategic Financial Plan. Early next year the Board will have a strategic planning workshop to frame future actions and initiatives.

Introduction

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

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

Impact of the Financial Plan

In November of 2013, the Board established the Financial Planning Advisory Committee, tasked with creating a plan to address the projected financial deficit. The 2014 Strategic Financial Plan was created to reduce the District's projected five-year shortfall. The goal of the Plan is to implement initiatives that will balance the District's revenue and expenses during the years covered by the plan. The original five-year goal for the 2014 Plan was to close a \$32.9 million gap between FY 15/16 – FY 20/21 but in actuality it provided an additional \$44.8 million to the District's reserves.

Over the last five years, the projected shortfall of \$32.9 million between FY 15/16-FY 20/21, was reduced as followed:

- In 2015/16, revenue over expenses was \$14.3 million;
- In 2016/17, revenue over expenses was \$8.6 million;
- In 2017/18, revenue over expenses was \$5.5 million;
- In 2019/20, revenue over expenses was \$14.4 million; and,
- In 2020/21, revenue over expenses is estimated to be \$2.0 million resulting in a total of \$44.8 million over the five years of the Plan.

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

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

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

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

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

Projects Completed (29 Initiatives) – Initiatives that are fully implemented or will be completed in the next year. These initiatives include projects such as Moveable Median Barrier, implementation of ACIS project, Bus Wi-Fi, the passage of temporary license plate legislation, implementation of transit fare increases, review of Capital Plan, converting to clean diesel, and the transition of supplemental school service to Marin Transit.

Projects Deferred or Withdrawn (15 Initiatives) – Initiatives that are withdrawn include projects such as sidewalk access fees on the Bridge sidewalks, while initiatives that are currently deferred by the Board include projects such as implementing Wi-Fi on the Ferry System, reducing Ferry service during the December Holiday period and increasing ridership through a multiday bus pass.

Finance-Auditing Committee/Committee of the Whole
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Next Steps

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

Fiscal Impact

There is no fiscal impact associated with this status report.

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

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Guiding Principles

1. The Advisory Committee will develop a Strategic Plan whose components the Committee members can champion to the full Board of Directors when brought forward for adoption.
2. The Committee will be guided by the Mission Statement of the District in reviewing options for expense reduction and revenue generation:

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

3. The Strategic Plan will identify general priorities to guide implementation work on each initiative in recognition that staff resources are limited and not everything can happen at the same time.
4. The focus of the Advisory Committee will include both expense reductions and additional revenue generation.
5. The focus of the expense reduction initiatives will be on improving efficiency of current activities in such a way that savings result from the efficiencies and on finding new ways to provide the core services of the District. Outright elimination of any services will be minimized as much as possible.
6. This Advisory Committee will seek to keep existing projects underway at the District moving forward on schedule to the degree possible while undertaking new initiatives that are set forth by the Committee and ultimately adopted by the Board of Directors.

Development Criteria

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

- A. Complete initiatives already underway.
- B. Focus on initiatives that will improve efficiencies of existing services or initiatives that work with community partners to increase the quality and breadth of service.
- C. Undertake initiatives that have substantial payoff potential but require a longer lead-time to fully implement.

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Background

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

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

Development of the Financial Plan

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

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

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

Objectives of the Strategic Financial Plan

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

Description of Plan Document Structure

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

Appendix F

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

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

Next Steps

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

2019 STRATEGIC FINANCIAL PLAN

Initiatives (Cumulative \$ in Millions)	YEAR 1 FY 15/16	YEAR 2 FY 15/16- 16/17	YEAR 3 FY 15/16- 17/18	YEAR 4 FY 15/16- 18/19	YEAR 5 FY 15/16- 19/20	10-YR FY 15/16 - FY 24/25	Status of Project to Date
Updated Funding Projection (September 2019)	\$14.3	\$22.9	\$28.4	\$42.8	\$44.8	\$31.4	The Financial Plan covers FY 15/16 - 24/25. Actual is used for FY 15/16, FY 16/17, FY 17/18, and 18/19. Budget for FY 19/20 and the September 2019 projection is used for FY 20/21 - FY 24/25.
Projects Underway:							
Replace Existing Ferry Terminal Gangways and 32 Piers: Increase operating efficiency. May impact FTEs.			\$0.1	\$0.2	\$0.7		In Sausalito, final design is complete and staff is finalizing construction permits and preparing for advertising. In San Francisco, staff is evaluating current and future ferry operations to determine best alignment of replacement facilities. Once evaluation is complete, environmental and design process will continue.
Address the increased demand for Larkspur Ferry 37B service through exploring the environmental review process to expand the Larkspur Ferry Service beyond the allowable 42 trips a day.				\$-	\$-		This initiative is underway. RFP has been issued. It is anticipated that an EIR to expand the number of trips will be completed mid 2021.

2019 STRATEGIC FINANCIAL PLAN

Initiatives (Cumulative \$ in Millions)							Status of Project to Date
YEAR 1 FY 15/16	YEAR 2 FY 15/16- 16/17	YEAR 3 FY 15/16- 17/18	YEAR 4 FY 15/16- 18/19	YEAR 5 FY 15/16- 19/20	10-YR FY 15/16 - 24/25		
Projects Completed:							
1 Implement Moveable Median Barrier: Will impact staffing in lane management and roadway operations. Net reduction of 1-2 FTEs.	\$0.1	\$0.2	\$0.3	\$0.4	\$0.5	\$1.0 1 FTE reduction in the FY 15/16 Budget.	
2 Complete Implementation of ACIS Project: Project will increase customer service and operations efficiencies.	\$0.0	\$0.1	\$0.2	\$0.3	\$0.4	\$0.9 Fully implemented in Summer 2016. Savings will come from future reduced run times and fuel savings.	
3 Review of Capital Plan. Accurately assess timing and costs for Capital Plan.	\$-	\$-	\$-	\$-	\$-	Capital Office evaluated the plan and reduced the Capital need over 10 years reflected in the FY 16/17 Budget.	
4 Develop an initiative to have one set of Board and Committee meetings a month to save District resources.	\$0.1	\$0.1	\$0.1	\$0.2	\$0.2	\$0.4 A reduction in the number of meetings occurred in 2016. The Board-approved schedule set meetings for once a month.	
5 Implement time collection and Payroll automation throughout the District. Net reduction of 1-2 FTEs.	\$0.0	\$0.1	\$0.2	\$0.3	\$0.4	\$0.9 This initiative is implemented and completed in FY 17/18. It will allow for accurate and real time information. It will reduce (1) FTE in Payroll.	
6 Charge for Parking at Larkspur Ferry: Assumed at \$2/day.	\$0.4	\$0.8	\$1.2	\$1.6	\$2.0	\$4.0 The parking lot fees were approved by the Board in FY 15/16. Annual net revenue approx. \$0.6 million.	
7 Improve automatic toll collection system process to ensure toll collection from all auto traffic.	\$0.1	\$0.2	\$0.3	\$0.4	\$0.5	\$1.0 Several initiatives already implemented. New toll system procured in FY 16/17 will further ensure accurate toll collection. In FY 18/19 the first part of the new system was implemented to more accurately collect data on toll transactions.	

2019 STRATEGIC FINANCIAL PLAN

Initiatives (Cumulative \$ in Millions)	YEAR 1 FY 15/16	YEAR 2 FY 15/16- 16/17	YEAR 3 FY 15/16- 17/18	YEAR 4 FY 15/16- 18/19	YEAR 5 FY 15/16- 19/20	10-YR FY 15/16 - 24/25	Status of Project to Date
Projects Completed: (cont.)							
8 Evaluate the cost-effectiveness of using Clean Diesel over Bio-Diesel in Ferry fleet. Convert from blended Bio-Diesel Fuel to Clean Diesel in Ferry Fleet.	\$0.5	\$1.1	\$1.6	\$2.2	\$2.7	\$5.4	Staff evaluated the cost-effectiveness of using Clean Diesel over Bio-Diesel and converted to clean diesel fuel for cost savings while retaining a similar environmental footprint. In addition, staff is evaluating converting the Ferry fleet to renewable diesel.
9 Non-Represented Employees. Cost savings in the areas of health plan design and employee premium contribution.	\$0.2	\$0.3	\$0.8	\$1.1	\$1.4	\$2.9	Significant changes in health plan design, and premium sharing completed and continued examination of future changes in this area will occur.
10 ATU Labor Negotiations. Cost savings in the areas of health, pension, workers' compensation, absenteeism and work rule efficiencies. (Negotiations in 2014 & 2018)	\$0.2	\$0.6	\$1.0	\$1.4	\$1.8	\$3.8	Negotiations in 2014 completed. Significant changes in health plan design, premium sharing, pension contributions, worker's compensation reform, absenteeism. Negotiations commenced in 2018 focused on absenteeism, health plan design and pension. The District has presented its Last, Best and Final offer to ATU.
11 Coalition Labor Negotiations. Cost savings in the areas of health plan design and employee premium contribution, workers' compensation, and work rule efficiencies. (Negotiations in 2014, 2017, & 2020)	\$0.5	\$1.0	\$1.6	\$2.6	\$3.6	\$8.6	Significant changes in health plan design, employee premium sharing, and work rule efficiencies. This initiative was started in the 2014 negotiations and is completed for this Financial Plan timeline with the final Coalition Labor Negotiations in FY 16/17.
12 Support Marin Transit in the transition of Supplemental School Service to alternative service provider. Will reduce FTEs.	\$1.1	\$2.3	\$3.4	\$4.6	\$5.7	\$11.4	It is estimated that annual savings is approximately \$450,000.
13 Improve the efficiencies of legal claims process.	\$0.1	\$0.2	\$0.3	\$0.4	\$0.5	\$1.0	With a new third party claims administrator with increased tracking capacity and better project management practices, the District and Legal have been able to improve their systems and increase efficiency. The third party administrator's process for settling claims is far more efficient, and there is less back and forth with Risk Management and Legal.
14 Expansion of Wave service to increase Ferry ridership.	\$-	\$-	\$-	\$0.1	\$0.1	\$0.6	1 route is permanent and 2 pilot routes were eliminated after not meeting the minimum ridership standards.

2019 STRATEGIC FINANCIAL PLAN

Initiatives (Cumulative \$ in Millions)										Status of Project to Date
Projects Completed: (cont.)										
15	Implement Wi-Fi on the Bus system. Increase ridership revenue and enhance customer service through implementing the ability to use Wi-Fi.	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	Bus Wi-Fi was available to customers December 2014.
17	Implement Administrative efficiencies. Implement opportunities to reduce costs, including increased use of technology and streamlining administration processes.Net reduction of 1-2 FTEs.	\$0.2	\$0.3	\$0.5	\$0.6	\$0.8	\$1.5			Establishment of the medical provider network and the nurse triage program for workers' compensation injuries, alternative dispute resolution and structured return to work programs for Bus Operators, consolidation of District printer services underway, Wi-Fi implemented in bus yard allowing efficient downloads of multiple system data, and online sourcing for procurement underway, procurement process reforms due to legislative and internal code.
18	Evaluate opportunities to reduce managing positions by approximately 10% as a goal through attrition. Reduction of 3-5 FTEs.	\$0.2	\$0.3	\$0.4	\$0.8	\$1.2	\$3.2			Actions taken: (1) Eliminated two supervisor positions (one vacant Bus Manager positions, one vacant Bridge Sergeant position); (2) Restructured HR Administrator position to Sr. HR Analyst; (3) Eliminate vacant HR Director position and restructured. As a practice, staff will continue to evaluate future opportunities as they may become available in staffing restructures.
19	Winter Holiday Facility closures for non-operational functions as possible: Reduce functions between Christmas and New Year's.	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	Board approved to begin the Program on a voluntary basis for Non-Represented employees in 2016 and will continue the voluntary pilot in 2018 and going forward.
22	Analyze and implement a five year fare increase plan for Transit when the current plan expires.	\$1.8	\$3.7	\$5.6	\$7.6	\$10.0				Board approved a five year fare increase plan in March 2017 for FY 17/18 - FY21/22. Eliminated 2 fare zones and reduced fares for local and intra county rides while achieving fare revenue goals.
24	Develop partnerships with Bay Area private transportation providers and employers to develop increased bus and ferry usage during non-peak and reverse commute times.	\$0.0	\$0.0	\$0.1	\$0.2	\$0.7				The District hired a consultant to develop a strategy for increasing off-peak Ferry ridership. Using the finalized report, the Marketing Department is working with the consultant to develop targeted marketing plans which will be used to execute strategies with a goal to increase off-peak ridership.

2019 STRATEGIC FINANCIAL PLAN

Initiatives (Cumulative \$ in Millions)	YEAR 1 FY 15/16	YEAR 2 FY 15/16- 16/17	YEAR 3 FY 15/16- 17/18	YEAR 4 FY 15/16- 18/19	YEAR 5 FY 15/16- 19/20	10-YR FY 15/16- 24/25	Status of Project to Date
Projects Completed: (cont.)							
25 Implement temporary plate legislation (AB2197). Temporary plates will provide more collectible toll revenue.			\$1.0	\$2.0	\$3.0	\$8.0	Assembly Bill 516 enacted and implemented in early 2019. All new vehicles sold in CA now leave the dealers' lot with temporary license plates; and all used vehicles have either permanent or temporary license plates.
26 Green Initiatives - Explore cost savings on installation of solar panels, wind power, and other green initiatives in District Facilities.			\$-	\$-	\$-	\$-	San Rafael employee parking lot solar installation and lot resurfacing design is complete and will be advertised for construction early 2020.
29 Partner with Marin Transit to reduce the cost to the District of regional paratransit service.			\$-	\$-	\$-	\$-	Staff negotiated a lower rate to reduce the costs and is exploring other delivery methods to further reduce overall costs and create efficiencies.
30 Review and implement multi-year toll increase plan when current plan ends in June 2018.				\$7.0	\$14.4	\$116.7	Board voted in December of 2018 for a new five-year toll plan.
33 Implementation of Clipper 2.0 reducing transaction costs to collect revenue				\$0.1	\$0.2	\$0.7	The Bay Area region awarded a contract in November for the Clipper 2.0 system. New features should be available as early as FY 20/21.
36 Bus Transit Alternative Fuel Study. Assess fuel use in buses that would result in cost savings. Currently 80 buses are due for replacement in 2016.				\$-	\$-	\$-	The District purchased 67 hybrid/electric buses in 2019 replacing 14-year old buses. The new buses are about 20 percent more fuel efficient.
37A Address the increase demand for Larkspur Ferry service through acquiring additional parking, additional service, and utilizing active transportation (bike and pedestrians).					\$-	\$-	Additional service in the afternoon commute implemented and District relocated Marin Airport to create an additional 200 parking spaces. Additional bicycle parking added inside the paid area of the Terminal.
41 Evaluate providing direct staff resources to other local public agencies for a fee.					\$-	\$	District is currently providing customer service for Marin Transit and SMART.
43 Take steps to be competitive to provide transportation to local SMART train stations.						\$-	District is providing a shuttle from the SMART station in San Rafael to the Larkspur Ferry.

