

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

**ADOPTED
BUDGET**
FY 2020-2021



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**GOLDEN GATE BRIDGE
HIGHWAY AND TRANSPORTATION DISTRICT**

FISCAL YEAR 20/21 ADOPTED BUDGET

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



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July 1, 2019

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation award to the Golden Gate Bridge, Highway and Transportation District for its annual budget for the fiscal year beginning July 1, 2019. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.

All references to page numbers and appendices are linked throughout the document.
 In the Table of Contents, click the page number to go directly to that section.
 Click the arrow in the bottom right corner of each page to return to the Table of Contents.

GENERAL MANAGER'S MESSAGE

General Manager's Message	9
District Organizational Chart	11
Golden Gate Bridge, Highway & Transportation District Profile	12

COVID IMPACTS

COVID-19: District Overview and Status	15
COVID-19: Bridge Division Overview and Status	19
COVID-19: Transit Overview and Status	23
Financial Impact of COVID-19 on the FY 20/21 Adopted Budget	33

BUDGET OVERVIEW

FY 20/21 Adopted Budget Overview	37
Transit System Funding	41
District Financial Situation	42
Budget Planning and Development Process	51
FY 20/21 Adopted Budget Policies	54

OPERATING & CAPITAL BUDGET SUMMARY

Operating Budget Summary	59
Operating Revenues	60
Operating Expenses	63
Capital Program Summary	72

BRIDGE DIVISION

Bridge Division Profile	79
Bridge Division Organizational Chart	80
Bridge Division Status	81
FY 20/21 Bridge Division Goals And Projects	83
Changes from FY 19/20 Actual to FY 20/21 Adopted Budget	84

Table of Contents

Bridge Division Operating Budget	86
Bridge Division Performance Measures	88
Bridge Division Capital Budget	91
Bridge Division Personnel Summary by Department	96

BUS DIVISION

Bus Division Profile	101
Bus Division Organizational Chart	102
Bus Division Status	103
FY 20/21 Bus Division Goals and Projects	106
Changes from FY 19/20 Actual to FY 20/21 Adopted Budget	107
Bus Division Operating Budget	109
Bus Division Performance Measures	111
Bus Division Capital Budget	116
Bus Division Personnel Summary by Department	121

FERRY DIVISION

Ferry Division Profile	125
Ferry Division Organizational Chart	126
Ferry Division Status	127
FY 20/21 Ferry Division Goals and Projects	129
Changes from FY 19/20 Actual to FY 20/21 Adopted Budget	130
Ferry Division Operating Budget	132
Ferry Division Performance Measures	134
Ferry Division Capital Budget	138
Ferry Division Personnel Summary by Department	144

DISTRICT DIVISION

District Division Profile and Status	149
FY 20/21 District Division Goals and Projects	159
Changes from FY 19/20 Actual to FY 20/21 Adopted Budget	160
District Division Operating Budget	162

District Division Capital Budget.....	163
District Division Personnel Summary by Department	170

APPENDICES

Appendix A - Net Position Available for New Capital Projects or Operations	179
Appendix B - Commercial Paper Budgeting Covenant Certificate of the District.....	185
Appendix C - FY 19/20 Capital Program Accomplishments	189
Appendix D – Grant Funding Sources	197
Appendix E - 10-Year Capital Requirements	201
Appendix F - Financial Plan	213
Appendix G - Five- and Ten-Year Financial Projection	233
Appendix H – Statistical Data and Supplemental Information	261
Appendix I – Service Area Map	281
Appendix J – Glossary	285

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General Manager's Message..... 9

District Organizational Chart..... 11

Golden Gate Bridge, Highway & Transportation District Profile 12



GENERAL MANAGER'S MESSAGE

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

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



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

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

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

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

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

General Manager's Message

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

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

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

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

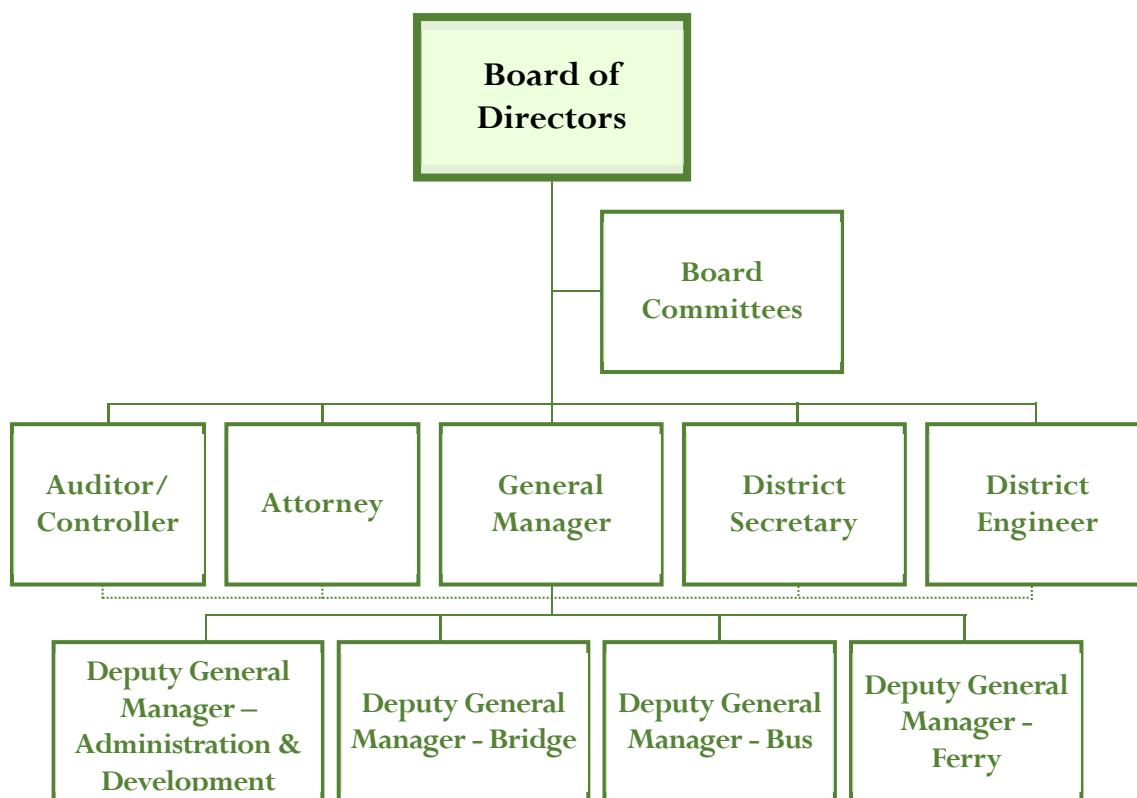
These are trying times, but we will get through this as we always do. We continue to look to our County Public Health Officers, the State of California Department of Public Health and the U.S. Center for Disease Control (CDC) for guidance and direction as we progress along the arc of the pandemic toward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

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



Denis J. Mulligan
General Manager

DISTRICT ORGANIZATIONAL CHART



GOLDEN GATE BRIDGE, HIGHWAY & TRANSPORTATION DISTRICT PROFILE

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

Mission Statement

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

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

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

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

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

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

COVID-19: District Overview and Status	15
COVID-19: Bridge Division Overview and Status.....	19
COVID-19: Transit Overview and Status	23
Financial Impact of COVID-19 on the FY 20/21 Adopted Budget	33



COVID-19: DISTRICT OVERVIEW AND STATUS

National Pandemic Overview

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

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

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

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

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

Pandemic Effect on District Operations

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

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

Pandemic Effect on the FY 20/21 Budget

This section is designed to describe the impact that COVID-19 has on the FY 20/21 Budget. The budget represents the past, present and future of the District at a point in time. That is always true but with the dramatic and fast changing circumstances surrounding COVID-19 an explanation is necessary. For this budget that point in time is April 25, 2020. The District was essentially complete with forming its budget using Pre-COVID assumptions of the present and future in the middle of March when the impact of COVID-19 began to be felt. The District has used the best understanding of the impact of COVID-19 as of April 25, 2020 and shown how that could potentially change the projected FY 20/21 revenues. The only change from the Proposed budget was an assumption to Bridge tolls. At the June 26, 2020 Board meeting, the Board approved a modification to Bridge tolls to reflect the current revenue trend and adjust the Bridge toll revenue projection. The Adopted budget shows that the District will be required to make substantial changes to reduce its expenditures and/or increase its revenues to achieve its goal of a balanced budget. Given the uncertainty of this unprecedented time, this section provides the assumptions used in forecasting this year's budget.

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

COVID-19-Related Budget Assumptions

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

Key COVID-19 Dates

- **March 1** – Technology firms begin closures
- **March 7** – San Francisco State College closure
- **March 12** – Catholic schools and Marin County schools' closures
- **March 16** – San Francisco (SF) schools' closure
- **March 17** – Bay Area Shelter in Place (SIP)
- **March 20** – Statewide SIP
- **March 31** – Extension of Bay Area SIP, including closure of non-essential construction
- **April 2** – SF issues additional directive for construction-related businesses
- **April 18 and 22** – Five Bay Area Counties issue order for mandatory face coverings
- **April 27** – Bay Area SIP extended through end of May
- **May 4** – Most construction activities, certain outdoor businesses, and some outdoor activities allowed to resume with specific conditions
- **May 12** – Dine-in restaurants and food establishments allowed to resume modified operations
- **May 18** – SF began modified reopening of some businesses and services
- **May 31** – SF implemented a city-wide curfew
- **June 2** – GGB sidewalks closed to pedestrian access at 8:00pm to comply with SF's curfew
- **June 4** – SF city-wide curfew lifted
- **June 6** – Black Lives Matter protest on GGB
- **June 18** – Statewide order for mandatory face coverings
- **June 25** – State declared budget emergency to support State's response to COVID



COVID-19: BRIDGE DIVISION OVERVIEW AND STATUS

Impacts on Bridge Division Revenue

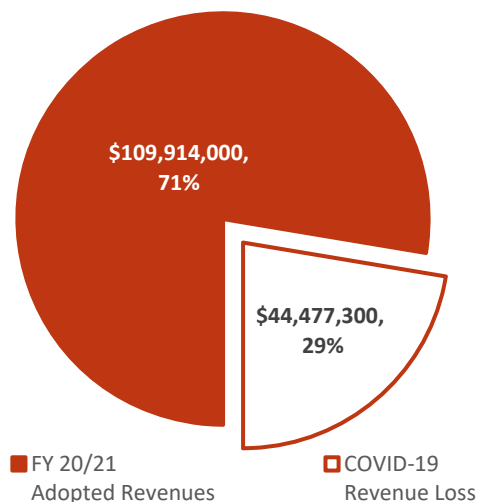
The Bridge Division as well as the majority of the District's revenues are generated by tolls charged for bridge crossings. The District implemented a five-year toll increase plan beginning July 1, 2019. This table shows that toll revenues were \$146 million last fiscal year (FY 18/19), however, this year due to COVID-19 shelter in place orders, it is estimated to be \$126 million (FY 19/20). In looking at what the estimates for FY 20/21 looked like Pre-COVID, the District was on target to generate approximately \$150 million for FY 20/21. However, as the District experiences the effects of the COVID-19 shelter in place restrictions, toll revenues for FY 20/21 are estimated at this time to be approximately \$106 million or \$44 million less than anticipated. The traffic trends and recovery rate projections are explained later in this section.