2019 STRATEGIC FINANCIAL PLAN

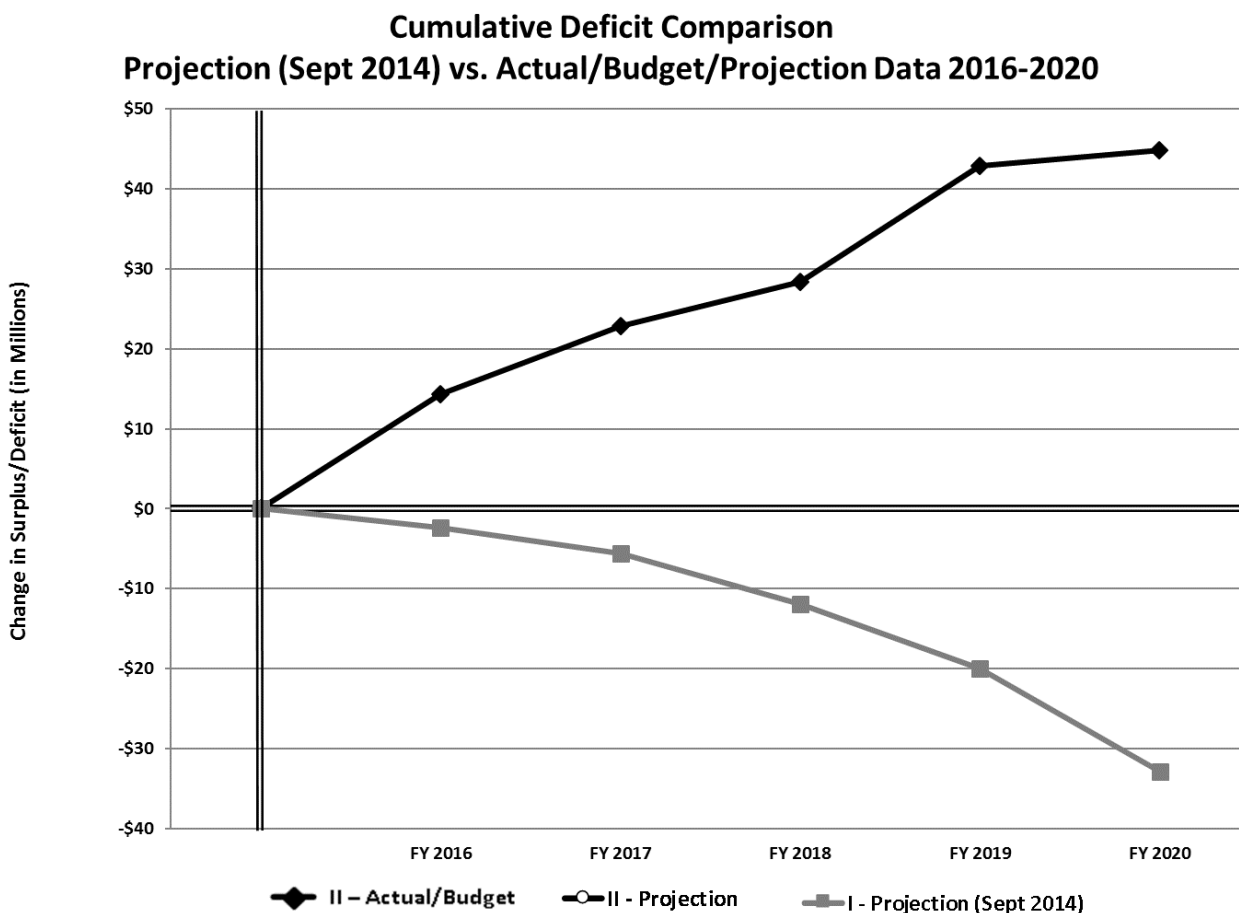
Initiatives (Cumulative \$ in Millions)							Status of Project to Date
YEAR 1 FY 15/16	YEAR 2 FY 15/16- 16/17	YEAR 3 FY 15/16- 17/18	YEAR 4 FY 15/16- 18/19	YEAR 5 FY 15/16- 19/20	10-YR FY 15/16 - 24/25		
Projects Withdrawn or Deferred:							
16 Implement Wi-Fi on the Ferry system. Increase ridership revenue and enhance customer service through implementing the ability to use Wi-Fi.	\$-	\$-	\$-	\$-	\$-	This project was deferred and will be considered in a future capital plan.	
20 Reduce Ferry Service during December Holiday period: Assumes weekend schedule service every day over 2 weeks.	\$0.2	\$0.4	\$0.6	\$0.8	\$1.0	\$2.0 Given the increased need for Ferry service, this initiative will be considered in a future plan.	
21 Develop a comprehensive initiative for paid parking and tour bus access to the Bridge visitor areas to reduce congestion and increase revenue.	\$-	\$-	\$-	\$-	\$-	Currently staff is working on technologies to manage traffic and paid parking in this area. Given the changes in the partner agency, this initiative should be continued in a future plan.	
23 When SMART operations begin, optimize bus service of competing bus trips in the same corridor.	\$0.1	\$0.1	\$0.2	\$0.3	\$0.8	Streamlined Sonoma to San Francisco regional bus service to optimize service in the spring of 2018. Staff will continue to monitor SMART's impacts and make appropriate service adjustments, when necessary, for optimizing operational and cost efficiencies.	
27 Evaluate Sidewalk Access Fees for Bikes.		\$-	\$-	\$-	\$-	AB40 prohibits charging a sidewalk access fee.	
28 Evaluate Sidewalk Access Fees for Pedestrians.		\$-	\$-	\$-	\$-	AB40 prohibits charging a sidewalk access fee.	
31 Evaluate security staffing after upcoming Bridge construction projects. May impact up to 4 FTEs.			\$0.6	\$1.2	\$4.2	This initiative will not be considered until after the completion of the Suicide Barrier.	
34 Explore additional Partnership Projects with the Parks Conservancy.			\$-	\$-	\$-	Given the change in staffing in the partner agency, this initiative should be continued in a future plan.	
35 Work with regional partners to increase bus travel speed in San Francisco to reduce operating costs.			\$0.2	\$0.3	\$1.1	Due to the delay in the Van Ness bus rapid transit project, this initiative is deferred. Staff continues to explore ways to improve bus speeds throughout the system but this initiative should be continued in a future plan.	

2019 STRATEGIC FINANCIAL PLAN

Initiatives (Cumulative \$ in Millions)							Status of Project to Date
YEAR 1 FY 15/16	YEAR 2 FY 15/16- 16/17	YEAR 3 FY 15/16- 17/18	YEAR 4 FY 15/16- 18/19	YEAR 5 FY 15/16- 19/20	10-YR FY 15/16 - 24/25		
Projects Withdrawn or Deferred: (Cont.)							
38	Implementation of Clipper 2.0 eliminating cash collection on buses.			\$0.1	\$0.6	New Clipper 2.0 system is currently in the implementation stage. Assessment of this projects feasibility will be deferred until the new system is almost deployed in 2022.	
39	Develop multiday bus pass to increase ridership.			\$-	\$-	Assess feasibility and implementation timing after Clipper 2.0 implementation.	
40	Work with regional partners to increase number and size of park and ride lots in 101 corridor to increase bus ridership.			\$0.2	\$1.2	Moved to a future financial plan due to timing.	
42	Evaluate purchasing other agency staff expertise for specialized needs.			\$-	\$-	Plan to be developed when District identifies needed expert services.	
44	Work with regional partners to convert HOV lanes in north bay to 3+ occupants to increase bus speed and reduce operating costs.				\$-	District advocating for this initiative with local and regional authorities. The District has had meetings with local partners such as MTC, TAM, SMART, and Caltrans to continue to further this project. Given its long term nature, this initiative should be considered in a future plan.	
45	Partner with MTC to receive funding to provide bus service in the highway 37 corridor to reduce congestion, speed up service, and increase ridership.				\$-	Given the change in traffic patterns and infrastructure roadway needs this is deferred until agencies can realign their goals.	
TOTAL Savings/Revenues							
TOTAL Surplus(Shortfall)							
NET CHANGE							

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



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

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

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APPENDIX G

FIVE- AND TEN-YEAR FINANCIAL PROJECTION

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APPENDIX G - FIVE- AND TEN-YEAR FINANCIAL PROJECTION



Agenda Item No. (7)

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

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

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

Recommendation

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

Summary

I. Background

This report contains the Golden Gate Bridge, Highway and Transportation District's (District) five- and ten-year financial projection of operating and capital project revenues and expenses from FY 21/22 through FY 29/30. The projection reflects the maintenance of all current policy decisions, current operating service levels, the current capital project schedule, and current revenue assumptions over the period of the projection. It assumes that the cost will change over time with inflation and that revenues will change according to projections of traffic and transit patronage. *Future* policy decisions to change tolls, fares, and/or service levels are *not* included in this projection.

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

II. Fiscal Strength of the District

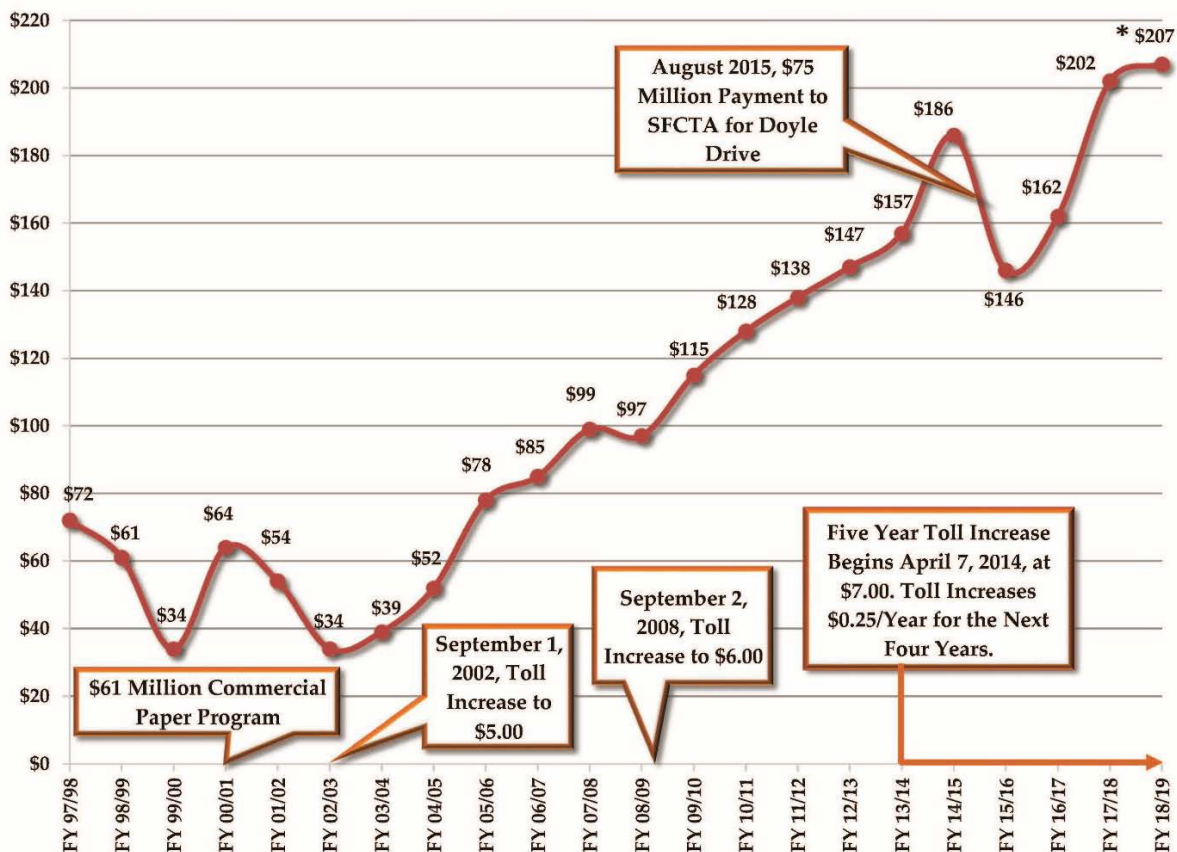
Summary

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

Reserve Level

Historically, the District has maintained reserve funds for capital projects and operating expense emergencies. The amount of these reserves has varied but adequate reserves are essential to the ability of the District to maintain its core assets – the Bridge, the transit rolling stock and infrastructure, and District facilities – and to survive downturns in the economy.

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



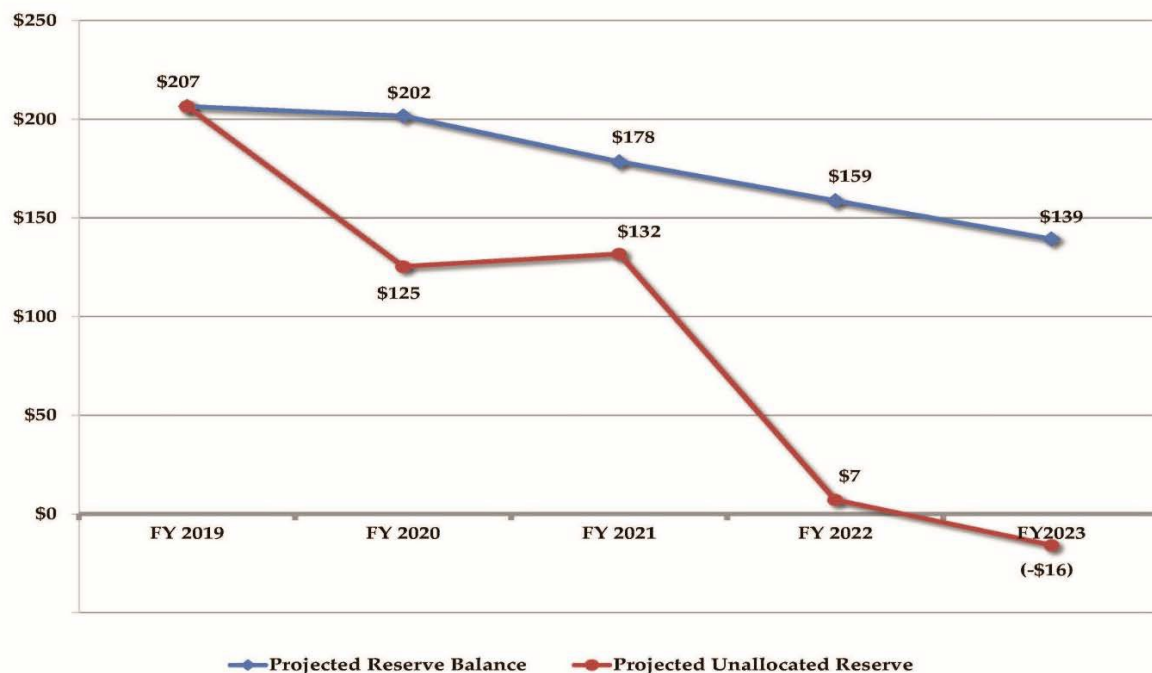
*Note: Graph amounts represent beginning of the year balances. See Appendix E for more details.

Use of Capital Reserves to Fund Capital Projects

Given the projected funding needs of the capital projects, liability, and operating reserve over the next few years, and the uncertainty of how much grant funding we are going to receive, only a portion of the capital reserves are allocated in the FY 21/22 projection. Specifically, the undetermined funding status of the final phase of the seismic retrofit of the Bridge is unknown and the District has taken a more conservative approach in allocating its available capital reserve resources (see Appendix D and E for details). Additional funding to fund the full ten-year capital plan in this projection will need to be raised through the capital contribution transfer to reserves included in future operating budgets. Thus, if future operating budgets are balanced, then the estimated shortfall in this projection and the projected funding needs of the full ten-year capital plan will be met.

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

The District accumulates reserves through its operating budget. Those reserves are set aside until the Board allocates them to fund the District's share of the capital projects or to cover temporary operating budget shortfalls. After funds are allocated by the Board, they are spent out over one to several years depending on the particular capital project. The following graph represents a projection of how the current total of capital reserves, as presented in the District's FY 20/21 Budget, would be allocated (Projected Unallocated Reserve line) and spent out (Projected Reserve Balance line) if capital projects are undertaken as laid out in the 10-Year Capital Plan.



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

How Reserves Are Funded

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

III. Projection Findings

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

	Year 1 FY 21/22 Estimate	Sub Total Year 1 – 5 Estimate	Total Year 1 – 10 Estimate
Total Operating with Capital Contribution	\$235	\$1,287	\$2,771
<u>Total Operating Revenue</u>	<u>\$241</u>	<u>\$1,274</u>	<u>\$2,598</u>
Total Operating & Capital Surplus (Shortfall)	\$6	(\$13)	(\$173)

For comparison purposes, the projected ten-year revenue over expense shortfall of \$173 million is approximately \$167 million lower than the \$340 million presented in the previous projection of September 28, 2018. The decrease in the 10-year projected shortfall is primarily due to increase in salaries, fringe benefits (medical and pension in particular) and depreciation offset by an increase in revenue mostly in toll revenue due to the approved 5-year toll increase.

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

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

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

Capital Contribution

Each year during the budget process, the ten-year Capital Plan is updated. The new ten-year Capital Plan becomes the basis for the annual Capital Reserve Contribution. As the projection moves one year forward in time, new District-funded capital projects become part of the projection and need to be funded through the projected capital reserve contribution. The projected ten-year District capital need is estimated at \$475 million compared to the \$529 million projected last year. After accounting for funds contributed by depreciation, the use of \$80 million in District reserves, increased capital project costs and financing risk, the necessary capital contribution from District Operations is approximately \$210 million or \$21 million annually for the ten-year period (See Appendix C and Appendix D for more detail).

Comparison to Last Year's Projection

The five- and ten-year projection is expected to stay relatively flat except for the areas in salaries, benefits, and capital reserve contribution. The current projection estimates a five-year shortfall of \$13 million compared to \$74 million projected last year. However, these projections cover different periods of time. When comparing one year's projection to another, it is difficult to recognize the actual change in the projection unless one focuses on the same period in time.

In an apples-to-apples comparison over the same ten-year period (2020-2029) between the new projection and the previous projection, the new projection shows:

- A \$2 million surplus for 5 years, which is \$76 million better than the previous projection; and,
- A \$123 million shortfall for 10 years, which is \$216 lower than the previous projection.

IV. Assumptions

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

Capital Project Revenue and Expense Assumptions

The FY 21/22 through FY 29/30 Ten-Year Capital Projection, provided in Appendix C, identifies a \$1.6 billion capital need over the next ten years requiring a District contribution of \$475 million. This plan has been structured to systematically maintain and sustain existing Bridge, Bus, and Ferry capital investments within existing staff resources.

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

Alternative Capital Revenue Assumption Scenarios

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

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

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

BRIDGE DIVISION
(All numbers in thousands)

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

V. Next Steps

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

The Financial Plan has become part of the Board's regular financial planning cycle and will be reviewed by the Board under a separate agenda item in October.

Fiscal Impact

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

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

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

All Figures Rounded to (\$000)

80% Grant Funded

	Year 1 FY 2021 Estimate	Year 2 FY 2022 Estimate	Year 3 FY 2023 Estimate	Year 4 FY 2024 Estimate	Year 5 FY 2025 Estimate	Year 6 FY 2026 Estimate	Year 7 FY 2027 Estimate	Year 8 FY 2028 Estimate	Year 9 FY 2029 Estimate	Year 10 FY 2030 Estimate	Total 5 Year Estimate	Total 10 Year Estimate
Agency Expense:												
Salaries (Gross of Capitalization & ICAP)	\$ 86,800	\$ 88,900	\$ 91,000	\$ 93,100	\$ 95,200	\$ 97,300	\$ 99,500	\$ 101,700	\$ 104,100	\$ 106,400	\$ 455,000	\$ 964,000
Fringe Benefits (incl PR Taxes)	72,600	75,800	79,000	82,000	85,200	88,200	91,000	92,000	95,200	98,400	394,600	855,400
Professional Services	25,400	26,000	26,700	27,300	27,900	28,500	29,200	29,800	30,500	31,200	133,300	282,500
Fuel & Related Taxes	11,700	11,900	12,200	12,500	12,800	13,100	13,400	13,700	14,000	14,300	61,100	129,600
Repair & Operating Supplies	10,200	10,400	10,700	10,900	11,200	11,400	11,700	11,900	12,200	12,500	53,400	113,100
Insurance, Taxes & Permits	6,700	6,900	7,200	7,400	7,600	7,900	8,100	8,300	8,500	8,800	35,200	74,500
Purchased Transportation	2,000	2,100	2,100	2,200	2,200	2,300	2,300	2,400	2,400	2,500	10,600	22,600
Staff Development	1,400	1,400	1,500	1,500	1,500	1,600	1,600	1,700	1,700	1,700	7,300	15,600
Leases & Rentals	600	600	700	700	700	700	700	700	800	800	3,300	7,000
Debt Service-Interest Expense	2,200	2,500	2,800	3,100	3,100	3,100	3,100	3,100	3,100	3,000	13,700	29,100
Depreciation	11,100	12,300	16,200	20,700	22,700	23,400	24,300	25,600	26,300	27,100	83,000	209,700
Total Expenses	\$ 230,700	\$ 238,800	\$ 249,900	\$ 261,200	\$ 269,900	\$ 275,100	\$ 282,500	\$ 290,500	\$ 298,400	\$ 306,100	\$ 1,250,500	\$ 2,703,100
Known Changes:												
Salaries/Fringes-known spending	(4,800)	(3,600)	(2,400)	(2,400)	(2,500)	(2,600)	(2,600)	(2,700)	(2,700)	(2,800)	(15,700)	(29,100)
experience adjustment	(4,800)	(4,800)	(5,000)	(5,100)	(5,200)	(5,400)	(5,500)	(5,600)	(5,700)	(5,900)	(25,000)	(53,100)
Capitalized Labor	(3,200)	(3,300)	(3,400)	(3,400)	(3,500)	(3,600)	(3,700)	(3,800)	(3,900)	(4,000)	(17,000)	(36,000)
ICAP	(2,000)	(2,100)	(2,200)	(2,200)	(2,300)	(2,400)	(2,500)	(2,600)	(2,700)	(2,800)	(11,200)	(24,400)
Medical & Workers Compensation adjustm	\$ -	\$ 1,200	\$ 2,600	\$ 3,000	\$ 3,400	\$ 3,900	\$ 4,400	\$ 4,900	\$ 5,600	\$ 6,200	\$ 10,200	\$ 35,200
Federal Health Excise Tax (ACA)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(6,000)	(12,000)
Commercial Paper Principal Paymts	(300)	(500)	(800)	(1,000)	(1,300)	(2,000)	(2,300)	(4,500)	(5,100)	(3,700)	(3,900)	(21,500)
Depreciation - delay in the completion of	(16,300)	(14,400)	(12,400)	(12,600)	(12,900)	(13,600)	(13,800)	(15,900)	(16,200)	(13,400)	(68,600)	(141,500)
Capital Projects	\$ 214,400	\$ 224,400	\$ 237,500	\$ 248,600	\$ 257,000	\$ 261,500	\$ 268,700	\$ 274,600	\$ 282,200	\$ 292,700	\$ 1,181,900	\$ 2,561,600
Total Known Changes	\$ (16,300)	\$ (14,400)	\$ (12,400)	\$ (12,600)	\$ (12,900)	\$ (13,600)	\$ (13,800)	\$ (15,900)	\$ (16,200)	\$ (13,400)	\$ (68,600)	\$ (141,500)
Sub-Total Expense	\$ 214,400	\$ 224,400	\$ 237,500	\$ 248,600	\$ 257,000	\$ 261,500	\$ 268,700	\$ 274,600	\$ 282,200	\$ 292,700	\$ 1,181,900	\$ 2,561,600
Capital Contribution	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 105,000	\$ 210,000
Total Expense	\$ 235,400	\$ 245,400	\$ 258,500	\$ 269,600	\$ 278,000	\$ 282,500	\$ 289,700	\$ 295,600	\$ 303,200	\$ 313,700	\$ 1,286,900	\$ 2,771,600
Total Operating Revenue	\$ 241,000	\$ 248,500	\$ 255,800	\$ 263,800	\$ 264,400	\$ 264,800	\$ 264,400	\$ 264,700	\$ 265,000	\$ 265,900	\$ 1,273,500	\$ 2,598,300
Total Net Surplus/(Deficit)	\$ 5,600	\$ 3,100	\$ (2,700)	\$ (6,800)	\$ (13,600)	\$ (17,700)	\$ (25,300)	\$ (30,900)	\$ (38,200)	\$ (47,800)	\$ (13,400)	\$ (173,300)
Bridge Expense	\$ 85,400	\$ 88,700	\$ 93,800	\$ 97,700	\$ 100,500	\$ 101,300	\$ 103,400	\$ 106,000	\$ 108,100	\$ 114,000	\$ 486,100	\$ 988,900
Transit Expense	\$ 150,000	\$ 156,700	\$ 164,700	\$ 171,900	\$ 177,500	\$ 181,200	\$ 186,300	\$ 189,600	\$ 195,100	\$ 199,700	\$ 820,800	\$ 1,772,700

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

Revenue Detail

All Figures Rounded to (\$000)

Revenue Categories	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total	Total
	FY 2021 Estimate	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	5 Year Estimate	10 Year Estimate
Bridge Tolls	\$ 158,900	\$ 165,500	\$ 172,100	\$ 178,700	\$ 178,700	\$ 178,700	\$ 178,700	\$ 178,700	\$ 178,700	\$ 178,700	\$ 853,900	\$ 1,747,400
Transit Fares	36,800	37,300	37,300	37,300	37,300	37,300	37,300	37,300	37,300	37,300	186,000	372,500
Investment Income	5,200	5,600	6,200	6,800	7,400	7,700	7,900	6,800	7,000	7,900	31,200	67,900
Ferry Concessions	1,300	1,300	1,400	1,400	1,400	1,500	1,500	1,500	1,600	1,600	6,800	14,500
Other (Incl Adv. & Leases)	1,400	1,400	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	7,300	14,800
RM2 Local funding	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	14,000	28,000
Local Funds (MCTD Contract)	10,900	10,900	10,900	10,900	10,900	10,900	10,900	10,900	10,900	10,900	54,500	109,000
Federal/State/Local Funds	25,400	25,400	25,400	25,400	25,400	25,400	25,400	25,400	25,400	25,400	127,000	254,000
Sub-Total Revenue	\$ 242,700	\$ 250,200	\$ 257,600	\$ 264,800	\$ 265,400	\$ 265,800	\$ 265,400	\$ 264,900	\$ 265,200	\$ 266,100	\$ 1,280,700	\$ 2,608,100
Known Changes:												
Decline in SB Traffic	\$ (1,500)	\$ (1,500)	\$ (1,600)	\$ (800)	\$ (800)	\$ (800)	\$ (800)	\$ -	\$ -	\$ -	\$ (6,200)	\$ (7,800)
Means Based Fare Adjustment	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (1,000)	\$ (2,000)
Total Known Changes	\$ (1,700)	\$ (1,700)	\$ (1,800)	\$ (1,000)	\$ (1,000)	\$ (1,000)	\$ (1,000)	\$ (200)	\$ (200)	\$ (200)	\$ (7,200)	\$ (9,800)
Total Revenue	\$ 241,000	\$ 248,500	\$ 255,800	\$ 263,800	\$ 264,400	\$ 264,800	\$ 264,400	\$ 264,700	\$ 265,000	\$ 265,900	\$ 1,273,500	\$ 2,598,300
Bridge Revenue	\$ 163,000	\$ 170,000	\$ 177,200	\$ 185,200	\$ 185,800	\$ 186,100	\$ 185,700	\$ 186,000	\$ 186,200	\$ 187,100	\$ 881,200	\$ 1,812,300
Transit Revenue	\$ 78,000	\$ 78,500	\$ 78,600	\$ 78,600	\$ 78,600	\$ 78,700	\$ 78,700	\$ 78,700	\$ 78,800	\$ 78,800	\$ 392,300	\$ 786,000

**Golden Gate Bridge, Highway and Transportation District
Five- and Ten-Year Financial Projection for FY 21/22 – FY 29/30**

CATEGORY ASSUMPTIONS

Operating Revenue

General Assumption: The FY 20/21 Adopted Budget has been used as the basis for all revenue and expense projections.

Bridge Tolls

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

Bus Transit

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

Ferry Transit

Ferry ridership is projected to remain flat over 10 years. The Board of Directors approved a new five-year fare plan effective July 2017. Though Ferry passengers remain flat, the revenue is projected to increase 2% in the first two years and remain flat for all the other years.

Local Funds

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

State Funding

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

Federal Funding

No Federal operating funding is assumed for this projection.

Investment Income

Interest on investment is projected to be 2.35% for the first year, increasing slightly to a maximum of 4.5% based on current rate trends. Projected account balance is net of operating deficit excluding capital contribution, bridge self-insurance reserve and depreciation and includes projected capital spending plan

**Golden Gate Bridge, Highway and Transportation District
Five- and Ten-Year Financial Projection for FY 21/22 – FY 29/30**

CATEGORY ASSUMPTIONS

Other Revenue

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

Known Changes

Bridge toll revenue

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

Means-Based Fare

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

Operating Expense

CPI Rates

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

Salaries

Salary increases for non-Bus Operators are based on CPI rate projections. No salary increase is included for ATU-represented employees. CPI rates are used for the Bus Operators projections. Capitalized labor and ICAP (Indirect Cost Allocation Plan) are itemized and reported separately as “Known Changes” (See Known Changes category below for detail on Capitalization and ICAP).

Pension

PERS Pension (Employer Responsibility) is based on CalPERS actuarial estimates of 34.6%, 35.8%, 36.5%, 36.4%, 36.7% and 32.5% for the years FY21/22 through FY25/26 respectively. This projection assumes that pension cost continues to remain flat for the years of FY 26/27 - FY 29/30. Pension rate for Bus Operator (ATU) is 22.165% for FY 20/21. This projection assumes that the ATU pension rates continue to remain flat for the years of FY 21/22 - FY 29/30.

Medical Insurance

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

Workers’ Compensation

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

Debt Service Payment

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

**Golden Gate Bridge, Highway and Transportation District
Five- and Ten-Year Financial Projection for FY 21/22 – FY 29/30**

CATEGORY ASSUMPTIONS

Depreciation

Based on the 10-Year Capital Expenditure Plan, major projects that are projected to be complete for the first five years are as follows: Suicide Deterrent, Main Cable Access, ZEB Infrastructure, Refurbishment, Engine Rebuilt, Repower and Capital Improvements of various vessels, Purchase New Ferry Vessel, Channel Dredging, Gangway & Piers-Design, Sausalito Gangway & Piers and IS related projects. For the last five years, major capital projects that are assumed completed are Bridge Pavement Repair, Bus Lot Campus Redevelopment, SRTC Relocation, MV Del Norte-End of Useful Life Replacement, Warehouse Security & Storage Project, Gangway & Piers-Larkspur/San Francisco and SF Ferry Terminal Improvements.

All other expenses not mentioned above

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

Known Changes

Salary/Fringe Benefits

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

Capitalized Labor and Benefits

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

ICAP (Indirect Cost Allocation Plan)

ICAP is estimated at approximately 67.88% of Engineering capitalized labor expense.

Medical and Workers Compensation Benefits

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

ACA

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

Commercial Paper Principal

Payments to the Commercial Paper Debt Principal will begin in FY 29/30, following completion of the Seismic Retrofit project. Per the original indenture agreement, projected payments are based on the payment of \$1.4 million.

Commercial Paper Savings

Cost savings on Commercial Paper debt service expense calculated at the 2.0% difference between the projected interest rate of approximately 3.54% and the 5.0% interest rate cap.

Depreciation Adjustment

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

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**GGBHTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030**

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

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030**

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**GGBHTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030**

	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY19 & Prior Years	FY20 Budget	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total
							Year 1 FY2021	Year 2 FY2022	Year 3 FY2023	Year 4 FY2024	Year 5 FY2025	Year 6 FY2026	Year 7 FY2027	Year 8 FY2028	Year 9 FY2029	Year 10 FY2030		
BRIDGE DIVISION																		
Maintenance Facilities																		
0000 - Fuel Station Upgrade and Rehabilitation (BR-0037)	820	410	410	820	-	-	-	-	-	-	-	-	-	-	-	-	-	820
0000 - Maintenance Facility Relocation (BR-0038)	9,150	9,150	-	9,150	-	-	-	-	-	-	-	-	-	-	-	-	-	9,150
0000 - Wash Rack Replacement (BR-0036)	755	378	378	755	-	-	-	-	-	-	-	-	-	-	-	-	-	755
Toll Plaza Buildings																		
2020 - Bridge Admin Office Improvements (BR-0063)	-	-	-	122	-	122	-	-	-	-	-	-	-	-	-	-	-	122
1820 - Toll Plaza Gantry - Construction (BR-0058)	5,398	-	5,398	7,264	1,116	750	3,000	2,398	-	-	-	-	-	-	-	-	-	7,264
1821 - IS Data Center Seismic Retrofit (BR-0042)	1,293	-	1,293	1,500	57	150	1,000	293	-	-	-	-	-	-	-	-	-	1,500
1921 - Stores Bldg Office Space HVAC Replacement (BR-0061)	15	-	15	35	-	20	15	-	-	-	-	-	-	-	-	-	-	35
0000 - Permanent Toll Collection Gantry & Pavement Rehab (BR-0056)	30,000	-	30,000	30,000	-	-	-	-	-	-	-	-	-	-	-	-	-	30,000
0000 - Toll Plaza Administration Bldg Rehab (BR-0040)	3,000	2,400	600	3,000	-	-	-	-	-	100	800	2,100	-	-	-	-	-	3,000
0000 - Maintenance Shop Retrofit & Roof Rehab (BR-0041)	1,690	-	1,690	1,690	-	-	-	500	1,190	-	-	-	-	-	-	-	-	1,690
0000 - Round House Roof Rehab (BR-0044)	590	-	590	590	-	-	-	-	-	-	-	-	-	300	290	-	-	590
0000 - Purchasing & Stores Bldg & Roof Rehab (BR-0045)	860	-	860	860	-	-	100	760	-	-	-	-	-	-	-	-	-	860
0000 - South Visitor Plaza Restrooms Improvement - Construction (BR-0006)	3,000	3,000	-	3,000	-	-	-	-	2,000	1,000	-	-	-	-	-	-	-	3,000
INFORMATION SYSTEMS/TECHNOLOGY																		
1422 - FASTRAK Equipment Upgrade (BR-0047)	-	-	-	1,000	619	381	-	-	-	-	-	-	-	-	-	-	-	1,000
1525 - Toll System Upgrade (BR-0048)	4,224	-	4,224	5,942	1,218	500	1,000	1,000	1,000	1,224	-	-	-	-	-	-	-	5,942
CAPITAL EQUIPMENT																		
Tools and Equipment																		
XX29 - Capital Equipment (BR-0001)	20,000	-	20,000	22,723	-	2,723	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	-	22,723
TOTAL	989,429	681,548	307,881	1,119,451	65,951	64,071	101,609	54,345	94,818	152,130	151,696	152,644	180,718	50,289	32,654	18,526	-	1,119,451