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

BRIDGE DIVISION REVENUE

Bridge Revenue	FY 18/19 Actual	FY 19/20 Actual	FY 20/21 Pre-COVID Baseline Budget	FY 20/21 Adopted Budget	Net Difference Adopted to Pre-COVID
Toll Revenues	\$146,471,101	\$125,764,310	\$150,523,200	\$106,170,900	\$(44,352,300)
Other Operating Income	438,869	1,319,778	368,100	243,100	(125,000)
Investment Income	9,436,889	9,855,152	3,500,000	3,500,000	-
Total Revenues	\$156,346,859	\$136,939,240	\$154,391,300	\$109,914,000	\$(44,477,300)

PRE-COVID BRIDGE REVENUE: \$155 MILLION

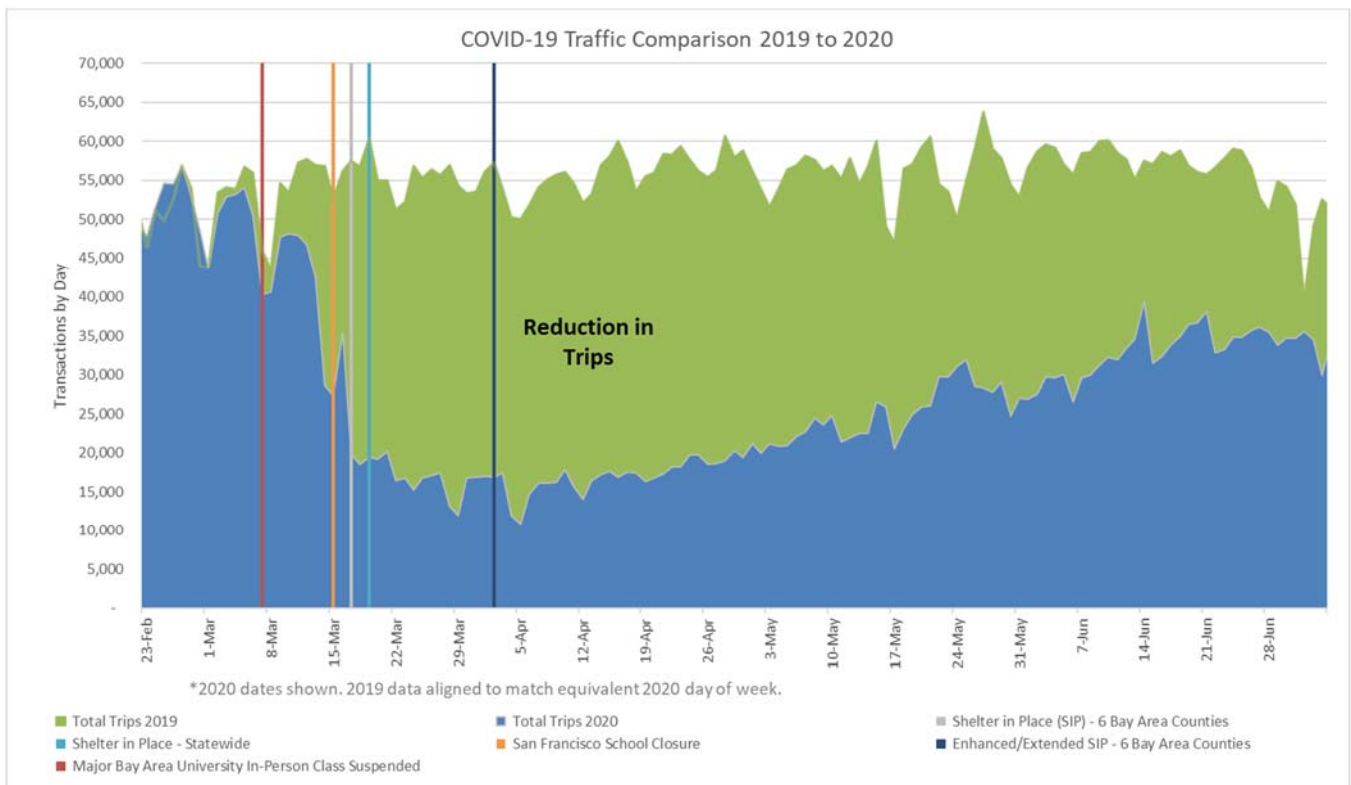


Impacts on Bridge Traffic Patterns

The following table shows the weekly change in traffic for southbound traffic. Using the week of February 23rd as a base week, the following table shows the traffic shift until the end of the fiscal year on June 30th while the shelter-in-place orders are still in place. Traffic dropped to approximately 30% of Pre-COVID traffic based on 2019 trends in April and has slowly recovered to approximately 60% of Pre-COVID traffic. Below the table, the traffic graph starts in March 2020 when mandates were put in place. The green represents 2019 traffic levels and the blue represents 2020 traffic and its declines.

COVID-19 BRIDGE SOUTHBOUND TRAFFIC TRENDS (4 MONTHS)

	March 2020	April 2020	May 2020	June 2020
2020	966,161	510,151	770,451	987,324
2019 (equivalent dates)	1,682,001	1,676,444	1,730,954	1,715,249
YOY Revenue Change	(715,840)	(1,166,293)	(960,503)	(727,925)
YOY % Change	-42.56%	-69.57%	-55.49%	-42.44%

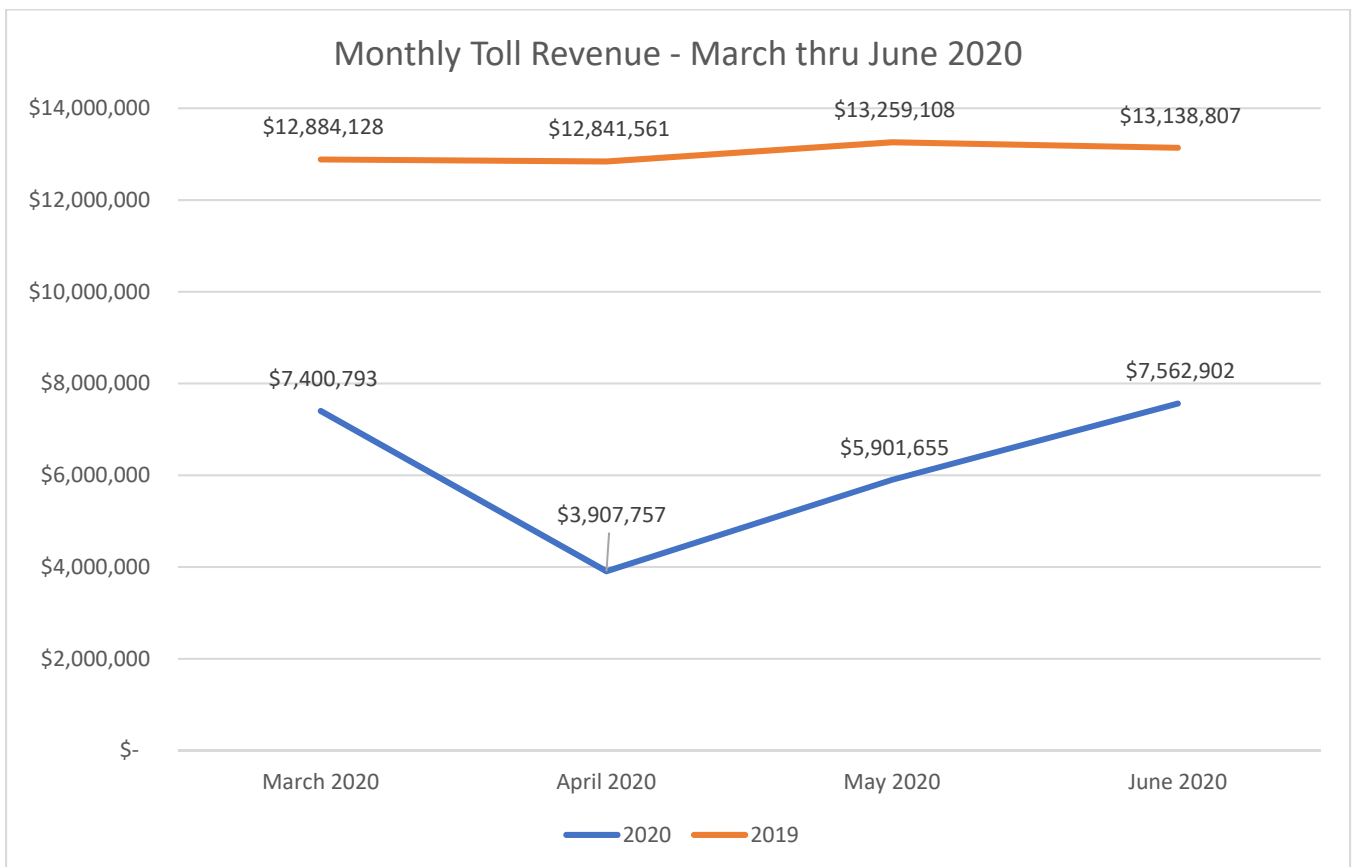


Impacts on Toll Revenue

The following graph shows the change in revenue in tolls for bridge crossing. The 2020 Pre-COVID forecasted toll revenue is calculated using 2019 adjusted for 2020 toll rates. The toll revenue at its lowest was approximately 30% of Pre-COVID revenue and has slightly recovered to 60% at the end of the fiscal year.

COVID-19 TOLL REVENUE TRENDS (4 MONTHS)

	March 2020	April 2020	May 2020	June 2020
2020	\$7,400,793	\$3,907,757	\$5,901,655	\$7,562,902
2019 (equivalent dates)	\$12,884,128	\$12,841,561	\$13,259,108	\$13,138,807
YOY Revenue Change	\$(5,483,334)	\$(8,933,804)	\$(7,357,453)	\$(5,575,906)
YOY % Change	-42.56%	-69.57%	-55.49%	-42.44%



Bridge Division Recovery Rate Assumptions

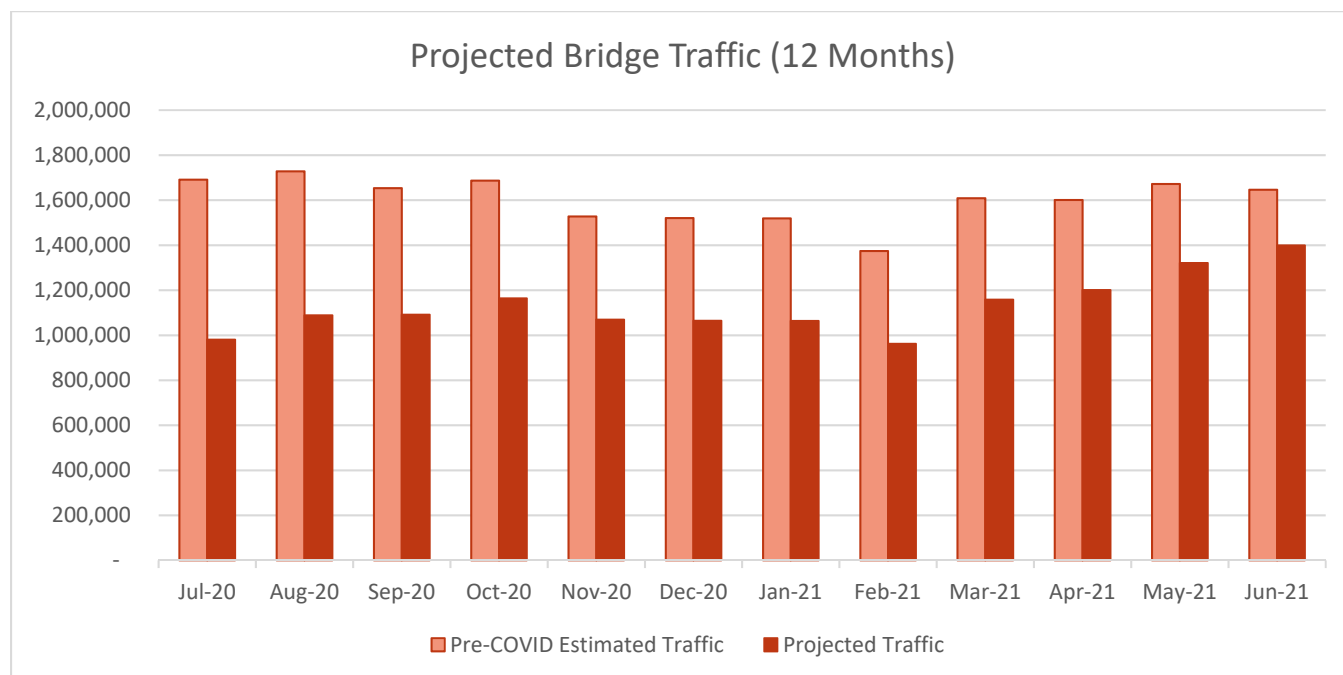
The following graph is the current assumption in growth of traffic that is the basis for the Adopted toll revenues for FY 20/21. Given the uncertainty, this projection is based on the economic growth projected for the 101 corridor counties and currently projected change in customer behavior. At this time, the growth projections assume traffic starts at 58% of normal in July 2020 to 85% by end of FY 20/21.

In comparison, the region at this point is estimating a slower growth path for toll traffic with a possible 30% loss in toll traffic through end of calendar year 2020.

BRIDGE TRAFFIC (12 MONTHS)

	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
Pre-COVID Estimated Traffic	1,690,934	1,728,232	1,653,663	1,686,747	1,527,948	1,520,879
Projected Traffic	980,742	1,088,786	1,091,418	1,163,855	1,069,563	1,064,616
Projected Traffic Rate	58%	63%	66%	69%	70%	70%

	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21
Pre-COVID Estimated Traffic	1,519,063	1,374,228	1,608,466	1,601,192	1,672,266	1,646,430
Projected Traffic	1,063,344	961,959	1,158,095	1,200,894	1,321,090	1,399,466
Projected Traffic Rate	70%	70%	72%	75%	79%	85%



COVID-19: TRANSIT OVERVIEW AND STATUS

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

The federal government granted the CARES Act funding appropriated by the regional agency, MTC, estimated to the District of \$51.2 million. The CARES Act provides emergency assistance and health care response for individuals, families and businesses affected by the COVID-19 pandemic. The FTA allocated \$25 billion in funds to recipients of urbanized area and rural area formula funds to support capital, operating, and other expenses generally eligible under those programs to prevent, prepare for, and respond to COVID-19. Transit agencies will receive a one-time grant that can be applied to operating expenses incurred beginning on January 20, 2020, including operating expenses to maintain transit services during an emergency.

Impacts on Bus Division

The Bus Division's main sources of revenue have significantly declined as a result of the current COVID-19 shelter in place restrictions. Typically, 50% of the Bus Division is funded by bridge tolls. However, with advent of COVID-19, the District has experienced a precipitous drop in this revenue source. Pre-COVID, the Bus ridership was declining, and fare revenue remained fairly steady due to fare increases. The District was on target to generate approximately \$16.4 million in fare revenue and \$19.5 million in state and \$2.8 million in local funds for FY 20/21. As the District experiences the effects of the COVID-19 shelter in place restrictions, Bus fare revenues for FY 20/21 are estimated at this time to be approximately \$6.9 million or \$9.5 million less than anticipated. STA/TDA funds are forecasted to drop 25% for an estimated of \$14.6 million or \$4.9 million less than anticipated and RM2 funding 29% for an estimated of \$1.7 million or \$1.1 million less than anticipated. Marin Transit has communicated at this time that it plans to reduce the amount of contracted service by 17.5%. This is factored into the forecast for contracted service with the District for FY 20/21 resulting in a projected \$2 million drop in revenue to the District. The current projected CARES Act funding allocation for Bus at \$36.1 million is projected to be expensed completely in FY 19/20.

BUS DIVISION REVENUE

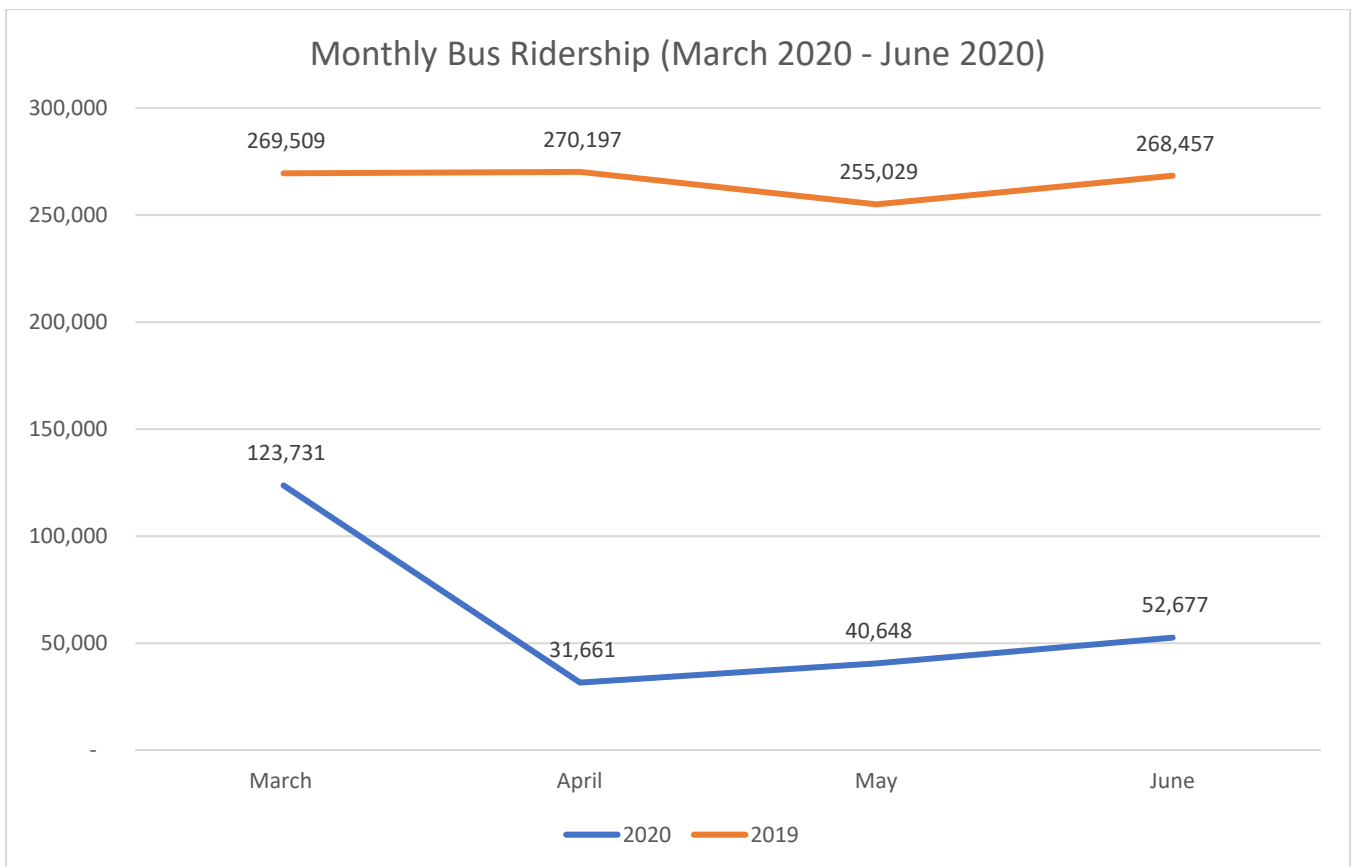
Bus Revenue	FY 18/19 Actual	FY 19/20 Actual	FY 20/21 Pre-COVID Baseline Budget	FY 20/21 Adopted Budget	Net Difference Adopted to Pre-COVID
Regional Transit Fares	\$15,514,774	\$11,976,582	\$16,401,600	\$6,907,400	\$(9,494,200)
Other Operating Income	\$3,855,977	\$3,428,343	\$3,671,600	\$2,443,200	\$(1,228,400)
State Operating Income	\$19,168,935	\$19,009,692	\$19,523,300	\$14,642,500	\$(4,880,800)
Federal Operating Income	\$143,369	\$69,876	-	-	-
MCTD	\$10,818,301	\$11,435,400	\$11,578,500	\$9,550,500	\$(2,028,000)
CARES Act Funding	-	\$36,133,334	-	-	-
Total Revenues	\$49,501,356	\$82,053,227	\$51,175,000	\$33,543,600	\$ (17,631,400)

Impacts on Bus Ridership

The following table shows the shift in ridership from the week of March 1st through the week of June 28th while the shelter in place orders are in place. Bus ridership has dropped as low as 11.5% of Pre-COVID ridership and has recovered to 20% of Pre-COVID ridership by the end of the fiscal year.