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030**

JLKEY - Project Name (10YF ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY19 & Prior Years	10-Year Projected Capital Need (\$000)										Future Years Total
						Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
BUS DIVISION																
REVENUE VEHICLES																
Revenue Vehicle Improvements																
00000 - Replace Fare Collection Equipment (BUS-0034)	5,500	4,565	935	5,500	-	-	-	-	-	-	500	1,000	3,000	1,000	-	5,500
1532 - MCI USB Outlets (BUS-0032)	-	-	-	428	156	272	-	-	-	-	-	-	-	-	-	428
Revenue Vehicle Replacements																
00000 - Demand Response Vehicle Replacement (BUS-0039)	1,358	1,154	204	1,358	-	-	-	-	-	-	-	1,358	-	-	-	1,358
00000 - ZEB Over-the-Road (OTR) Coaches (BUS-0038)*	79,317	67,419	11,898	79,317	-	-	-	-	9,567	-	24,750	-	-	45,000	-	79,317
00000 - Replace Conventional Over-the-Road (OTR) Coaches (BUS-0037)	37,000	31,450	5,550	37,000	-	-	-	-	18,000	-	19,000	-	-	-	-	37,000
1730 - Replace 67 Transit Buses with Hybrids (BUS-0036)	-	-	-	67,600	47,487	20,113	-	-	-	-	-	-	-	-	-	67,600
1831 - Replace Twenty (20) Paratransit 22' Gas Curaways (BUS-0050)	-	-	-	2,160	-	2,160	-	-	-	-	-	-	-	-	-	2,160
Safety/Security																
00000 - Security Systems (BUS-0044)	1,000	800	200	1,000	-	-	-	-	-	-	-	-	1,000	-	-	1,000
1434 - Security Systems - Bus Security Cameras (BUS-0045)	-	-	-	12	12	-	-	-	-	-	-	-	-	-	-	12
Systemwide																
1932 - Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis (BUS-0054)	-	-	-	125	-	125	-	-	-	-	-	-	-	-	-	125
FACILITIES REHABILITATION																
D-1: San Rafael																
1431 - Resurface D1 Employee Parking Lot & Solar Panels (BUS-0002)	2,854	2,283	571	5,130	276	2,000	2,854	-	-	-	-	-	-	-	-	5,130
1931 - Bus Division Office Improvements (BUS-0053)	-	-	-	420	82	338	-	-	-	-	-	-	-	-	-	420
1934 - San Rafael Server HVAC Modifications (BUS-0055)	-	-	-	50	33	17	-	-	-	-	-	-	-	-	-	50
00000 - San Rafael Card Access Security (BUS-0042)	216	173	43	216	-	-	-	-	-	-	-	-	-	-	-	216
00000 - Replace Steam Bay Waste Water Recycling System (FY11) (BUS-0012)	284	227	57	284	-	-	-	-	-	-	-	-	-	-	-	284
00000 - Injector Room Ventilation (BUS-0016)	35	28	7	35	-	-	-	-	-	-	-	-	-	-	-	35
00000 - Extend/Acid Mezzanine (FY10; FY11; FY12) (BUS-0019)	115	-	115	115	-	-	-	-	-	-	-	-	-	-	-	115
00000 - Elevator for D1 HD Shop Building (BUS-0018)	650	520	130	650	-	-	-	-	-	-	-	-	-	-	-	650
00000 - D-1 New Warehouse: Parts and Records Storage (FY10) (BUS-0017)	225	180	45	225	-	-	-	-	-	-	-	-	-	-	225	225
00000 - D-1 Main Shop Utility Rehab (BUS-0007)	1,900	1,520	380	1,900	-	-	800	1,100	-	-	-	-	-	-	-	1,900
00000 - D-1 Main Shop Roof Replacement (BUS-0003)	-	-	-	2,000	-	-	-	-	-	-	-	-	-	-	-	2,000
00000 - D-1 IT Dispatch Office Rehab (BUS-0009)	800	640	160	800	-	-	-	-	-	-	-	-	-	-	-	800
00000 - D-1 Fuel Island Building Rehab: Convert Apron/Roof/Paint (BUS-0005)	850	680	170	850	-	-	-	750	-	-	-	-	-	-	-	850
00000 - D-1 Fire Alarm System Upgrade (BUS-0041)	300	240	60	300	-	-	-	-	-	-	-	-	-	-	-	300
00000 - D-1 Drainage Improvements Warehouse Area (BUS-0014)	25	20	5	25	-	-	-	-	-	-	-	-	-	-	-	25
00000 - D-1 Bus Lot Pavement Rehabilitation (BUS-0008)	2,500	2,000	500	2,500	-	-	500	1,000	1,000	-	-	-	-	-	-	2,500
00000 - D-1 Bus Lot Campus Redev. Ph1-Planning Study (BUS-0010)	400	320	80	400	-	-	-	200	200	-	-	-	-	-	-	400
00000 - D-1 Bus Lot Campus Redev. Ph2-Construction (BUS-0011)	25,000	20,000	5,000	25,000	-	-	-	-	-	-	1,000	10,000	10,000	4,000	-	25,000
00000 - D-1 Bus Admin Bldg Roof, HVAC & Dispatch Rm (BUS-0040)	1,700	1,360	340	1,700	-	-	100	1,500	100	-	-	-	-	-	-	1,700
00000 - D-1 Body Shop Roof and Coating, Storage Bldg (BUS-0006)	1,100	880	220	1,100	-	-	-	-	600	500	-	-	-	-	-	1,100
00000 - Bus Main Shop Heaters Replacement (BUS-0015)	91	73	18	91	-	-	-	-	-	-	-	-	-	-	91	91
00000 - Bus Lot Landscapes (BUS-0056)	100	-	100	100	-	-	-	-	100	-	-	-	-	-	-	100
00000 - Automatic Door/Enclosure by Driver's Room (FY11; FY12) (BUS-0043)	150	120	30	150	-	-	-	-	-	-	-	-	-	-	-	150
00000 - D-1 ZEB Infrastructure (BUS-0059)	11,320	9,056	2,264	11,320	-	-	250	10,000	-	320	-	-	500	-	-	11,320
D-2: Novato																
1930 - D-2 Pavement & Remediation (BUS-0052)	2,000	1,600	400	2,000	-	-	-	-	-	-	-	-	-	-	-	2,000
00000 - D-2 Dispatch & Fuel Island Bldg Roof Rehab (BUS-0020)	760	608	152	760	-	-	800	1,200	-	-	-	-	-	-	-	760
00000 - D-2 Pavement Rehabilitation (BUS-0022)	1,700	1,360	340	1,700	-	-	-	-	-	320	440	-	-	-	-	1,700
00000 - D-2 Wash Rack Improvements (BUS-0021)	840	672	168	840	-	-	-	-	-	-	-	-	800	-	-	840
00000 - D2 ZEB Infrastructure (BUS-0060)	1,000	800	200	1,000	-	-	-	-	-	-	-	-	-	-	-	1,000

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030**

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**GGBHTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030**

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**GGBHTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030**

ILKEY - Project Name (10YPI ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY19 & Prior Years	FY20 Budget	10-Year Projected Capital Need (\$000)										Line Item Total	Future Years
							Year 1 FY2021	Year 2 FY2022	Year 3 FY2023	Year 4 FY2024	Year 5 FY2025	Year 6 FY2026	Year 7 FY2027	Year 8 FY2028	Year 9 FY2029	Year 10 FY2030		
FERRY DIVISION																		
Larkspur Ferry Terminal																		
0000 - Admin Bldg Roof, Paint Exterior, Restroom Rehab (FER-0028)	1,500	1,200	300	1,500	-	-	300	1,200	-	-	-	-	-	-	-	-	1,500	
0000 - Design/Install Swing Mooring Apparatus (FER-0057)	86	-	86	86	-	-	-	86	-	-	-	-	-	-	-	-	86	
0000 - Gangways & Piers - Larkspur Construction (FER-0026)	66,000	52,800	13,200	66,000	-	-	-	-	-	-	4,000	24,000	24,000	14,000	-	-	66,000	
0000 - LFT Berth and Turning Basin Dredging (FER-0025)	8,000	6,400	1,600	8,000	-	-	-	300	3,000	-	-	400	4,300	-	-	-	8,000	
0000 - LFT Channel Dredging (FER-0024)	29,100	23,280	5,820	29,100	-	-	-	500	12,500	-	-	800	15,300	-	-	-	29,100	
0000 - LFT Maintenance Facility Rehabilitation (FER-0060)	1,160	-	1,160	1,160	-	-	-	-	-	-	-	500	660	-	-	-	1,160	
0000 - LFT Parking Garage (FER-0035)	40,000	32,000	8,000	40,000	-	-	-	-	-	-	-	500	4,500	5,000	15,000	-	40,000	
0000 - Oil Boom Platform Berth 3 (FER-0032)	900	-	900	900	-	-	-	900	-	-	-	-	-	-	-	-	900	
0000 - Parking Lot Striping, Improvements, Signage (FER-0055)	50	-	50	50	-	-	-	50	-	-	-	-	-	-	-	-	50	
0000 - Rehab Overflow Parking Lot Area (FER-0033)	800	640	160	800	-	-	-	800	-	-	-	-	-	-	-	-	800	
0000 - Rehab Parking Lot (FER-0034)	1,500	1,200	300	1,500	-	-	-	-	-	-	-	300	1,200	-	-	-	1,500	
0000 - Terminal Bldgs and Waiting Area Roof Rehab (FER-0027)	2,000	1,600	400	2,000	-	-	300	1,700	-	-	-	-	-	-	-	-	2,000	
0000 - Terminal Truss Rehab and Painting (FER-0030)	4,000	3,200	800	4,000	-	-	-	-	-	-	-	468	1,766	-	-	-	4,000	
0000 - Terminal Water Line and Utilities Rehab (FER-0029)	1,000	800	200	1,000	-	-	-	500	500	-	-	-	-	-	-	-	1,000	
1542 - SLEP Larkspur (FER-0003)	1,331	1,180	151	1,740	159	250	1,331	-	-	-	-	-	-	-	-	-	1,740	
1841 - Fuel System Rehab (FER-0031)	1,290	-	1,290	1,500	10	200	200	200	500	390	-	-	-	-	-	-	1,500	
0000 - EV Charger Upgrades (FER-0070)	200	-	200	200	-	-	58	50	50	100	-	-	-	-	-	-	200	
0000 - Larkspur Ferry Office Partitions and Furniture (FER-0074)	58	-	58	58	-	-	-	-	-	-	-	-	-	-	-	-	58	
0000 - Modify Slip #3, Larkspur Ferry Terminal (ADA Compliance) (FER-0075)	96	-	96	96	-	-	96	-	-	-	-	-	-	-	-	-	96	
0000 - Larkspur Ferry Kiosk Restoration and Refurbishment (FER-0076)	380	-	380	380	-	-	200	180	-	-	-	-	-	-	-	-	380	
0000 - Modify/Improve Larkspur Ferry Overflow Parking Lot (FER-0077)	400	-	400	400	-	-	100	300	-	-	-	-	-	-	-	-	400	
2042 - Larkspur Ferry Service and Parking Expansion Env. Clearance and Prelim. Design Study (FER-0081)	1,100	-	1,100	1,250	-	150	1,100	-	-	-	-	-	-	-	-	-	1,250	
San Francisco Ferry Terminal																		
00000 - Gangways & Piers - San Francisco Construction (FER-0036)	30,000	24,000	6,000	30,000	-	-	-	-	-	-	3,500	12,500	14,000	-	-	-	30,000	
00000 - Rehab Former Ticket Office Bldg (FER-0038)	2,800	2,240	560	2,800	-	-	-	-	-	-	-	2,000	800	-	-	-	2,800	
00000 - SFTT Security Gate (FER-0063)	300	-	300	300	-	-	300	-	-	-	-	-	-	-	-	-	300	
00000 - Waiting Area Roof Rehab (FER-0037)	1,200	960	240	1,200	-	-	-	-	-	-	300	900	-	-	-	-	1,200	
00000 - San Francisco Ferry Terminal Improvements (FER-0078)	1,222	-	1,222	1,222	-	-	100	200	200	500	222	-	-	-	-	-	1,222	
00000 - SF Terminal Roll Down Gates and Passenger Queuing Modifications (FER-0085)	400	320	80	400	-	-	-	400	-	-	-	-	-	-	-	-	400	
Sausalito Ferry Terminal																		
11441 - Gangways & Piers - Sausalito Construction (FER-0005)	11,384	9,107	2,277	11,500	16	100	3,000	8,384	-	-	-	-	-	-	-	-	11,500	
00000 - Sausalito Terminal Environmental Mitigation (FER-0039)	100	-	100	100	-	-	100	-	-	-	-	-	-	-	-	-	100	
Corte Madera Marsh																		
9710 - Corte Madera Marsh Restoration Design (FER-0002)	-	-	-	2,809	2,347	462	-	-	-	-	-	-	-	-	-	-	2,809	
2041 - Corte Madera Marsh Restoration Construction (FER-0082)	2,540	-	2,540	3,040	-	500	2,540	-	-	-	-	-	-	-	-	-	3,040	
INFORMATION SYSTEMS/TECHNOLOGY																		
1944 - Ticketing Systems/TVMs/Door Replacement (FER-0073)	2,715	2,172	543	3,220	5	500	500	800	1,415	-	-	-	-	-	-	-	3,220	
1842 - Automatic Identification System (AIS) (FER-0064)	24	-	24	65	31	10	24	-	-	-	-	-	-	-	-	-	65	
CAPITAL EQUIPMENT																		
XX49 - Capital Equipment (FER-0001)	750	-	750	2,500	-	1,750	75	75	75	75	75	75	75	75	75	75	2,500	
TOTAL	364,329	284,449	79,879	586,471	37,755	15,243	44,639	54,528	31,810	7,715	10,940	33,271	74,706	56,685	30,580	19,455	586,471	

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030**

|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|

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

All Figures Rounded to (\$000)

	Year 1 FY 2021 Estimate	Year 2 FY 2022 Estimate	Year 3 FY 2023 Estimate	Year 4 FY 2024 Estimate	Year 5 FY 2025 Estimate	Sub Total Year 1 - 5 Estimate	Year 6 FY 2026 Estimate	Year 7 FY 2027 Estimate	Year 8 FY 2028 Estimate	Year 9 FY 2029 Estimate	Year 10 FY 2030 Estimate	Total Year 1 - 10 Estimate
DISTRICT GRANTS	\$55,846	\$42,799	\$39,490	\$47,404	\$45,224	\$230,763	\$83,856	\$74,458	\$47,835	\$39,289	\$18,876	\$475,077
	\$100,767	\$79,928	\$108,572	\$149,430	\$137,097	\$575,794	\$200,514	\$199,924	\$13,907	\$79,395	\$24,384	1,158,918
TOTAL	\$166,613	\$122,727	\$148,062	\$196,834	\$182,321	\$806,567	\$284,370	\$274,382	\$126,742	\$118,684	\$43,260	\$1,633,996
District Portion Of the Capital Requirement	\$55,850	\$42,800	\$39,490	\$47,400	\$45,220	\$230,760	\$83,860	\$74,460	\$47,840	\$39,290	\$18,880	\$475,090
Additional Capital Contribution Required to Fund Projected Capital Plan	45,040	31,010	24,060	27,740	23,770	\$ 151,620	42,440	52,510	26,760	18,040	(4,490)	\$ 286,880
Average of the 10 Year Capital Contribution	\$28,700	\$28,700	\$28,700	\$28,700	\$28,700	\$ 143,500	\$28,700	\$28,700	\$28,700	\$28,700	\$28,700	\$ 287,000

	FY 2021 Estimate	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate	Year 1 - 5 Estimate	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	Year 1 - 10 Estimate
Re-Stated: Fund District Capital through Reserves												
District Funded Capital Projects net of Depreciation	\$45,000	\$31,000	\$24,100	\$27,700	\$23,800	\$ 151,600	\$42,400	\$52,500	\$26,800	\$18,000	(\$4,500)	\$ 287,000
Use Reserves to Fund District Projects*	8,000	8,000	8,000	8,000	8,000	40,000	8,000	8,000	8,000	8,000	8,000	80,000
Additional Capital Contribution Required to Fund Projected Capital Plan with Reserves	37,000	23,000	16,100	19,700	15,800	\$ 111,600	34,400	44,500	18,800	10,000	(12,500)	207,000
Average of the 10 Year Capital Contribution	21,000	21,000	21,000	21,000	21,000	\$ 105,000	21,000	21,000	21,000	21,000	21,000	\$ 210,000

In 2003 the Board authorized capital contribution from operations to fund future capital projects. In 2008 the Board instructed staff to assume spending all reserves except those that are restricted or set aside by the Board. This projection assumes **\$80 million** in capital contribution reserves will be released to fund capital projects during this 10-year projection period. **\$8 million** per year will be released from unrestricted reserves. The entire reserve balance is not allocated to fund capital projects due to the District is conservatively using the reserve due to the uncertainty of grant fundings for upcoming major capital projects. Thus, the capital contribution remains at **\$21 million** per year. The **\$21 million** is distributed to each Division according to its percentage share of District Funded capital projects. The annual capital contribution amount is calculated by taking the sum of the District funded portion of the capital program, less net depreciation, for ten years divided by ten years and rounded to the nearest million.