COVID-19 BUS RIDERSHIP TRENDS (4 MONTHS)

	March 2020	April 2020	May 2020	June 2020
2020	123,731	31,661	40,648	52,677
2019 (equivalent dates)	269,509	270,197	255,029	268,457
YOY Ridership Change	(145,778)	(238,536)	(214,381)	(215,780)
YOY % Change	-54%	-88%	-84%	-80%

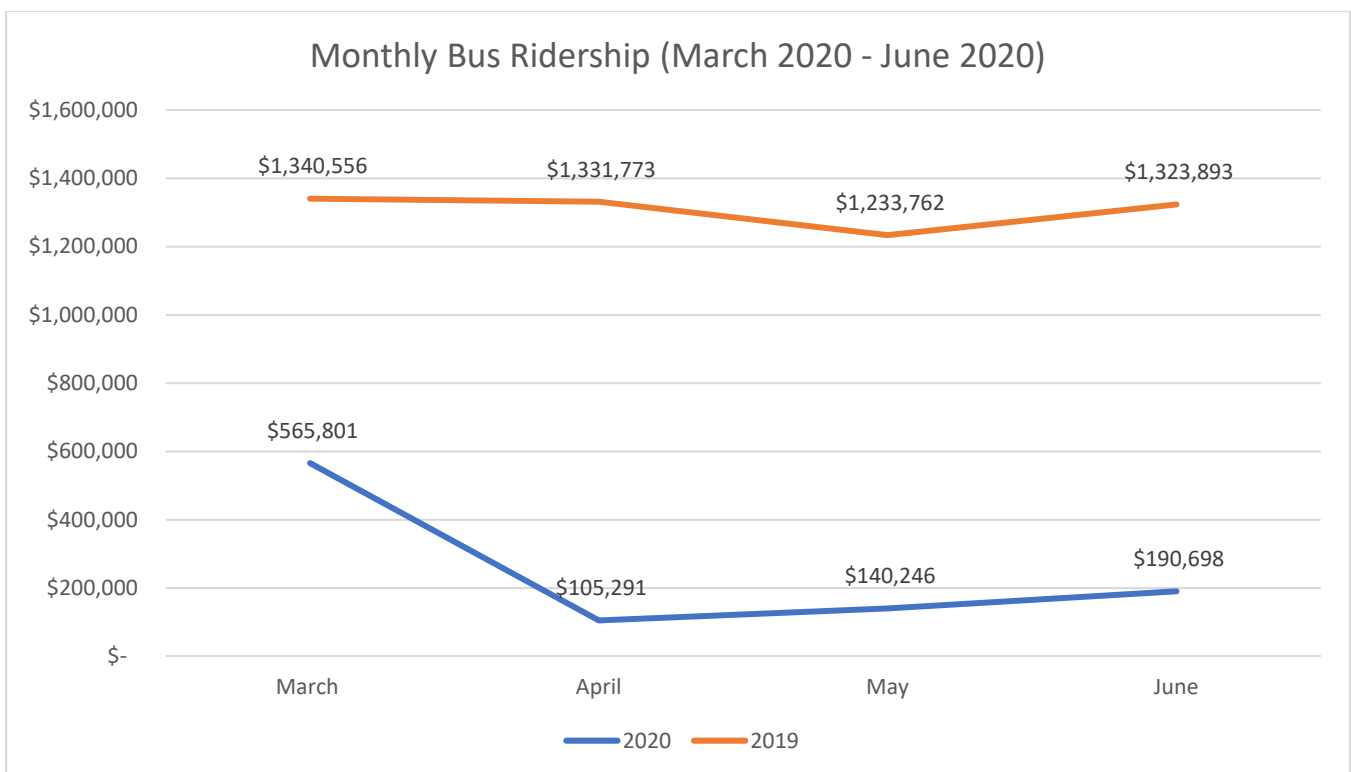


Impacts on Bus Fare Revenue

The following table shows the shift in revenue from the week of March 1st through the week of June 28th while the shelter in place orders are in place. The Bus revenue at its lowest was approximately 8% of Pre-COVID revenue and has slightly recovered to 14% at the end of the fiscal year.

COVID-19 BUS FARE REVENUE TRENDS (4 MONTHS)

	March 2020	April 2020	May 2020	June 2020
2020	\$565,801	\$105,291	\$140,246	\$190,698
2019 (equivalent dates)	\$1,340,556	\$1,331,773	\$1,233,762	\$1,323,893
YOY Revenue Change	\$(774,755)	\$(1,226,482)	\$(1,093,516)	\$(1,133,195)
YOY % Change	-58%	-92%	-89%	-86%



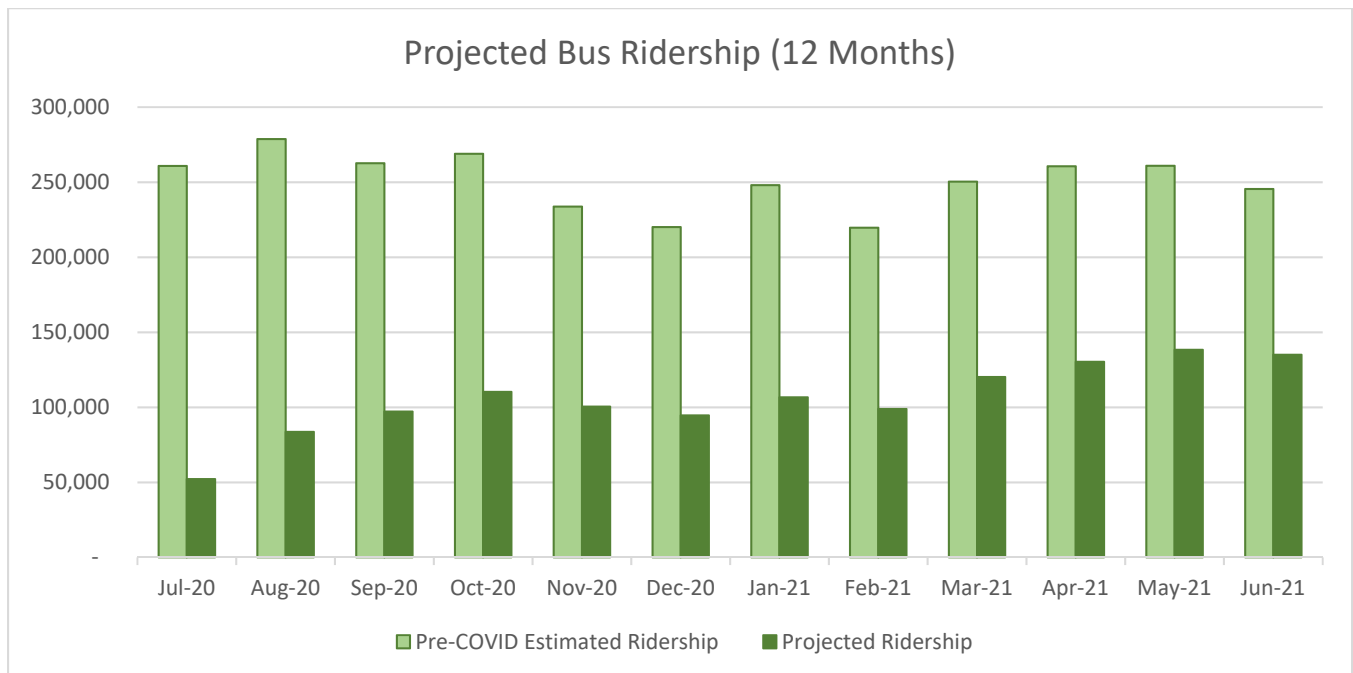
Bus Division Recovery Rate Assumptions

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

BUS RIDERSHIP (12 MONTHS)

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

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



Impacts on Ferry Division

The Ferry Division's main sources of revenue have significantly declined as a result of the current COVID-19 shelter in place restrictions. Typically, 40% of the Ferry Division is funded by bridge tolls. However, with advent of COVID-19, the District has experienced a precipitous drop in this revenue source. Pre-COVID, Ferry ridership was declining, and fare revenue remained fairly steady due to fare increases. The District was on target to generate approximately \$20.6 million in fare revenue and receive \$4.4 million in state and local funds in FY 20/21. The COVID-19 shelter-in-place restrictions have reduced Ferry fare revenues for FY 20/21 to an estimated \$7.5 million or \$13.1 million less than anticipated. STA/TDA funds are forecasted to drop 25% to \$3.3 million or \$1.1 million less than anticipated. The current CARES Act funding allocation for Ferry is projected to be \$15.0 million and will be expensed completely in FY 19/20.

FERRY DIVISION REVENUE

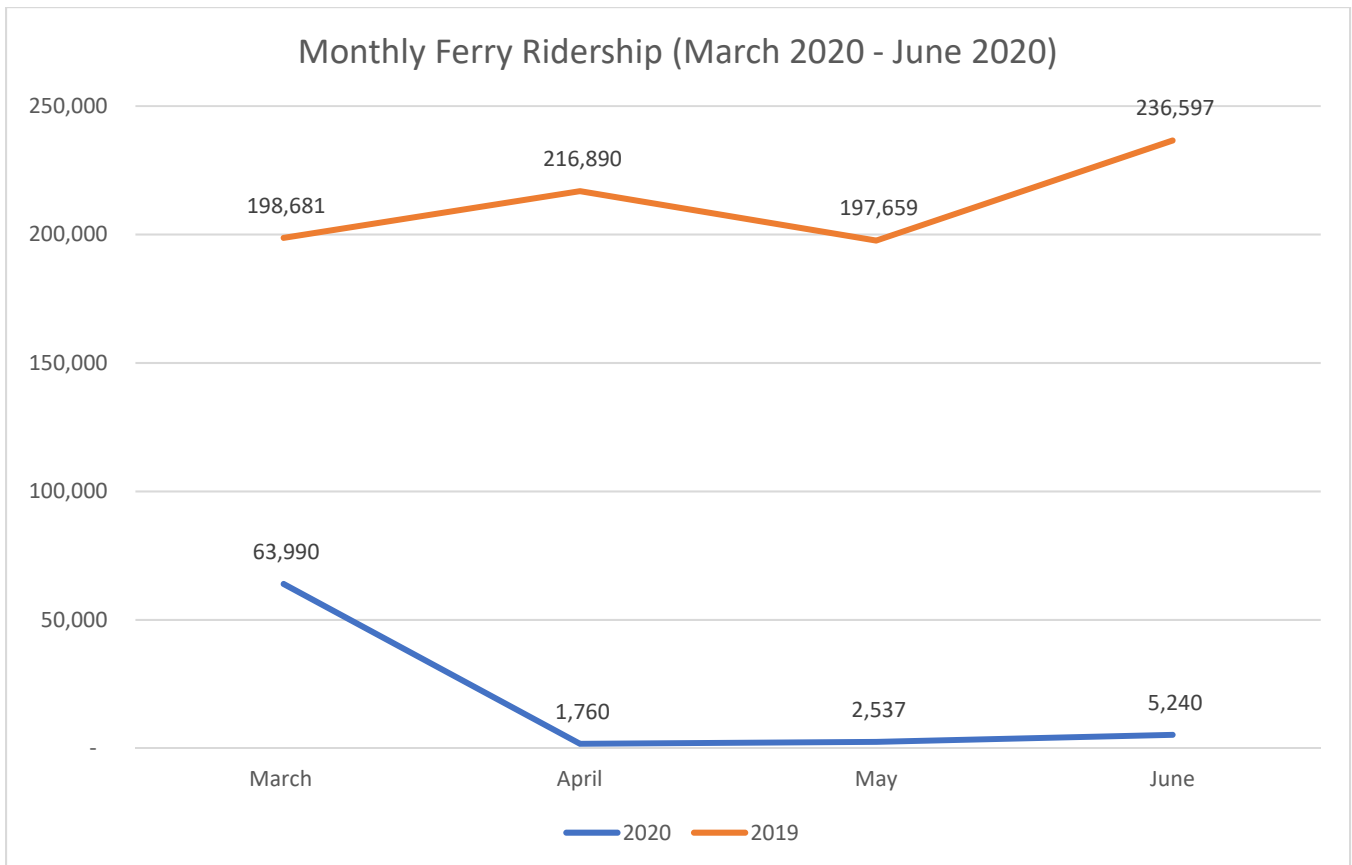
Ferry Revenue	FY 18/19 Actual	FY 19/20 Actual	FY 20/21 Pre-COVID Baseline Budget	FY 20/21 Adopted Budget	Net Difference Adopted to Pre-COVID
Transit Fares	\$20,212,537	\$14,502,156	\$20,663,300	\$7,507,500	\$(13,155,800)
Other Operating Income	\$1,886,822	\$1,750,907	\$1,234,800	\$535,300	\$(699,500)
State Operating Income	\$4,275,988	\$4,341,259	\$4,442,500	\$3,331,300	\$(1,111,200)
Federal Operating Income	-	-	\$172,000	\$172,000	-
CARES Act Funding	-	\$15,029,673	-	-	-
Total Revenues	\$26,375,347	\$35,623,995	\$26,512,600	\$11,546,100	\$(14,966,500)

Impacts on Ferry Ridership

Using the week of February 23rd as a base week, the following table shows the shift in ridership until the end of the FY 19/20 while the shelter in place orders are in place. The Ferry ridership has dropped as low as 1% of Pre-COVID ridership and has recovered slightly to 2% of Pre-COVID ridership.

FERRY RIDERSHIP TRENDS (4 MONTHS)

	March 2020	April 2020	May 2020	June 2020
2020	63,990	1,760	2,537	5,240
2019 (equivalent dates)	198,681	216,890	197,659	236,597
YOY Ridership Change	(134,691)	(215,130)	(195,122)	(231,357)
YOY % Change	-68%	-99%	-99%	-98%

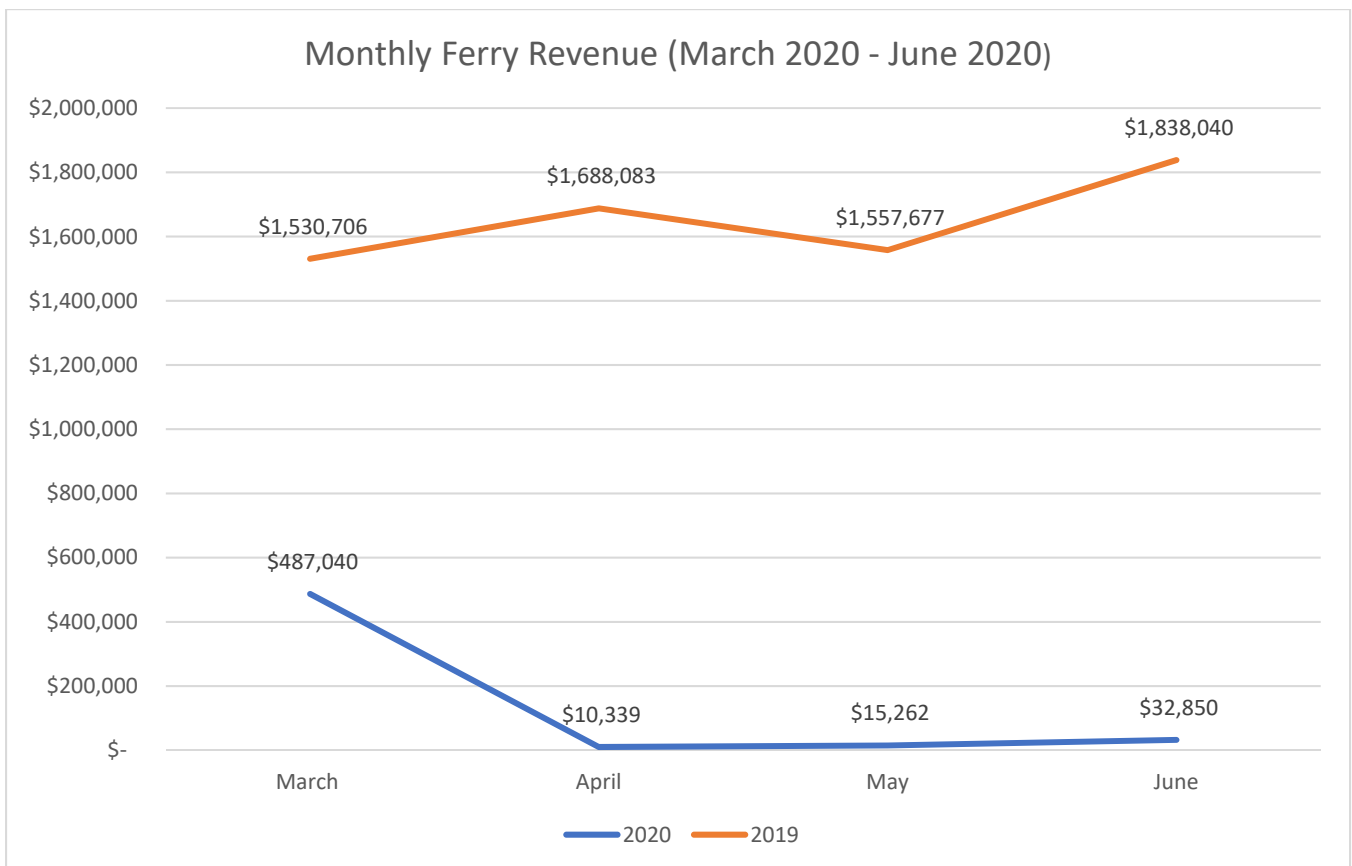


Impacts on Ferry Fare Revenue

Using the week of February 23rd as a base week, the following table shows the revenue shift until April 25th while the shelter in place orders are in place. The Ferry revenue at its lowest was approximately 1% of Pre-COVID revenue and has slightly recovered to 2% at the end of the fiscal year.

FERRY REVENUE TRENDS (4 MONTHS)

	March 2020	April 2020	May 2020	June 2020
2020	\$487,040	\$10,339	\$15,262	\$32,850
2019 (equivalent dates)	\$1,530,706	\$1,688,083	\$1,557,677	\$1,838,040
YOY Revenue Change	\$(1,043,666)	\$(1,677,744)	\$(1,542,415)	\$(1,805,190)
YOY % Change	-68%	-99%	-99%	-98%

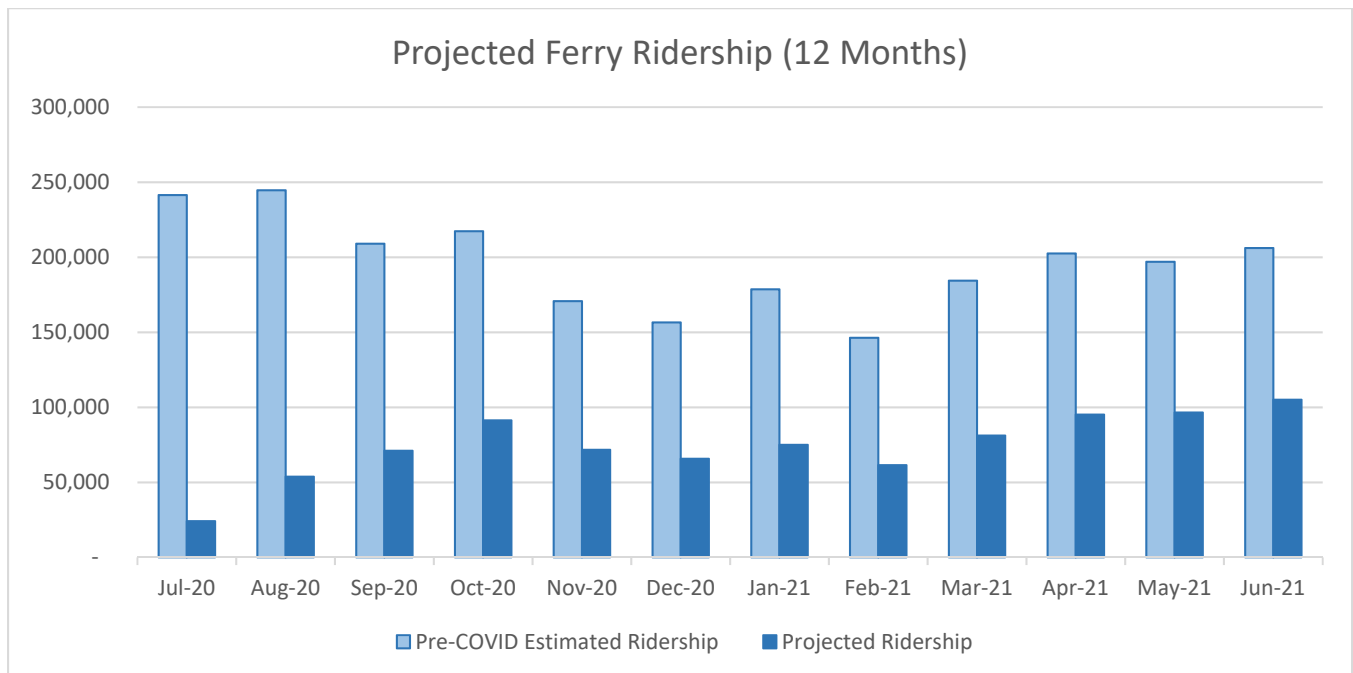


Ferry Division Recovery Rate Assumptions

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

FERRY RIDERSHIP TRENDS (12 MONTHS)