Note:

* - The entire reserve balance is not allocated to fund capital projects due to the District is conservatively using the reserve due to the uncertainty of grant fundings for upcoming major capital balance projects.

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GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT
NET POSITION AVAILABLE FOR NEW CAPITAL PROJECTS OR OPERATIONS - FY 20/21 BUDGET

Category		Estimated Balance 7/1/2019
Available Net Position before Long Term Deferred Outflows, Liabilities, Deferred inflows, Board Designated Reserves and Other Reserves (Note 1)	[A]	(45,500,000)
Long Term Deferred Outflows, Liabilities & Deferred Inflows (Note 2)		
CalPERS Retirement Pension Deferred Outflows, Deferred Inflows & Liabilities	\$	102,700,000
Golden Gate Transit Amalgamated Retirement Pension Deferred Outflows, Liabilities & Deferred Inflows		88,100,000
District Other Post Employment Benefits (OPEB) Deferred Outflows, Liabilities & Deferred Inflows		103,800,000
Subtotal Long Term Deferred Outflows, Liabilities & Deferred Inflows	[B] \$	294,600,000
Available Net Position before Board Designated Reserves and Other Reserves	[A+B] \$	249,100,000
Fiscal Year 2019 Board Designated Reserves and Other Reserves		
Operating Reserve (Note 3)	\$	(17,300,000)
Emergency Reserve (Note 4)		(8,100,000)
Bridge Self Insurance Loss Reserve		(17,200,000)
Subtotal: Fiscal Year 2019 Board Designated Reserves and Other Reserves	[C] \$	(42,600,000)
Net Position (Reserves) Available Before Committed Capital Projects	[A]+[B]+[C] \$	206,500,000
Fiscal Year 2019 Committed Capital Projects (District Funded Portion Only)		
Capital Plan Reserve (Note 4)		
Committed Capital Projects (District-funded portion only):		
Bridge	\$	(81,100,000)
Transit		(30,900,000)
Subtotal: Fiscal Year 2019 Committed Capital Projects (District Funded Portion Only)	[D] \$ (112,000,000)	
Net Position Available for New Capital Projects or Operations as of 6/30/19	[A]+[B]+[C]+[D] \$	94,500,000

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

See Numbered Notes on the following page.

Appendix G – Notes

- Note 1: Adjusted to exclude funded capital contributions, Bridge self insurance reserves and restricted Local, State and Federal grant funds for capital projects.
- Note 2: In 2015, the District restated its Net Position as a result of the new reporting requirements of GASB 68: Accounting and Financial Reporting for Pensions and GASB 75: Accounting and Financial Reporting for Post-employment Benefits Other than Pensions respectively. GASB 68 requires agencies to report the deferred outflows, net pension liabilities and deferred inflows on the financial statements even in cases whereas the agency is not legally responsible for them. The District is not legally responsible for the Golden Gate Transit Amalgamated Retirement Plan.
- Note 3: Board policy funds the operating reserve at 7.5% of budget or to cover the expected operating deficit, whichever is larger.
- Note 4: Board policy funds the emergency reserve at 3.5% of the operating budget to enable the amount kept in reserve for emergencies to remain relative to the size of District's operations.
- Note 5: Fiscal Year (FY) 20/21 budgeted net operating income/loss is adjusted to exclude funded capital contributions Bridge self- insurance reserves and restricted Local, State and Federal grant funds for capital projects.
- Note 6: Change in Operating Reserve is calculated by multiplying FY20/21's operating budget with 7.5% less FY19/20's Operating Reserve.
- Note 7: Change in Emergency Reserve is calculated by multiplying FY20/21's operating budget with 3.5% less FY1/19's Emergency Reserve.
- Note 8: Change in Bridge Self-Insurance Loss Reserve is calculated by subtracting FY20/21's reserve from FY19/20's reserve.

APPENDIX H

Statistical Data and Supplemental Information

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APPENDIX H – STATISTICAL DATA AND SUPPLEMENTAL INFORMATION

The following information was excerpted from “Highlights Facts and Figures of the Golden Gate Bridge, Highway and Transportation District.”

The Golden Gate Bridge stands at the entrance to the San Francisco Bay in California and is a symbol of American ingenuity and resolve, having been constructed during the era of the Great Depression. The Golden Gate Bridge is a beloved international icon and an engineering marvel. It is also a vital transportation link between northern San Francisco Bay Area counties and San Francisco. The Bridge serves over 40 million vehicles a year, along with millions of tourists from around the world. The Golden Gate Bridge offers free pedestrian walkways and bicycle paths from which visitors experience breathtaking views of the San Francisco skyline, Alcatraz Island and the Marin headlands. The best time to visit the Bridge is in the fall and winter months, as the summer months bring the famous San Francisco fog, which veils the Bridge most of the season.

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

Bridge construction began January 5, 1933, and the span was opened for Pedestrian Day on May 27, 1937. The entire roadway was opened exclusively to pedestrians from dawn to dusk. By 6:00 pm, thousands of visitors were waiting to cross. A number of “firsts” took place that day with people competing to be the first to walk, run, roller skate, tap dance, ride a unicycle or cross on stilts. This proved to be a memorable event, with news reports estimating up to as many as 200,000 people. This was topped in 1987, the Golden Gate Bridge’s 50th anniversary, when more than 300,000 people surged onto the span with more than 400,000 spectators gathered in the surrounding areas and hillsides.

In 1969, the California State Legislature authorized GGBHTD to use bridge tolls to develop transit service in the U.S. Highway 101 (US 101) Golden Gate Corridor as a means of managing traffic congestion and avoiding costly highway expansion. In August 1970, GGBHTD inaugurated ferry service between Sausalito and the San Francisco Ferry Building. In December 1970, GGBHTD initiated a shuttle bus service to Sausalito Ferry using five leased Greyhound coaches and four drivers on four bus routes. In September 1971, GGBHTD received 20 of 132 newly purchased buses and hired 30 experienced Greyhound drivers. Local Marin County bus service was initiated in December 1971, under contract to Marin County Transit District. In January 1972, GGBHTD established Golden Gate Transit (GGT) Transbay commute service with 152 buses and facilities in Novato and Santa Rosa and a temporary facility in San Rafael. Golden Gate Transit Bus and Ferry services are subsidized using “surplus” Golden Gate Bridge toll revenue.

Statistical Data

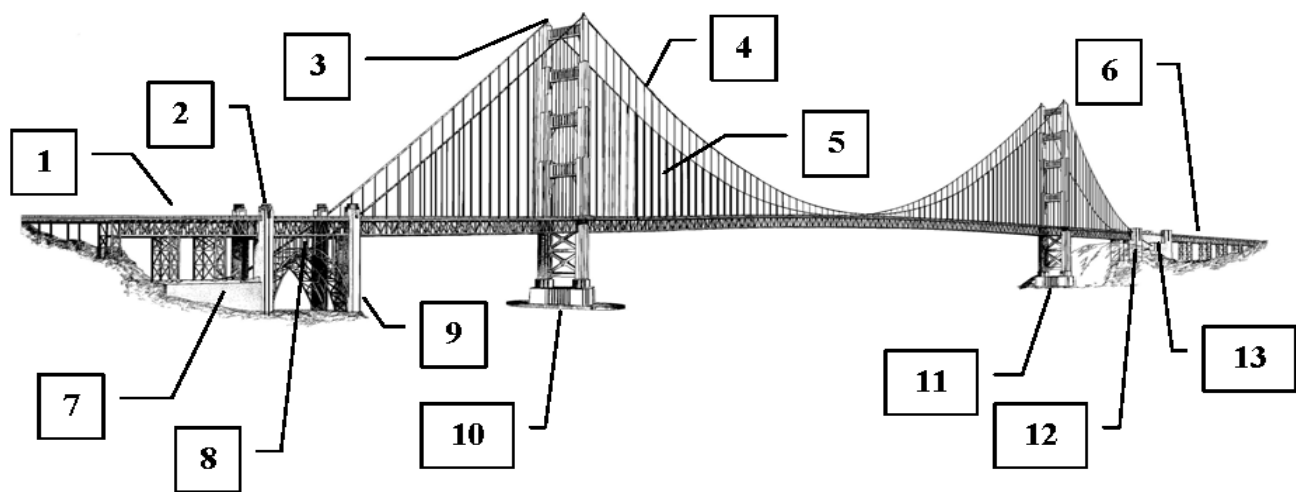
The total construction cost of the Golden Gate Bridge was \$35 million, which included \$27 million for construction of the structure. This \$27 million was \$3 million higher than the original construction bids as other items were added such as the toll plaza, toll collection equipment, tower elevators and miscellaneous military replacements and improvements. The remaining \$8 million was for engineering and inspection, financing costs and administration.

Appendix H

The Golden Gate Bridge spans 1.7 miles and consists of six main structures:

1. San Francisco (south) approach viaduct
2. San Francisco (south) anchorage housing and pylons
3. Fort Point arch
4. Main suspension bridge
5. Marin (north) approach viaduct
6. Marin (north) anchorage housing and pylons

Engineers, painters, ironworkers and other staff members work daily on critical rehabilitation and improvement projects that have been undertaken to preserve, protect and extend the life of the Golden Gate Bridge. A lower lateral bracing system was added to the span to increase the torsional stability of the stiffening truss of the roadway. A railing was added between the Bridge roadway and sidewalks. Approach structures were retrofitted to increase earthquake resistance and Phases I & II of the Seismic Retrofit Design and Construction Project were completed. Phase I retrofitted the Marin approach and Phase II retrofitted the San Francisco approach structures and Fort Point arch. In April 2008, Phase IIIA began and will retrofit the north anchorage housing and pylons. Phase IIIB of the Seismic Retrofit project began in 2011 and includes the retrofit of the 4,200 foot-long main suspension span, the two 746 foot-tall main towers and the San Francisco tower pier.



1. South Viaduct
2. Pylon S2
3. Saddle
4. Main Cables
5. Suspender Ropes
6. North Viaduct
7. South Anchorage Housing
8. Fort Point Arch
9. Pylon S1
10. South Tower, 746 feet tall
11. North Tower, 746 feet tall
12. Pylon N1
13. North Anchorage Housing

The length of Bridge deck between a pylon and a tower is referred to as a Side Span. The Bridge Side Spans measure 1,125 feet across.

The length of Bridge deck between the two towers is referred to as the Main Span. The Bridge Main Span measures 4,200 feet across.

The length of Bridge deck between Pylon S1 and Pylon N1 is referred to as the Suspension Span. The Bridge Suspension Span measures 6,450 feet across.

Depending upon tidal conditions, the distance between the deck at the center of the Main Span and the water below is roughly 220 feet.

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

Fiscal Year July 1 - June 30	Avg. Vehicles Per Day	Total Vehicles	% of Increase	Total Revenue
May & June 1937	17,339	582,607	-	\$312,818
1937-38	9,073	3,326,521	-	\$1,594,958
1938-39	11,045	4,047,224	21.67%	\$1,903,372
1939-40	11,792	4,332,785	7.06%	\$2,124,158
1940-41	13,054	4,780,585	10.34%	\$2,282,213
1941-42	14,169	5,187,168	8.50%	\$2,292,945
1942-43	14,711	5,382,282	3.76%	\$2,579,981
1943-44	13,214	4,849,300	-9.90%	\$2,495,220
1944-45	13,106	4,799,989	-1.02%	\$2,710,710
1945-46	18,198	6,674,825	39.06%	\$3,579,521
1946-47	20,434	7,506,144	12.45%	\$3,864,817
1947-48	21,978	8,091,289	7.80%	\$4,077,231
1948-49	23,309	8,552,514	5.70%	\$4,186,815
1949-50	25,518	9,356,348	9.40%	\$4,519,515
1950-51	27,701	10,153,493	8.52%	\$3,985,673
1951-52	30,589	11,240,410	10.70%	\$4,251,913
1952-53	31,982	11,723,318	4.30%	\$4,427,194
1953-54	33,461	12,267,508	4.64%	\$4,511,025
1954-55	36,059	13,220,641	7.77%	\$4,517,603
1955-56	40,298	14,749,185	11.56%	\$4,112,357
1956-57	42,951	15,676,971	6.29%	\$4,123,161
1957-58	44,955	16,408,399	4.67%	\$4,219,181
1958-59	48,198	17,592,396	7.22%	\$4,509,698
1959-60	51,396	18,810,807	6.93%	\$4,773,623
1960-61	54,825	20,011,302	6.38%	\$4,885,762
1961-62	56,861	21,377,944	6.83%	\$4,820,046
1962-63	61,683	22,514,356	5.32%	\$5,040,421
1963-64	65,637	24,023,128	6.70%	\$5,358,257
1964-65	69,267	25,282,353	5.24%	\$5,545,875
1965-66	74,023	27,018,462	6.87%	\$5,802,084