	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
Pre-COVID Estimated Ridership	241,460	244,647	209,061	217,344	170,789	156,594
Projected Ridership	24,146	53,822	71,081	91,284	71,731	65,769
Projected Ridership Rate	10%	22%	34%	42%	42%	42%
	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21
Pre-COVID Estimated Ridership	178,632	146,289	184,401	202,503	197,003	206,096
Projected Ridership	75,025	61,441	81,136	95,177	96,532	105,109
Projected Ridership Rate	42%	42%	44%	47%	49%	51%



COVID-19 Transit Funding

CARES Act

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

The budget assumes that the District will receive \$51.2 million in CARES Act funding estimated from MTC.

STA/TDA Assumptions

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

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

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

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

RM2 Funding Assumption

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

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

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

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

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

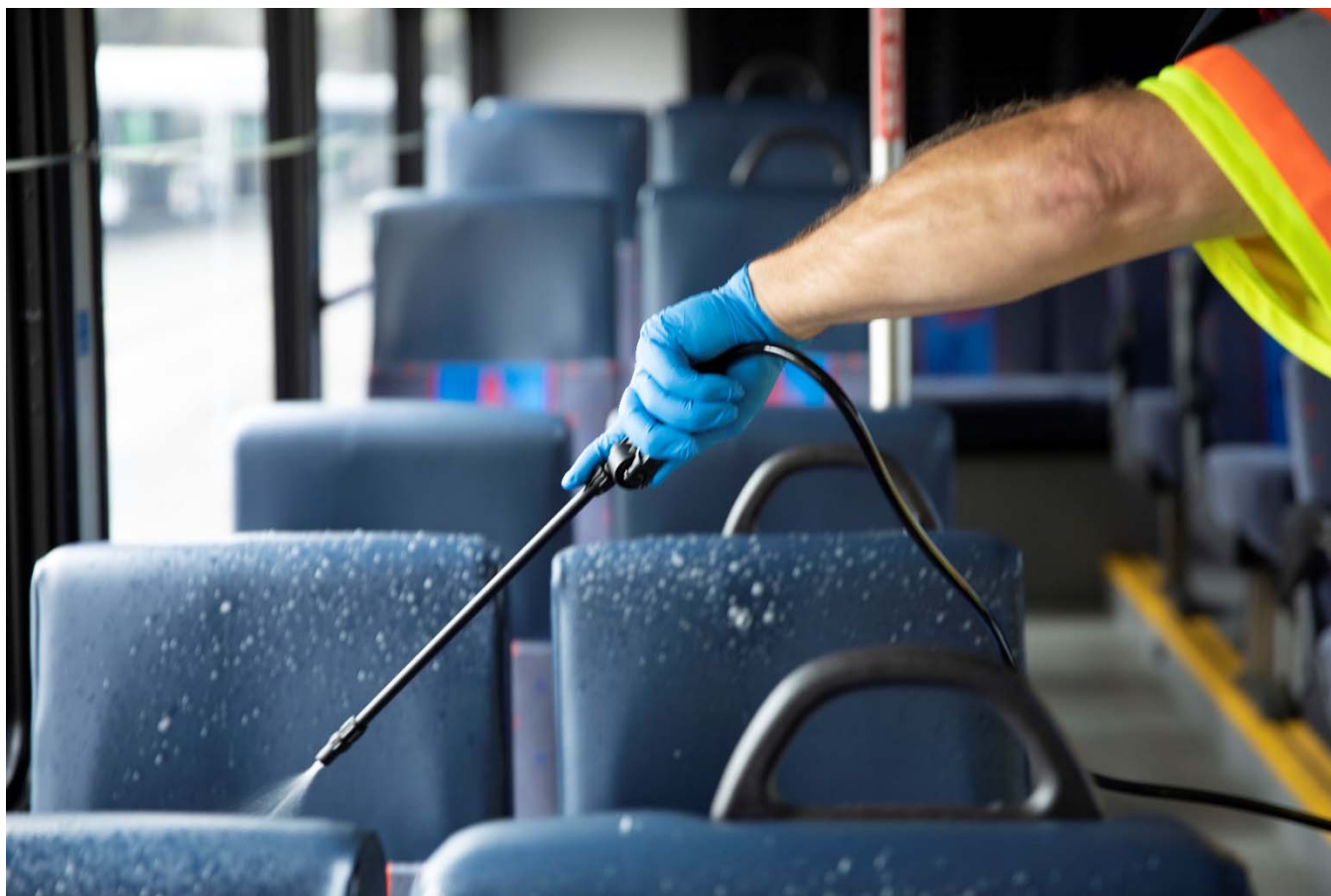
Customer behavior will be the largest driver in how much change the District will have to implement to balance its budget. For example, if the District's customers were to return to their Pre-COVID travel patterns by July 1, 2020, the District would achieve a balanced budget. However, at the end of FY 19/20, Bridge patronage is at 58%, Bus ridership is at 20%, a Ferry ridership is almost 2%, and the economy is in a recession. Therefore, it is very likely that some reductions in expense will need to be made and/or some new revenue streams will need to be found to balance the budget.

The table below demonstrates that Adopted budget projects that reductions in expenses and new sources of revenue will need to total approximately \$87.2 million to balance the budget.

REVENUES OVER EXPENSES TABLE

	FY 18/19 Actual	FY 19/20 Actual	FY 20/21 Adopted Budget
Revenues	\$232,223,562	\$254,616,462	\$155,003,700
Expenses	\$217,809,300	\$221,722,807	\$242,248,800
Revenues over Expenses	\$14,414,262	\$32,893,655	\$(87,245,100)
Future Changes in Expenses and Revenue	-	-	\$87,245,100
Total Balanced Budget	-	-	\$-

The size of the changes necessary to balance the budget in this Adopted FY 20/21 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 \$87.2 million in expense reductions or new revenues will be used in place of a specific list of actions to reduce expense or increase revenues. The staff and board will need to determine those specific actions in the next few months. The Adopted Budget reflects the financials assuming the \$87.2 million need is resolved.



FY 20/21 Adopted Budget Overview	37
Transit System Funding	41
District Financial Situation	42
Budget Planning and Development Process	51
FY 20/21 Adopted Budget Policies.....	54



FY 20/21 ADOPTED BUDGET OVERVIEW

The FY 20/21 Adopted Budget is a policy document that identifies the strategic direction and priorities of the Board of Directors for the fiscal year. The Adopted budget is the implementation tool for the Board's policy directions and initiatives that were developed in its long-term strategic financial planning process. It carries out the stated mission of the District within the bounds of the Strategic Financial Plan.

As detailed in the COVID-19 Impacts section (see pages 15-33), this is a very unusual year for the preparation of the District's budget. The budget was developed between December and mid-March based on the policy objectives of the Board and then current assumptions for District business. At the exact time that the budget was completed, the District's business assumptions drastically changed due to COVID-19. In reaction to that change, the Board will need to change its policy direction and priorities. At the time of the budget's production, there is still enormous uncertainty as to if and how quickly the District's customers thus revenues would return to their previous levels. In the next few months, staff will work with the Board to determine what changes in expenses and revenues are necessary to balance the budget. In the meantime, this budget has a placeholder that represents future changes in expenses and/or revenues that will lead to a balanced budget in FY 20/21.

The Adopted FY 20/21 Budget includes:

- Operating Budget revenues of \$155.0 million and expenditures of \$242.2 million.
- Operating Budget with a provision for \$87.2 million in future changes to expenses and revenues. With future changes, the projected operating expenses would equal projected revenues.
- Capital Budget revenues of \$29.0 million and expenditures of \$49.2 million.
- District reserves of \$20.2 million will be used to fund the FY 20/21 Capital Budget (assuming the Operating Budget is balanced with future reductions to expenses and new revenues).

Before changes are made to reduce expense and increase revenues, the FY 20/21 Adopted Budget estimates an operating need for an increase in revenues and/or decrease in expenses of \$87.2 million. This is attributed to COVID-19 shelter-in-place orders that significantly reduced toll revenues, transit fares, state operating assistance, Marin Transit contract revenues, investment income, and other operating income. Again, prior to any reductions, FY20/21 expenses are projected to be higher due to increased salary costs, pension, and District-wide professional services costs.

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

Overview of Operating Budget

The FY 20/21 Adopted Operating Budget of \$242.2 million is \$20.5 million, or 9.3%, more than the FY 19/20 Actual expenses of \$221.7 million. This 9.3% increase can be broken down into the following categories: fully funding vacant positions, re-funding commercial paper debt service due to the indenture service requirement, the increased cost of salaries and pension benefits, and District-wide professional services. The budget includes a recently ratified contract with ATU which covers the period of September 1, 2018 – August 30, 2021. It reflects a 7.6% increase in the hourly wage rate upon ratification and a 3.5% wage increase effective September 1, 2020. The Adopted Budget does not include budgeted wage increases for Coalition represented employees due to their MOU being in negotiation, nor does it include budgeted wage increases for non-represented employees.

Budget Overview

Revenue is estimated to be \$155.0 million, which is a decrease of approximately \$99.6 million, or 39.1%, from FY 19/20 Actual revenue of \$254.6 million. This decrease is primarily the net result of reduction in Toll Revenues (\$19.6 million), Transit Fares (\$12.1 million), State and Federal Operating Assistance (\$5.2 million), Marin County Transit Contract (MCTD) (\$1.9 million), Investment Income (\$6.3 million), and Other Operating Income (\$3.3 million). The remaining difference of \$51.2 million is due to no re-funding included in the FY 20/21 budget for the CARES Act funding of \$51.2 million in FY 19/20. This budget includes changes to the District reserves structure and the Table of Organization. Prior to any reductions in expenses and/or the addition of new revenues, the Adopted Budget has a \$75.1 million projected negative impact on the District's reserves. Once the Adopted Budget is balanced, it will have a projected net increase on the District's reserves of \$12.1 million.

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

Capital Budget Overview

The FY 20/21 Adopted Capital Budget includes total anticipated expenditures of \$49.2 million, funded with \$20.2 million District funds and \$29 million in federal, state, and local grant funds. It supports the implementation of 69 projects (14 new and 55 continuing) necessary to maintain existing services and facilities and to implement high priority safety and security projects. The \$49.2 million Adopted Capital Budget is allocated to the following projects: Golden Gate Bridge Seismic Retrofit (3%); Suicide Deterrent System (61%); Other Bridge Division Projects (7%); Bus Division (6%); Ferry Division (16%); and 7% for Information Systems and other District Division projects. The Adopted Capital Budget contains Actual FY 19/20 project expenditures (see Appendix C). Seven projects were completed in FY 19/20.

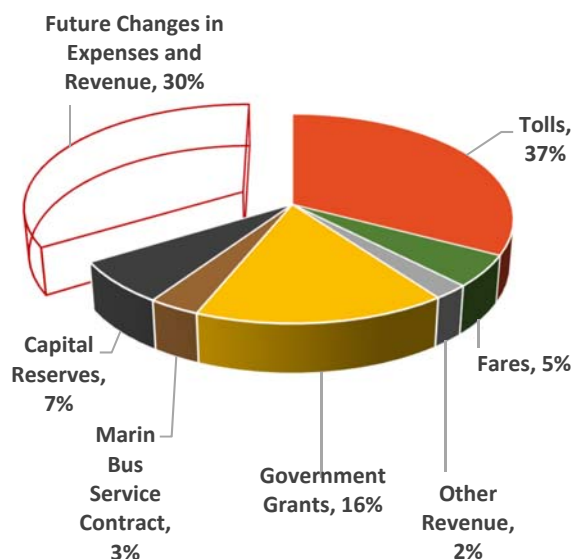
In an effort to reduce the number of new projects in the FY 20/21 budget, each division prioritized its capital projects. Higher priority projects were included in the FY 20/21 budget to allow project managers to continue working and focusing their efforts on those projects. The remaining projects were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

Use of Reserves

After the Board and staff make future policy changes to decrease expense and/or increase revenues, the FY 20/21 Adopted Operating Budget is projected to be balanced, and the Capital Budget is estimated to use \$20.2 million in District funds for a net increase in the reserves of \$12.1 million.

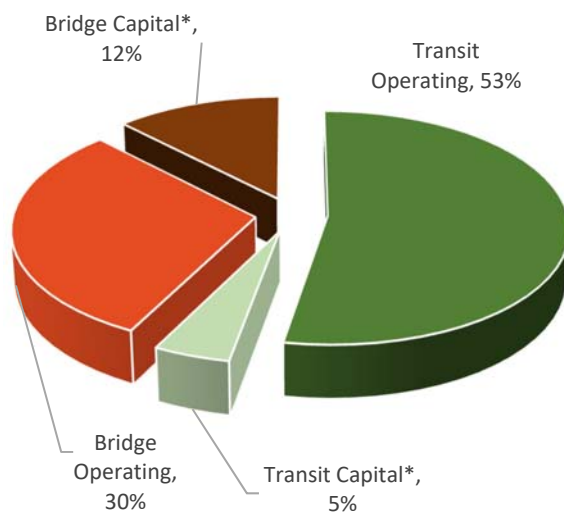
REVENUE SOURCES
FY 20/21 ADOPTED OPERATING AND CAPITAL BUDGET
(IN MILLIONS)

Source of Revenues	
Tolls	\$106.2
Fares	14.4
Other Revenue	6.7
Government Grants	47.1
Marin Bus Service Contract	9.6
Capital Reserves	20.2
Future Changes in Expenses and Revenue	87.2
Total	\$291.4



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

Type of Expense	
Transit Operating	\$154.1
Transit Capital*	13.4
Bridge Operating	88.1
Bridge Capital*	35.8
Total	\$291.4



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

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

	Actual FY 18/19	Actual FY 19/20	Adopted FY 20/21
Revenue			
Bridge Tolls	\$146.5	\$125.8	\$ 106.2
Transit Fares	35.7	26.5	14.4
Other*	26.5	27.7	16.3
Operating Assistance	23.6	23.4	18.1
CARES Act Funding	-	51.2	-
Operating Revenue Subtotal	\$232.3	\$254.6	\$155.0
Capital Grants	80.8	\$63.0	\$29.0
Total Revenue	\$313.1	\$317.6	\$184.0
Expenses			
Labor and Fringes	\$135.7	\$140.5	\$151.9
Services/Supplies/Other	53.1	51.5	59.3
Contribution to Capital & Other Reserves	29.0	29.7	31.0
Operating Expenses Subtotal	\$217.8	\$221.7	\$242.2
Capital Project Expense	116.1	85.2	49.2
Total Expenses	\$333.9	\$306.9	\$291.4
Future Changes in Expenses and Revenues	-	-	\$87.2
Total Revenue Over/(Under) Total Expense	\$(20.80)	\$10.7	\$(20.2)

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

	Actual FY 18/19	Actual FY 19/20	Adopted FY 20/21
Total Revenue Over/(Under) Total Expense	\$ (20.8)	\$10.7	\$ (20.2)
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	8.0	8.7	10.0
Subtotal Transfers to Reserves	\$30.3	\$31.0	\$32.3
Impact on Reserves	\$9.5	\$ 41.7	\$ 12.1
Transfer to OPEB (Other Postemployment Benefits) Trust	\$2.1	\$ 2.6	\$0.7

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

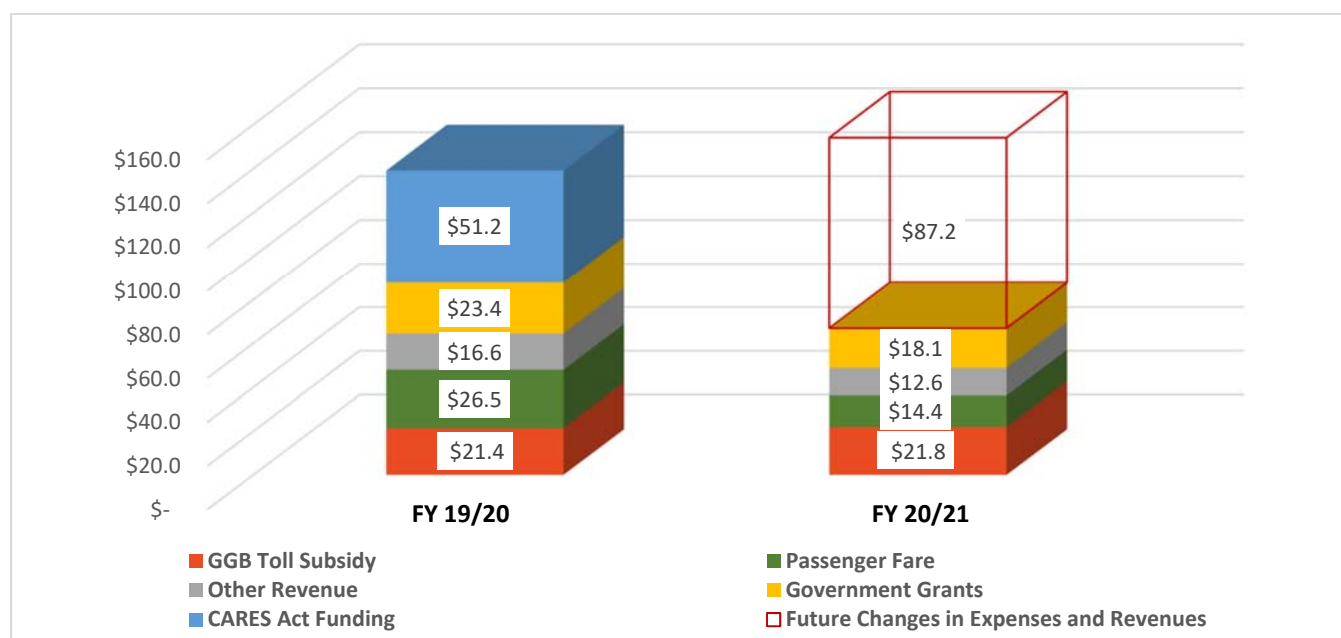
**See Capital Contribution section on page 68 for more detail.

TRANSIT SYSTEM FUNDING

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

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

	How Golden Gate Transit was Funded in FY 19/20 (In Millions)				How Golden Gate Transit is Estimated to be Funded in FY 20/21 (In Millions)			
	Bus Division	Ferry Division	Total Transit	% of Cost	Bus Division	Ferry Division	Total Transit	% of Cost
GGB Toll Subsidy	\$16.3	\$5.1	\$21.4	15%	\$15.5	\$6.3	\$21.8	14%
Passenger Fare	12.0	14.5	26.5	19%	6.9	7.5	14.4	9%
Other Revenue	14.8	1.8	16.6	12%	12.0	0.6	12.6	8%
Government Grants	19.1	4.3	23.4	17%	14.6	3.5	18.1	12%
CARES Act Funding	36.2	15.0	51.2	37%	-	-	-	0%
Future Changes in Expenses or Revenues	-	-	-	0%	58.3	28.9	87.2	57%
Total	\$98.4	\$40.7	\$139.1	100%	\$107.3	\$46.8	\$154.1	100%