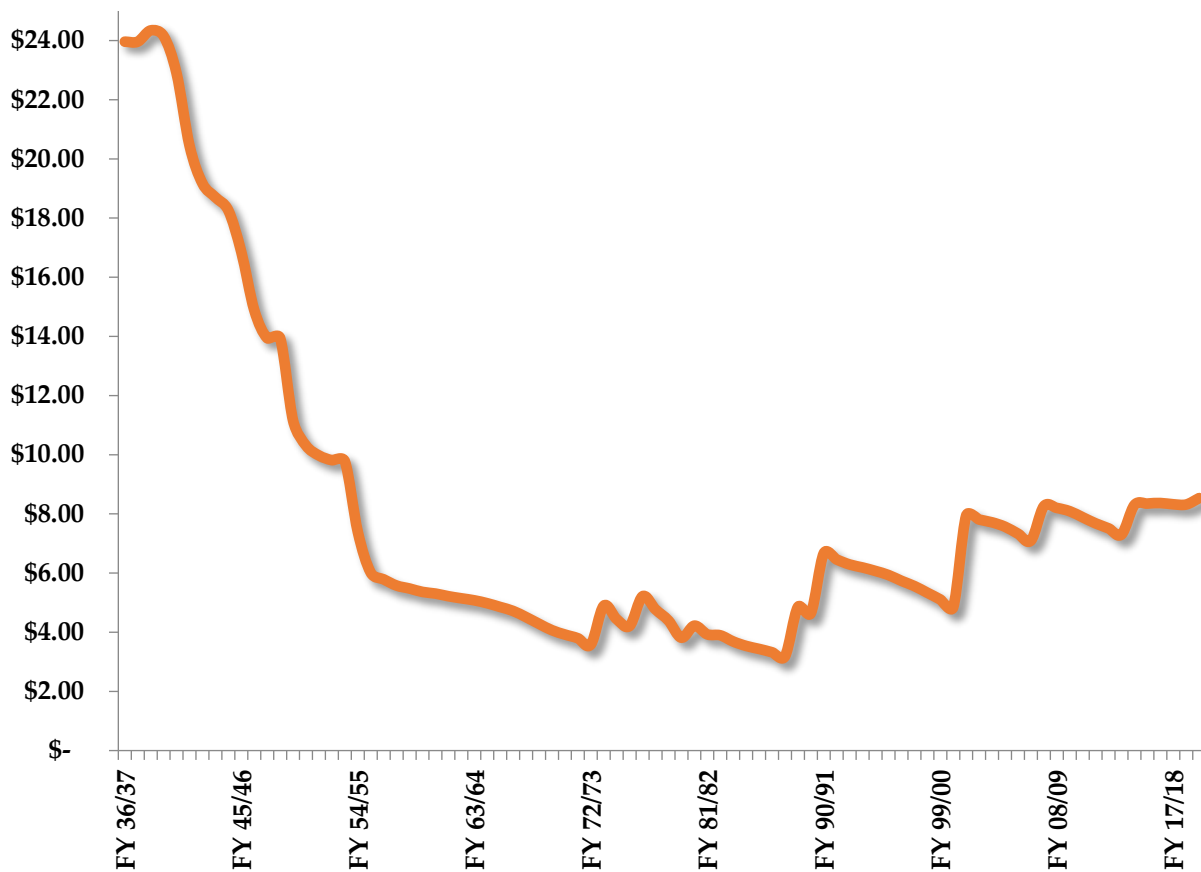
Appendix H

Fiscal Year July 1 - June 30	Avg. Vehicles Per Day	Total Vehicles	% of Increase	Total Revenue
1966-67	77,673	28,350,598	4.93%	\$6,308,081
1967-68	82,700	30,293,793	6.85%	\$6,428,332
1968-69	85,622	31,251,968	3.16%	\$6,583,074
1969-70	89,657	32,725,026	4.71%	\$7,320,561
1970-71	91,773	33,497,080	2.36%	\$7,978,283
1971-72	94,086	34,435,542	2.80%	\$8,384,443
1972-73	94,852	34,620,920	0.54%	\$8,537,373
1973-74	89,931	32,824,780	-5.19%	\$9,458,892
1974-75	91,325	33,333,798	1.55%	\$12,455,458
1975-76	95,278	34,871,856	4.61%	\$12,938,278
1976-77	96,927	35,378,544	1.45%	\$12,947,397
1977-78	98,716	36,031,236	1.84%	\$15,890,977
1978-79	99,380	36,273,760	0.67%	\$17,461,538
1979-80	97,080	35,531,296	-2.05%	\$17,044,037
1980-81	99,708	36,393,422	2.43%	\$18,824,231
1981-82	97,952	35,752,524	-1.76%	\$21,122,488
1982-83	101,343	36,990,346	3.46%	\$22,538,225
1983-84	105,532	38,519,280	4.13%	\$23,695,501
1984-85	108,578	39,630,790	2.89%	\$24,430,950
1985-86	110,930	40,489,422	2.17%	\$25,009,522
1986-87	115,672	42,220,298	4.27%	\$26,188,035
1987-88	119,089	43,467,470	2.95%	\$26,995,767
1988-89	118,881	43,391,562	-0.17%	\$30,460,808
1989-90	120,276	43,900,850	1.17%	\$37,974,294
1990-91	117,313	42,819,078	-2.46%	\$38,668,744
1991-92	113,548	41,445,182	-3.21%	\$52,764,409
1992-93	112,241	40,968,012	-1.15%	\$54,603,270
1993-94	112,263	40,975,844	0.02%	\$54,890,757
1994-95	111,547	40,714,520	-0.64%	\$55,036,868
1995-96	112,751	41,266,836	1.36%	\$57,259,004
1996-97	113,334	41,366,860	0.24%	\$57,475,737
1997-98	113,065	41,381,834	0.04%	\$57,602,148
1998-99	114,601	41,943,808	1.36%	\$58,452,829
1999-00	116,026	42,465,336	1.24%	\$59,368,792
2000-01	115,525	42,166,660	-0.70%	\$59,180,029
2001-02	111,493	40,694,792	-3.49%	\$59,518,943
2002-03	106,456	38,856,556	-4.52%	\$79,427,334
2003-04	106,234	38,881,684	0.06%	\$84,419,500
2004-05	106,292	38,796,706	-0.22%	\$84,213,058
2005-06	106,637	38,922,468	0.32%	\$84,746,887
2006-07	108,263	39,516,006	1.45%	\$84,970,839
2007-08	107,420	39,315,596	-0.51%	\$85,416,488
2008-09	104,473	38,132,812	-3.00%	\$97,121,446
2009-10	106,784	38,976,078	2.21%	\$100,568,913

Fiscal Year July 1 - June 30	Avg. Vehicles Per Day	Total Vehicles	% of Increase	Total Revenue
2010-11	110,113	40,191,124	3.12%	\$100,779,715
2011-12	101,253	37,058,745	-7.79%	\$102,638,203
2012-13	101,979	37,222,438	0.44%	\$102,294,057
2013-14	109,667	40,028,374	7.54%	\$106,350,200
2014-15	110,060	40,171,728	0.36%	\$129,187,098
2015-16	112,641	41,113,970	2.29%	\$137,418,500
2016-17	112,831	41,183,206	0.17%	\$143,028,555
2017-18	112,156	40,937,104	-0.60%	\$146,567,882
2018-19	109,598	40,003,340	-2.28%	\$146,471,101
2019-20	88,962	32,471,128	-18.83%	\$125,764,310
2020-21	73,517	26,833,762	-17.36%	\$108,351,941
Total Since Inception:		2,456,538,002		\$3,241,285,346

Historical Trends in Bridge Traffic and Tolls

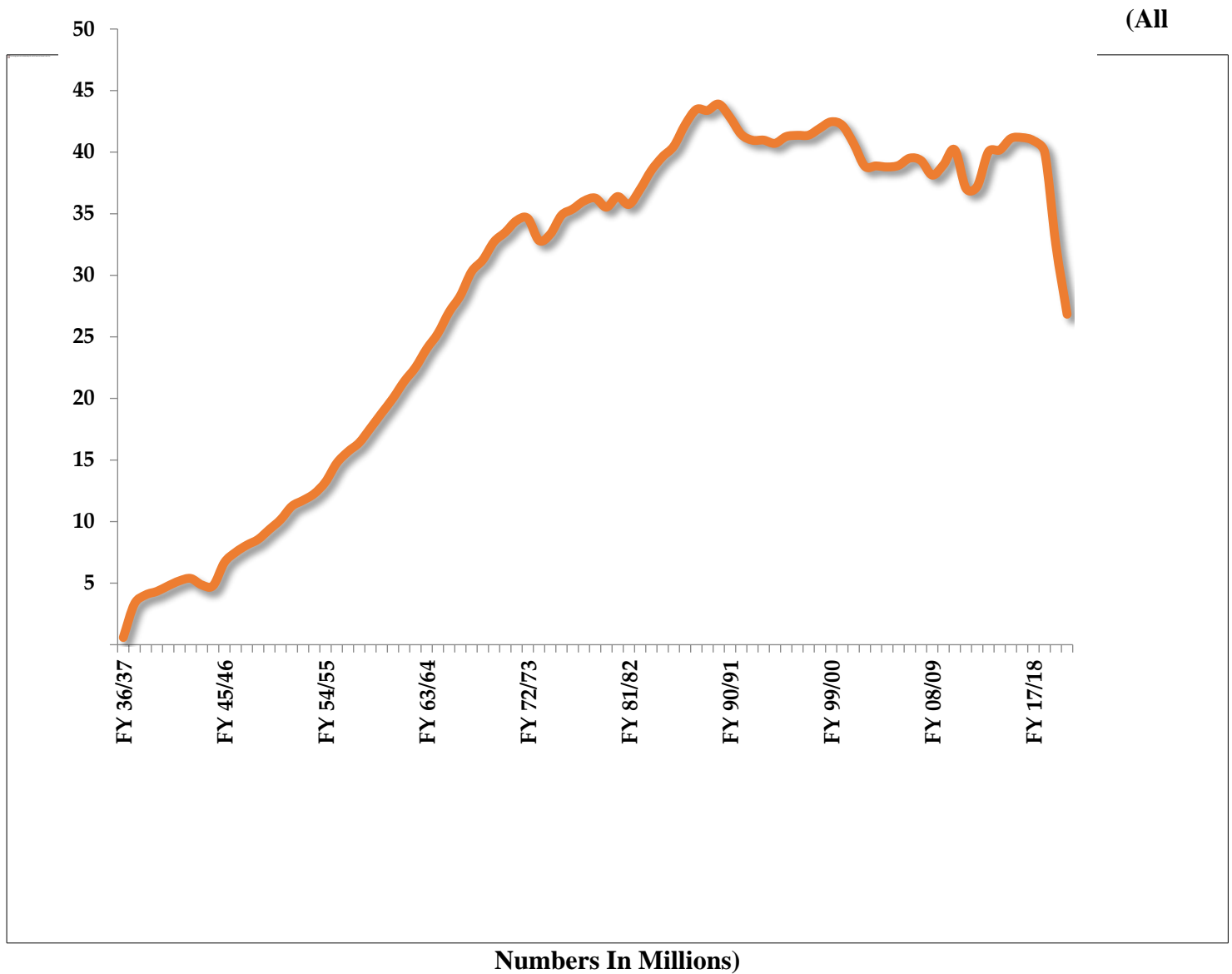
Bridge Tolls Adjusted for Inflation



The above chart applies the Bay Area Region Consumer Price Index to the historical cost of a Golden Gate Bridge toll. All prices shown are in 2021 dollars.

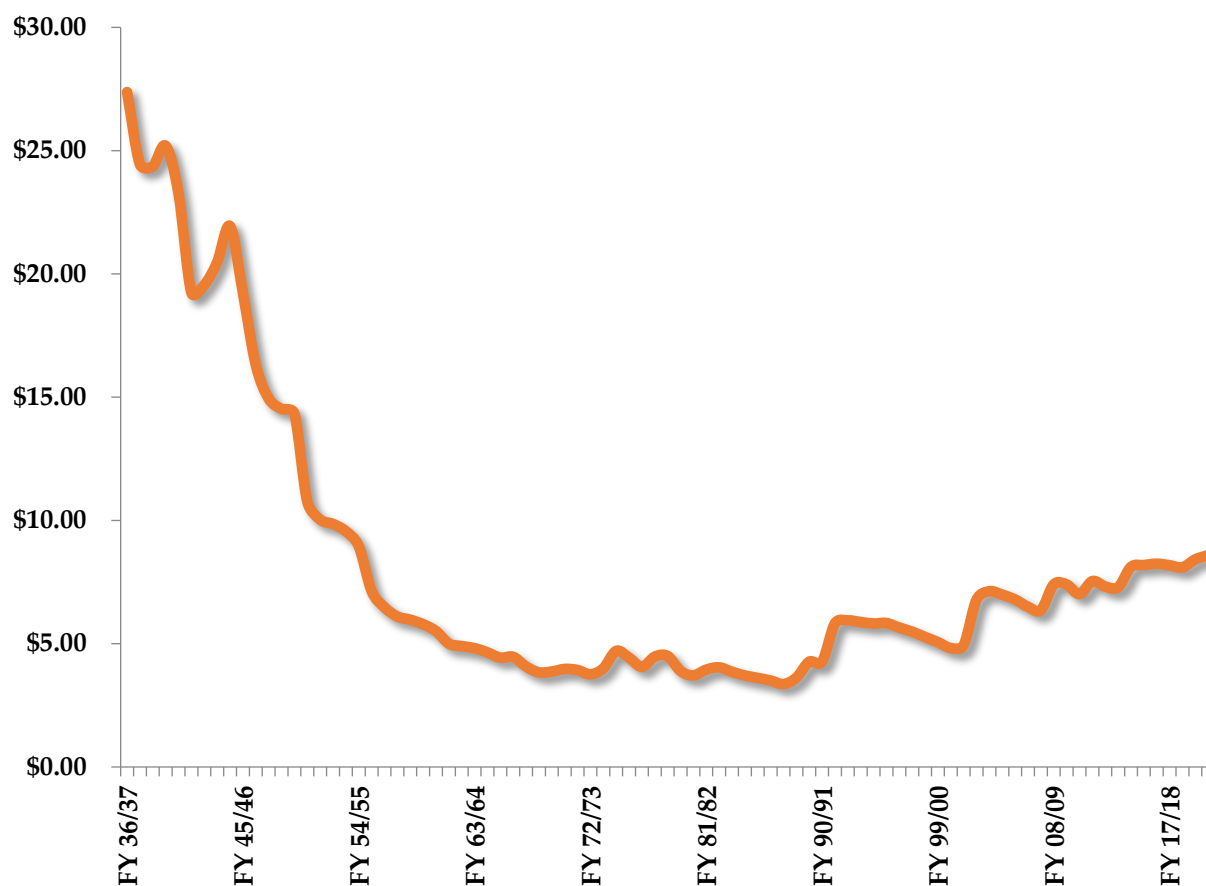
CPI data courtesy of the Bureau of Labor Statistics.

Total Annual Vehicle Crossings



The above chart illustrates the total annual vehicle crossings for the Golden Gate Bridge. This total includes all South and North-bound crossings.

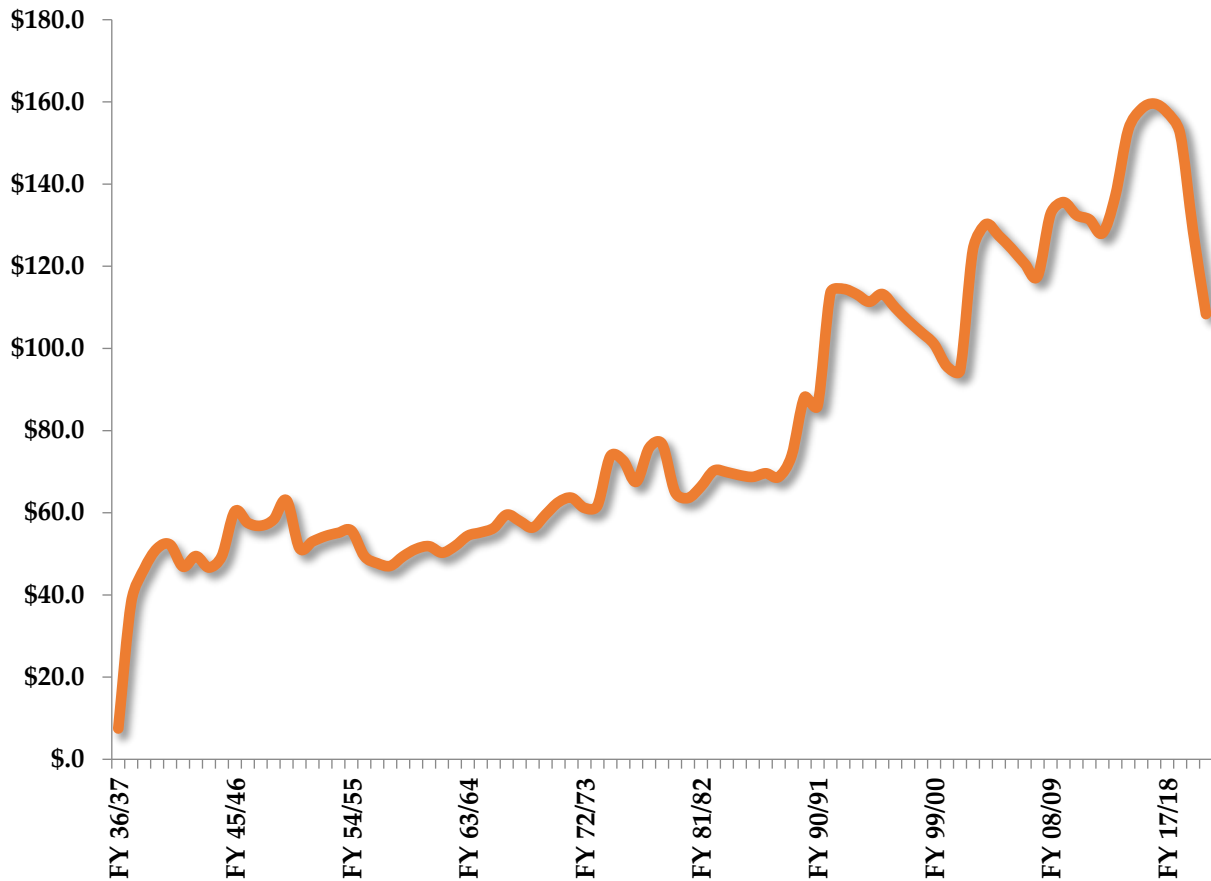
Revenue Per Southbound Vehicle Adjusted for Inflation



Southbound vehicles currently represent 47% of the total traffic on the Bridge. If we apply this percentage to the historical revenue per vehicle data, and then adjust the results for inflation using the Bay Area Region Consumer Price Index, the above chart is the result. All prices shown are in 2021 dollars.

CPI data courtesy of the Bureau of Labor Statistics.

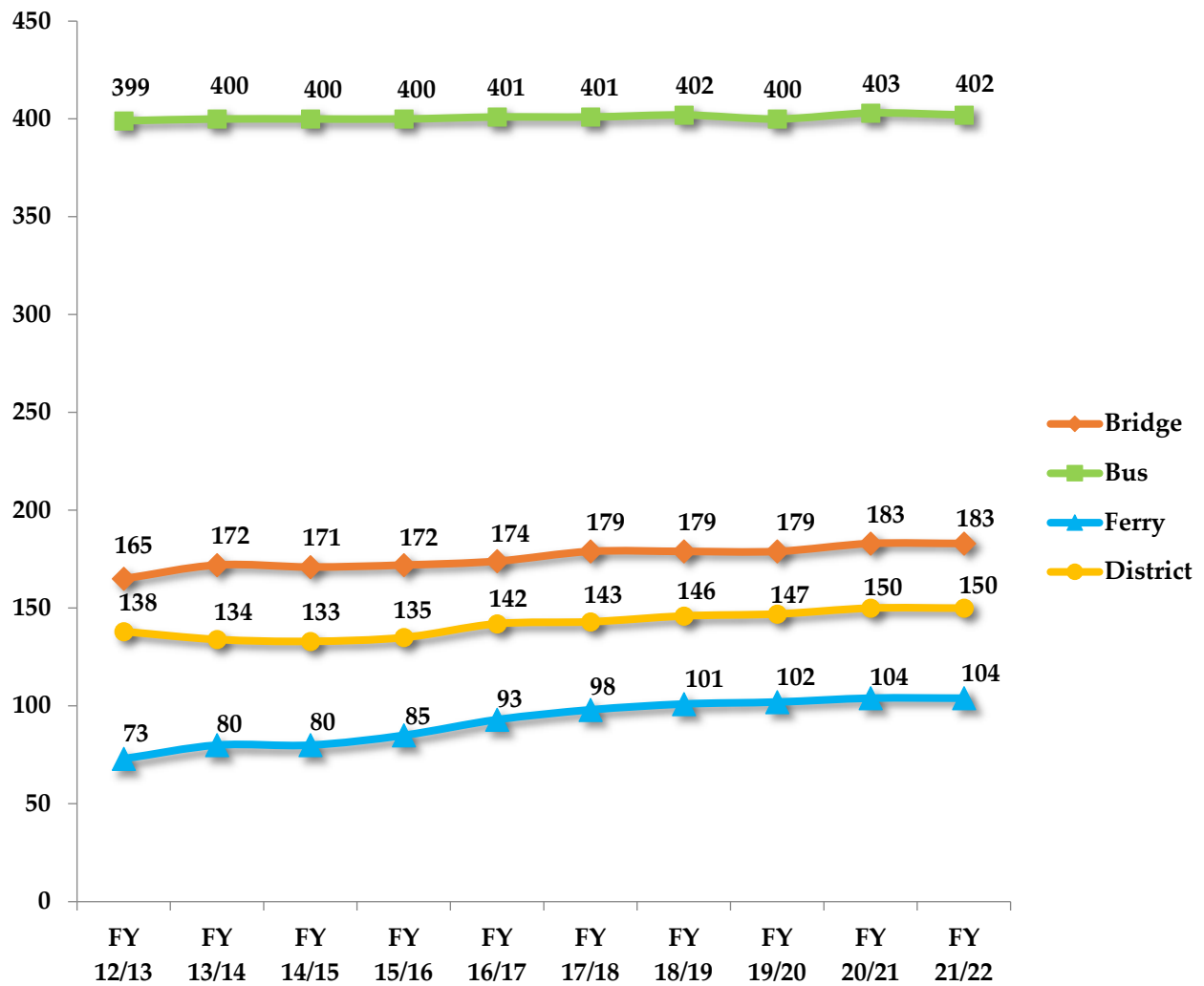
**Annual Revenue Adjusted for Inflation
(All Numbers in Millions)**



The above chart applies the Bay Area Region Consumer Price Index to the historical annual toll revenue for the Golden Gate Bridge. All prices shown are in 2021 dollars.

CPI data courtesy of the Bureau of Labor Statistics.

Table of Organization by Division



The above chart depicts all changes to the Table of Organization by Division over the last ten years.

Golden Gate Bridge Tolls History

Date	Adjustment to Tolls
May 28, 1937	\$0.50 per Auto, plus \$0.05 per occupant over 5 in same Auto. 30 Trip Commute Book for \$11.00 for Autos not exceeding 5 occupants.
December 23, 1937	\$0.30 per Auto, plus \$0.05 per occupant over 5.
January 3, 1938	\$0.50 per Auto, plus \$0.05 per occupant over 5 in same Auto.
May 4, 1938	40 Trip - 60 Day Commute Book for \$8.00, plus \$0.05 per passenger over 5. 20 Trip - 60 Day Commute Book for \$7.00, plus \$0.05 per passenger over 5.
April 15, 1941	Elimination of \$0.05 passenger charge on 40-Trip Commute Book.
September 30, 1942	Increase extra passenger toll from \$0.05 to \$0.10 on cash auto tolls and reduces number of occupants riding without charge from 5 to 3.
March 14, 1946	Reduces extra passenger charge in all vehicles from \$0.10 to \$0.05.
November 1, 1946	Eliminates charge for extra passenger in all cash vehicles.
January 1, 1948	20 Trip - 60 Day Commute book for \$7.00, good for driver and all passengers.
July 1, 1950	Auto toll reduced to \$0.40. Truck toll based on axles instead of weight. (\$0.50 per axle, not counting front axle.)
December 1, 1950	Eliminate extra passenger charge on \$8.00 - 40 trip commute book.
June 30, 1953	20 Trip commute book for \$6.00.
January 31, 1955	Reduce Auto toll from \$0.40 to \$0.30.
September 30, 1955	Reduce Auto toll from \$0.30 to \$0.25. Reduce 40 Trip commute book to \$7.00.
July 1, 1959	52 Trip Discount book for \$9.00 (\$0.173 per trip).
September 1, 1960	52 Trip Discount book for \$8.00 (\$0.154 per trip).
July 1, 1961	50 Trip Discount book for \$6.50 (\$0.130 per trip).
July 1, 1965	\$1.00 bus toll changed to \$0.25 cash / \$0.13 on charge account.
October 18, 1968	One-Way Toll established (\$0.50 southbound, free northbound).
November 1, 1969	25 Trip Discount book for \$6.50 (\$0.26 per trip).
December 1, 1969	26 Trip Discount book for \$10.00 (\$0.40 per trip).
January 1, 1970	Commute bus toll \$0.10, all buses \$2.00 per trip.
December 25, 1971	Discontinued Discount Books. Started Convenience Book sales at \$10.00 for 20 trips (\$0.50 per trip).
January 1, 1972	District (Golden Gate Transit) took over Greyhound commute runs.
March 1, 1974	Bridge Auto Toll increased to \$0.75 southbound. 20 Trip Convenience Book for \$15.00 (.75 per trip).
April 16, 1976	Car Pools (3 or more people in auto) free from 6 am to 10 am on weekdays.
October 10, 1977	Van Pools start.
November 1, 1977	Bridge Auto Toll increased to \$1.00 southbound. Auto and Trailer toll \$1.50. 20 Trip Convenience Book for \$20.00 (\$1.00 per trip) and 20 ticket Truck Convenience Book for \$30.00 (1.50 per ticket)

Appendix H

Date	Adjustment to Tolls
July 1, 1978	Started Handicap Discount Book at \$10.00 for 20 trips (\$0.50 per trip).
November 17, 1978	Additional Car Pool hours from 4 pm to 6 pm, weekdays, no toll for 3 or more people in auto.
September 14, 1979	Changed morning Car Pool hours, 6 am to 9 am. Added motorcycles.
March 1, 1981	Auto Toll increased to \$1.25.
July 20, 1981	Auto Toll decreased back to \$1.00.
August 21, 1981	Start \$2.00 toll Fridays and Saturdays (4 am Friday to 4 am Sunday). \$1.00 toll Sunday through Thursdays.
August 29, 1981	Change \$2.00 toll hours to 12:01 am Friday to 12 midnight Saturday.
December 1, 1981	Start Saturday Only Discount Book - \$25.00 for 20 trips (\$1.25 per trip).
April 1, 1982	Auto and Trailer toll raised to \$3.00 on Friday and Saturdays only.
July 1, 1982	All buses free during Car Pool hours, \$2.00 all other times.
January 1, 1989	Auto Toll increased to \$2.00 every day. \$20.00 for 16 trip commute book (\$1.25 per trip). Auto and Trailer toll \$3.00 every day. Two axle Truck toll increased to \$2.00.
June 11, 1989	12 Trip Discount Book for \$20.00 (\$1.67 per trip).
July 1, 1991	Toll increased to \$3.00 for Autos and 2-axle Trucks. Other truck tolls increased to \$1.50 per axle. \$20.00 commute book with 8 tickets at \$2.22 each; \$40 book with 18 tickets at \$2.22 each. Disabled Toll increased to \$1.50 (1/2 of current Toll for 2 axle Autos) Discount Book for Disabled @ \$30.00 for 20 trips (\$1.50 per trip).
July 1, 1992	Discount on commute books lowered. \$20.00 book with 8 tickets at \$2.50 each; \$40.00 book with 16 tickets at \$2.50 each.
July 1, 1995	Discount on commute books lowered. \$20.00 book with 6 tickets at \$2.67 each; \$40.00 book with 15 tickets at \$2.67 each.
July 1, 2000	Introduction of FasTrak®, electronic toll collection system. FasTrak® discounted toll \$2.67.
September 15, 2000	Last day of sale for auto discount commute books.
November 15, 2000	Last day of acceptance of auto discount tickets at the toll plaza.
July 1, 2001	Elimination of \$2.67 discounted toll for FasTrak®. Toll for all 2-axle vehicles is \$3.00.
September 1, 2002	Toll Increased to \$5.00 for Autos and 2-axle Trucks. Other truck tolls increased to \$2.50 per axle. FasTrak® tolls discounted @ \$4.00 for Autos and 2-axle Trucks ONLY.
September 2, 2008	Toll increased to \$6.00 for Autos and 2 axle-Trucks. Other truck (cash) tolls increased to \$3.00 per axle. FasTrak® tolls discounted @ \$5.00 for Autos and 2-axle Trucks ONLY. Other truck tolls remain @ \$2.50 per axle. Tolls for Persons with Disabilities (PWD) increased to \$3.00.
July 1, 2010	Car Pool and Clean Air Vehicles Toll commenced at \$3.00 for motorcycles, 2 ax vehicles with 3 or more persons, buses. FasTrak® required to receive discounted toll (07/01-07/16 cash was accepted during “grace period”.
July 1, 2011	The GGB toll rates for vehicles with more than 2-axes increased in accordance with the program adopted by the Board of Directors to increase multi-axle toll rates incrementally with the first increase on July 1, 2011, and a second increase on July 1, 2012.

Date	Adjustment to Tolls
July 1, 2012	The second increase on GGB toll rates for vehicles with more than 2-axles, as adopted by the Board of Directors, went into effect on July 1, 2012.
March 27, 2013	All Electronic Tolling commences. Cash no longer accepted, no longer Bridge Officers in Toll Lanes.
April 7, 2014	Toll increased to \$7.00 for two-axle vehicles, \$6.00 with FasTrak® discount. Tolls for vehicles with 3+ axles increased to \$7.00 per axle, \$6.00 per axle with FasTrak® discount.
July 1, 2015	Toll increased to \$7.25 for two-axle vehicles, \$6.25 with FasTrak® discount. Tolls for vehicles with 3+ axles increased to \$7.25 per axle, \$6.25 per axle with FasTrak® discount.
July 1, 2016	Toll increased to \$7.50 for two-axle vehicles, \$6.50 with FasTrak® discount. Tolls for vehicles with 3+ axles increased to \$7.50 per axle, \$6.50 per axle with FasTrak® discount.
July 1, 2017	Toll increased to \$7.75 for two-axle vehicles, \$6.75 with FasTrak® discount. Tolls for vehicles with 3+ axles increased to \$7.75 per axle, \$6.75 per axle with FasTrak® discount.
July 1, 2018	Toll increased to \$8.00 for two-axle vehicles, \$7.00 with FasTrak® discount. Tolls for vehicles with 3+ axles increased to \$8.00 per axle, \$7.00 per axle with FasTrak® discount.
July 1, 2019	Toll Increased to \$8.35 for two axle vehicles, \$8.20 for License Plate Account & One-Time Payment, \$7.35 with FasTrak® discount. Tolls for vehicles with 3+ axles increased to \$8.35 per axle, \$8.20 per axle for License Plate Account & One-Time Payment, \$7.35 per axle with FasTrak® discount.
July 1, 2020	Toll Increased to \$8.70 for two axle vehicles, \$8.40 for License Plate Account & One-Time Payment, \$7.70 with FasTrak® discount. Tolls for vehicles with 3+ axles increased to \$8.70 per axle, \$8.40 per axle for License Plate Account & One-Time Payment, \$7.70 per axle with FasTrak® discount.
July 1, 2021	Toll Increased to \$9.05 for two axle vehicles, \$8.60 for License Plate Account & One-Time Payment, \$8.05 with FasTrak® discount. Tolls for vehicles with 3+ axles increased to \$9.05 per axle, \$8.60 per axle for License Plate Account & One-Time Payment, \$8.05 per axle with FasTrak® discount.

Demographic and Economic Information - 10 Years

Marin County¹				
	Population	Personal Income (In Thousands)	Per Capita Personal Income	Average Unemployment Rate
2009	250,750	\$22,351,575	\$89,139	8.1%
2010	252,789	20,854,466	82,498	8.2%
2011	255,031	21,871,623	85,761	8.1%
2012	256,069	23,918,732	93,407	7.0%
2013	258,365	25,093,401	97,124	5.4%
2014	260,750	25,716,754	98,626	4.2%
2015	261,221	28,492,821	109,076	3.5%
2016	260,651	30,222,883	115,952	3.5%
2017	260,955	32,502,500	124,552	2.2%
2018	259,666	34,866,708	134,275	2.3%
2019	258,826	36,684,680	141,735	2.0%
2020	Unavailable	Unavailable	Unavailable	5.4%

City/County of San Francisco²				
	Population	Personal Income (In Thousands)	Per Capita Personal Income	Average Unemployment Rate
2009	815,358	\$55,559,545	\$68,141	7.4%
2010	805,235	57,619,120	71,556	9.7%
2011	812,826	63,102,121	77,633	9.2%
2012	825,863	70,573,974	85,455	8.1%
2013	841,138	72,858,445	86,619	6.5%
2014	852,469	77,233,279	90,600	5.2%
2015	862,004	89,533,450	103,867	4.0%
2016	876,103	96,161,308	109,760	3.4%
2017	879,166	106,006,635	120,576	3.1%
2018	880,696	115,444,581	131,083	2.6%
2019	881,549	120,945,422	137,196	2.3%
2020	883,083	124,066,697	140,493	4.8%

Sonoma County³				
	Population	Personal Income (In Thousands)	Per Capita Personal Income	Average Unemployment Rate
2009	486,630	\$22,787,716	\$46,828	10.1%
2010	493,285	21,701,296	43,993	10.6%

2011	487,125	21,142,471	43,403	10.1%
2012	487,011	21,417,425	43,977	9.0%
2013	490,423	22,126,957	45,118	7.1%
2014	490,486	23,548,182	48,010	5.7%
2015	496,253	24,606,709	49,585	4.3%
2016	501,959	26,874,652	53,540	4.1%
2017	505,120	27,034,022	53,520	3.6%
2018	503,332	28,457,348	56,538	2.4%
2019	500,675	30,183,693	60,286	2.8%
2020	492,980	32,972,432	66,884	11.6%

1. County of Marin June 30, 2020, Comprehensive Annual Financial Report, with additional information as follows:
 - a) Average unemployment rate for 2020 provided by California Employment Development Department.
2. City and County of San Francisco June 30, 2020, Comprehensive Annual Financial Report.
3. County of Sonoma June 30, 2020, Comprehensive Annual Financial Report.

Principal Employers, Current and Previous Period Comparison

Marin County							
Principal Employers¹	Type of Entity	Employees in 2020	Rank	% of Total County Employment	Employees in 2011	Rank	% of Total County Employment
County of Marin	Government	2,358	1	1.97%	2,135	1	1.74%
Kaiser Permanente Med. Ctr.	Hospital	2,014	2	1.69%	1,330	3	1.09%
Bio Marin Pharmaceutical	Pharmaceutical Company	1,801	3	1.51%	700	9	.57%
San Quentin State Prison	Government	1,614	4	1.35%	2,058	2	1.68%
Marin General Hospital	Hospital	1,279	5	1.07%	1,090	5	.89%
Novato Unified School District	Education	800	6	0.67%	832	8	.68%
Glassdoor	Technology	700	7	0.59%	-	-	-
Marin County Office Education	Education	664	8	0.56%	-	-	-
San Rafael City Schools	Education	645	9	0.54%	-	-	-
Marin Community Clinics	Health Care	540	10	.45%	-	-	-
Total		12,415		10.39%	8,145		6.65%

City/County of San Francisco (SF)							
Principal Employers²	Type of Entity	Employees in 2019	Rank	% of Total County Employment	Employees in 2010	Rank	% of Total County Employment
City and County of SF	Government	36,910	1	6.68%	25,488	1	5.59%
University of Calif, SF	Education	34,690	2	6.28%	11,639	2	2.55%
SF Unified School District	Education	10,257	3	1.86%	-	-	-
Salesforce	Software	9,100	4	1.65%	-	-	-
Wells Fargo & Co	Banking	7,296	5	1.32%	9,089	3	1.99%
Kaiser Permanente	Hospital	6,659	6	1.20%	3,490	9	.77%
United		6,153	7	1.11%	-	-	-
Sutter Health	Hospital	6,134	8	1.11%	-	-	-
Uber Technologies, Inc.	Transportation	5,500	9	1.00%	-	-	-
Gap, Inc.	Retail	4,500	10	0.81%	3,783	8	0.83%
California Pacific Med. Ctr	Hospital	-	-	-	6,600	4	1.45%

City/County of San Francisco (SF)							
Principal Employers ²	Type of Entity	Employees in 2019	Rank	% of Total County Employment	Employees in 2010	Rank	% of Total County Employment
State of California	Government	-	-	-	5,465	5	1.20%
United States Postal Service	Government	-	-	-	4,369	6	.96%
PG&E Corporation	Utility	-	-	-	4,080	7	.90%
San Francisco State University	Education	-	-	-	3,243	10	.71%
Total		127,199		23.02%	77,246		16.95%

Note: In some instances, information for current year and nine years ago is not available; information for periods that are available are provided as an alternative.

1. Data Source: County of Marin, June 30, 2020, Comprehensive Annual Financial Report.
2. Data Source: City and County of San Francisco, June 30, 2020, Comprehensive Annual Financial Report.

Sonoma County							
Principal Employers ³	Type of Entity	Employees in June 30, 2020	Rank	% of Total County Employment	Employees in June 30, 2011	Rank	% of Total County Employment
County of Sonoma	Government	4,061	1	1.80%	3,085	1	1.70%
Kaiser Permanente Med. Ctr	Hospital	3,088	2	1.40%	2,686	2	1.20%
Santa Rosa Junior College	Education	2,776	3	1.20%	-	-	-
St. Joseph Health System	Health Care	1,640	4	.70%	2,310	3	1.00%
Santa Rosa City Schools	Education	1,621	5	.70%	-	-	-
Keysight Technologies	Technology	1,500	6	.70%	1,100	6	.50%
Sonoma State University	Education	1,391	7	.60%	-	-	-
City of Santa Rosa	Government	1,307	8	.60%	-	-	-
State of California	Government	1,243	9	.50%	-	-	-
Jackson Family Wines	Winery	1,098	10	.50%	-	-	-
Safeway		-	-	-	1,200	4	.50%
Sutter Santa Rosa Regional Hospital	Hospital	-	-	-	1,197	5	.50%
Amy's Kitchen	Retail	-	-	-	900	7	.40%
Medtronic Cardiovascular	Hospital	-	-	-	800	8	.40%
River Rock Casino	Casino	-	-	-	660	9	.30%
Wal-Mart Stores	Retail	-	-	-	650	10	.30%
Total		19,725		8.70%	14,588		6.80%

Note: In some instances, information for current year and nine years ago is not available; information for periods that are available are provided as an alternative.

3. Data Source: County of Sonoma, June 30, 2020, Comprehensive Annual Financial Report.

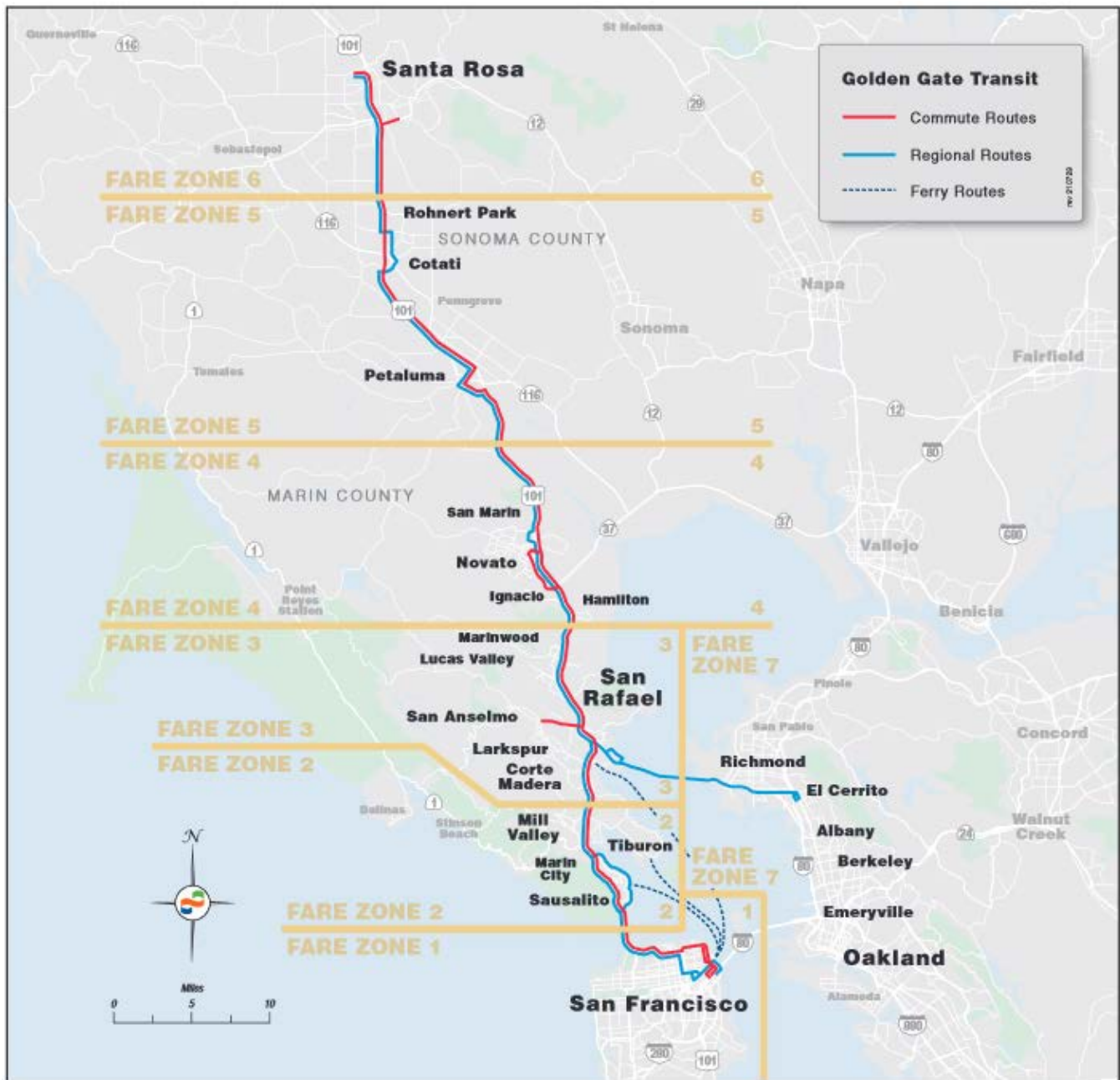
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APPENDIX I

Service Area Map

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APPENDIX I – SERVICE AREA MAP



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APPENDIX J

Glossary

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APPENDIX J – GLOSSARY

Acronyms & Abbreviations

ACIS	Advanced Communication and Information System
ADA	Americans with Disabilities Act
ADC	Actuarially Determined Contribution
AET	All Electronic Tolling
ARC	Annual Required Contribution
ATU	Amalgamated Transit Union
ARP	American Rescue Plan Act of 2021
BSIR	Bridge Self-Insurance Reserve
BUS	Bus Division
CAD	Computed aided dispatch
CalPERS	California Public Employees Retirement System
Caltrans	California Department of Transportation
CARB	California Air Resources Board
CARES Act	Coronavirus Aid, Relief and Economic Security Act
CFO	Chief Financial Officer
CMER	Corte Madera Ecological Reserve
CMS	Changeable Message Sign
COVID-19	Coronavirus Disease of 2019
CPI	Consumer Price Index
CP Program	Commercial Paper Program
CRRSAA	Coronavirus Response and Relief Supplemental Appropriations Act of 2021
D-1	Division One
D-2	Division Two
D-3	Division Three
D-4	Division Four
DBE	Disadvantaged Business Enterprise
DGM	Deputy General Manager

Appendix J

DOT	U.S. Department of Transportation.
EEO/AAP	Equal Employment Opportunity/ Affirmative Action Program
ENG	Engineering Department.
FIN	Finance Department.
FLSA	Fair Labor Standards Act
FTA	Federal Transit Administration
FTE	Full Time Equivalent
FY	Fiscal Year
GASB	Governmental Accounting Standards Board
GFI	Genfare Incorporated
GFOA	Government Finance Officers Association
GGF	Golden Gate Ferry
GGT	Golden Gate Transit
HASTUS	Horaires et Assignments pour Systems de Transport Urban et Semi-Urban
HVAC	Heating, ventilation, and air conditioning
IBU	Inland Boatmen's Union
ICAP	Indirect Cost Allocation Plan
IFAS	Integrated Finance and Accounting Solutions
IS	Information Systems
IVR	Interactive Voice Response
LFT	Larkspur Ferry Terminal
LT	Limited Term of employment
MAP-21	Moving Ahead for Progress in the 21st Century
MCTD	Marin County Transportation District.
MEBA	Marine Engineer's Beneficial Association
MMB	Moveable Median Barrier
MOU	Memorandum of Understanding
MTC	Metropolitan Transportation Commission
NLP	Net Pension Liability

OEM	Original Equipment Manufacturer
OPEB	Other Post-Employment Benefits
PLNG	Planning Department
PRA	Public Records Act
RFP	Request for Proposal
RM2	Regional Measure 2
SaaS	Software as a Service
SF	San Francisco
SFFT	San Francisco Ferry Terminal
SFCTA	San Francisco County Transportation Authority
SLEP	Service Life Extension Program
SMART	Sonoma-Marín Area Rail Transit
SRTC	San Rafael Transit Center
STA	State Transit Assistance
TAM	Transportation Authority of Marin
TDA	Transportation Development Act
TRMI	The Revenue Markets, Inc.
YOY	Year over year

Glossary:

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

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

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

Affirmative Action Program: An employer's standard for proactively recruiting, hiring, and promoting women, minorities, disabled individuals, and veterans.

All Electronic Tolling: Vehicles no longer stop at the Toll Plaza as all tolls are assessed electronically. Through FasTrak® or the Pay-by-Plate program, drivers can make one-time payments online, over the phone or at designated cash payment locations. If customers choose not to take advantage of the convenient options, a toll invoice will be mailed to the registered owner of the vehicle, according to the license plate number, with no added fees. **Amalgamated Transit Union:** A union representing bus drivers, maintenance and clerical employees of a variety of North American transit districts.

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

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

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

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

Aviat: Aviat Networks is a microwave and networking solutions provider.

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

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

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

CalPERS Net Pension Liability: Net pension liability represents total pension liability less the fiduciary net position of the pension plan.

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

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

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

Capital Expenditure: Acquisition of a capital asset.

Capital Program: Portfolio of capital projects and their funding.

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

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

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

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

Coronavirus Disease of 2019: A mild to severe respiratory illness that is caused by a coronavirus. Need a better definition.

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

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

Debt Service: Repayment of the principal and/or interest on debt.

Depreciation: Allocation of the cost of an asset over its useful life. A means to budget for future maintenance expenditures.

Appendix J

Deputy General Manager: This position manages one of the different divisions of Golden Gate Bridge. Don't think you need to define this

Disadvantaged Business Enterprise: A business owned and operated primarily by a minority and/or a woman.

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

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

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

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

Enterprise Fund: In governmental accounting, a fund that provides goods or services to the public for a fee that makes the entity self-supporting is considered an enterprise fund. It basically follows GAAP as does a commercial enterprise.

Equal Employment Opportunity: freedom of discrimination on the basis of protected classes such as race, color, sex, national origin, religion, age, disability, or genetic information.

Fair Labor Standards Act: This act prescribes standards for the basic minimum wage and overtime pay.

Fare: The price paid to ride public transportation such as a bus or ferry.

Farebox Recovery Ratio: A standard by which a public transit agency can be evaluated for financial health. The farebox revenue divided by operating costs.

FasTrak®: An electronic toll system residing on all Bay Area bridges. FasTrak® receivers are set up on toll plazas to read and account for transponders placed in a customer's car. FasTrak® provides convenience to customers by electronically billing their tolls directly to a customer account, thus removing the need for the customer to stop and make a cash payment at any local toll facility.

Federal Transit Administration: The federal government agency that provides financial assistance to develop new transit systems and improve, maintain and operate existing systems.

Fiduciary: Of, based on, or in nature of trust and confidence.

Fiscal Year: The period at the end of which a business determines its financial position and results of operations. The District's fiscal year begins July 1 and ends June 30 of the following calendar year.

Fund: Fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources together with all related liabilities and changes in these assets and liabilities.

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

Genfare Incorporated: A private company that produces bus fare collection systems.

Governmental Accounting Standards Board: The Board establishes and improves standards of state and local governmental accounting and financial reporting.

GASB 68: Accounting and Financial reporting that requires government employers that sponsor defined benefit plans to recognize a net pension liability in their statement of net position.

GASB 75: Establishes accounting and financial reporting requirements for governments whose employees are provided with OPEB, as well as for certain non-employer governments that have a legal obligation to provide financial support for OPEB provided to the employees of other entities.

Government Finance Officers Association: An organization providing standards and education to the financial departments of government organizations.

HASTUS: Computer software, by GIRO Inc., used to plan bus transit routes, dispatch bus operators and generate accurate bus operator payrolls.

Hybrid Buses: Buses that combine a combustion and an electrical engine, so as to increase efficiency and thereby reduce emissions.

Indirect Cost: Cost that is not identifiable with a specific product, function or activity.

Indirect Cost Allocation Plan: The allocation of indirect centralized costs from operating expenses to capitalized projects in accordance with Office of Management and Budget (OMB) Circular A-87, Cost Principles for State, Local and Indian Tribe Governments.

Infrastructure: The fixed components of a transit system, such as stations, park-and-ride lots, bus stops and maintenance facilities.

Inland Boatmen's Union: A union representing deckhand employees.

Integrated Finance and Accounting Solutions: Financial software customized for the District's financial activities including general ledger, accounting, budgeting, payroll, accounts payable, human resources and purchasing.

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

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

Kronos: Employee time and attendance software.

Lease: Contract by which possession of land and/or building space is given by owner to a tenant for a specified period of time and for a specified financial amount.

Long-Term Debt: Financial obligations lasting over one year. For example, debt obligations such as bonds and notes which have maturities greater than one year are considered long-term debt.

Moving Ahead for Progress in the 21st Century (MAP-21): A funding and authorization bill to govern United States federal surface transportation spending. It was passed by Congress on June 29, 2012.

Marine Engineer's Beneficial Association: A union representing vessel masters.

Maximo: Asset and vehicle fluid financial management system.

Memorandum of Understanding: An agreement between two or more parties. It expresses a convergence of will between the parties, indicating an intended common line of action.

Moveable Median Barrier: A traffic safety barrier that can be moved from lane to lane to reduce congestion while preventing head-on collisions.

Operating Budget: Funds allocated for normal District operations, such as employee salaries, power and fuel. Excludes funds allocated for capital and fiduciary activities.

Operating Expenses: All expenses pertaining to the normal operation of the agency with the exception of capital expenditures, interest expenses and non-recurring losses.

Other Post-Employment Benefits: Retiree health benefits [need to explain this better]

Pandemic: Of a disease, that is prevalent throughout an entire country, continent, or the whole world; epidemic over a large area.

Paratransit: The Americans with Disabilities Act (ADA) of 1990 requires that transportation services comparable to existing public transportation be made available to individuals with disabilities who are unable to use fixed-route transportation systems. Paratransit is the term used to refer to these ADA transportation services.

Performance Measures: Specific quantitative and qualitative measure of work performed as an objective of specific departments or programs.

QL3: A mid-life engine rebuild used by the Ferry Division to identify a ship's midlife engine rebuild.

RD99 Renewable Diesel: This is a renewable diesel fuel produced from waste fats, residues and vegetable oils. The use of this type of fuel reduced greenhouse gas emissions.

Regional Measure 2: A measure passed by the Metropolitan Transportation Committee that raised the toll on the seven state-owned bridges in the Bay Area. Funds from these tolls are earmarked for transportation projects within the Bay Area, particularly those projects which will relieve congestion on bridges.

Request for Proposal: The competitive proposal method of procurement.

Revenue Vehicle: Vehicles that carry fare-paying passengers.

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

Senate Bill 1: The Road Repair and Accountability Act of 2017, provides the first significant, stable and ongoing increase in State Transportation funding in more than two decades. The bill increases revenues and

expands the California Transportation Commission's role to provide transparent oversight and accountability for infrastructure investments.

Sonoma-Marin Area Rail Transit: It is a voter approved passenger rail and bicycle-pedestrian pathway project located in Marin and Sonoma counties.

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

State Transit Assistance: A fund used to account for the revenue from the sales tax on gasoline used for transit purposes. The STA fund was created as an amendment to the Transportation Development Act of 1976.

Strategic Financial Plan: Broad statement of direction in which planning or action is required to achieve long-term financial stability.

The Revenue Markets, Inc.: This company installs, and maintains toll collection equipment.

Title VI: Related statutes and regulations provide that no person shall on the ground of race, color, national origin, sex, or disabilities be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal funds.

Tranche: One part or division of a larger unit.

Transbay Service: Transit service from Marin County to San Francisco and/or the East Bay.

Transportation Development Act: Created by state law in 1972, this act authorized the use of ¼ of 1% of the state sales tax for transportation purposes.

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

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