DISTRICT FINANCIAL SITUATION

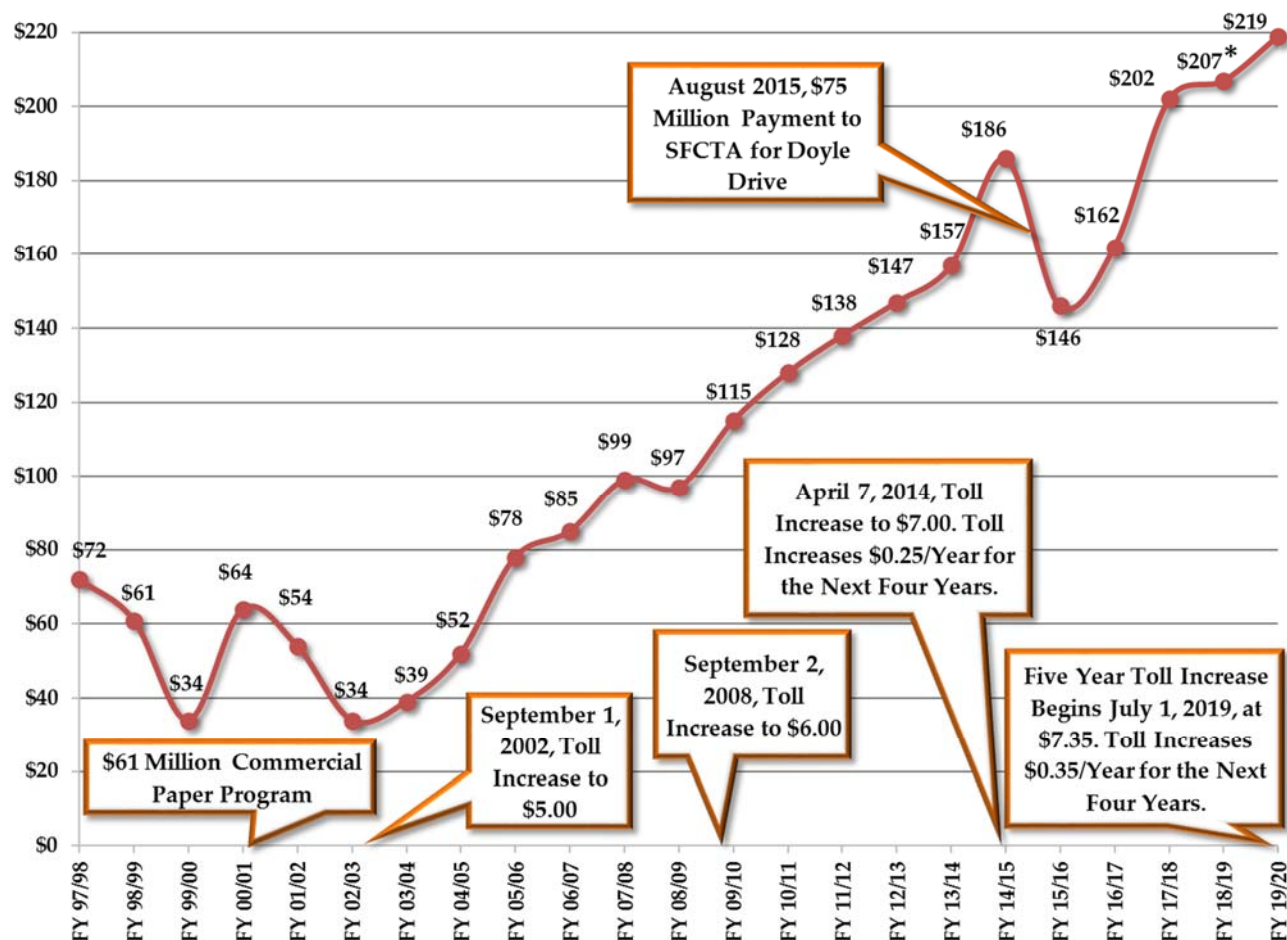
Financial Reserves: Impact of Fiscal Year 19/20 (Unaudited)

On June 30, 2020, the District expects to finish the FY 19/20 operating budget year (which includes a \$21 million transfer to the capital reserves) with expenses approximately \$32.9 million under actual revenues. Expenses are projected to be less than revenues because the entirety of the CARES Act funding available to the District is expected to be reimbursed to the District in FY 19/20. This is the District's best estimate because at the time of writing, the FTA's guidelines for reimbursement of CARES Act funds are yet to be issued.

In years past, the District's short-term and long-term financial situations improved because the Board took steps over previous years to increase revenues and decrease expenses. To increase revenues the Board implemented a toll increase, increased carpool and multi-axle vehicle tolls, instituted successive transit fare increases, and conducted discussions with local and regional partners that produced millions more in contract and grant revenue. To decrease expenses, most recently the Board has instituted administrative and program staff reductions, salary freezes, medical plan reforms, bus transit service reductions, and ferry service restructuring. In addition, the Board has implemented new technologies that will reduce operating expenses. The Board has previously passed long-term Strategic Financial Plans in 2002 and 2009. In October 2014, the Board passed the 2014 Strategic Financial Plan which contains initiatives to balance revenues and expenses over the long term. This is discussed in greater detail at the end of this section.

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

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



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

Impact of FY 20/21 Adopted Budget

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

If a balanced budget is achieved in FY 20/21, the Capital Budget is estimated to use \$20.2 million in District funds. Unlike all past years, the reserves set aside for future capital projects will need to be reduced to refund the Emergency and Operating reserve funds projected to be spent to fund Bridge and Transit operations in FY 19/20 and the first months of FY 20/21. The amount of the reduction in funds set aside to fund future capital projects can be limited by decreases in operating expenses or increased revenues. If the staff and Board implement these changes in the August to September time frame, the reduction in funds set aside to fund

future capital projects can be limited to the funds needed to re-fund the existing Emergency and Operating Reserves, which is estimated to be \$26.4 million.

The FY 20/21 budget contains provisions that add to capital reserves as usual. Because of these inflows, once the budget is balanced, the reserves available for capital and operating are projected to decrease less than expected given the large outflow (see Appendix A). As an offset to the Capital reserve spending of \$20.2 million and the re-funding of the Emergency and Operating Reserves, the FY 20/21 Adopted Budget also includes \$32.3 million in transfers to reserves, resulting in a net reserve increase of approximately \$12.1 million.

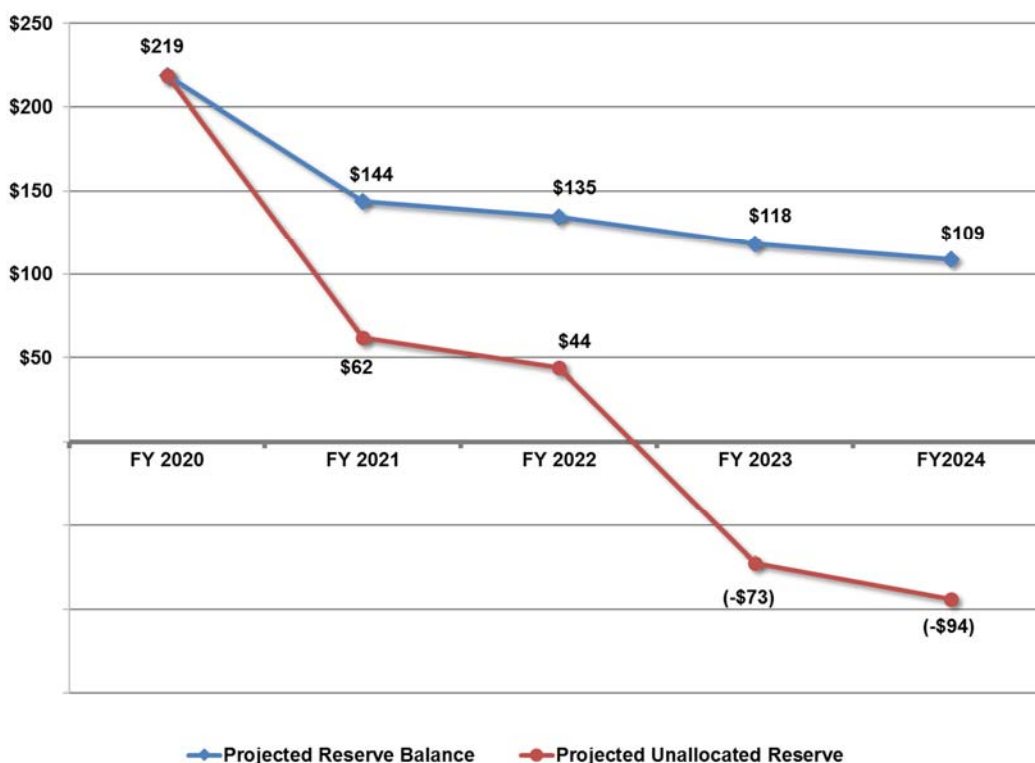
The District's share of the capital budget is funded by reserves. Capital budgets are designed to be balanced over the long-term, which is the objective of the long-term financial plan. The \$21 million Capital Contribution included as an expense in the operating budget is designed to cover these costs. 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 45 represents a projection of how the current total of capital reserves (as presented on page 43) 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, \$117.5 million of CalPERS Net Pension Liability (NPL) was recognized effective June 30, 2020. 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.

PROJECTED RESERVES FOR CAPITAL PROJECTS (ALL NUMBERS IN MILLIONS)



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

Board Restricted Reserves

The Board has created four designated reserves: Bridge Self-Insurance Reserve (BSIR), Capital Plan Reserve, Operating Reserve, and Emergency Reserve. The latter three are discussed in footnotes in Appendix A. The BSIR was created by the Board in FY 05/06. The BSIR was intended to be built up to \$25 million and would be used to offset the need to insure the loss of toll revenue in the event of an emergency. This budget includes the \$1.3 million contribution, based on the Board's annual approval to contribute to this reserve, for a total of \$19.8 million to fund the reserve in place of purchasing insurance.

Commercial Paper Notes Program

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

Budget Overview

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

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

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

The FY 20/21 Adopted Budget provides that the \$61 million remains outstanding throughout FY 20/21 and does not provide for further borrowing. In addition, the FY 20/21 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 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Actual	FY 20/21 Adopted
Average Annual Interest Rate **	0.13%	0.70%	1.18%	1.67%	1.13%	3.61%*
CP Program-related Costs	0.73%	0.74%	0.78%	0.70%	0.66%	0.80%
Total CP Program Costs as a % of Total CP Notes Outstanding	0.86%	1.44%	1.96%	2.37%	1.80%	4.41%

Note: CP Program-related Costs include line of credit fees, rating agency fees, dealer costs, and various bank fees. As required by the indenture, the FY 20/21 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 63 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 represents the close of the 2014 Plan. The District board has plans to develop a fourth strategic plan. Those efforts are temporarily delayed while the District responds to the COVID-19 pandemic.

Guiding Principles of the 2014 Plan

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

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

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

Financial Plan Initiatives Implemented or Closed in FY 19/20

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

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

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

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

Financial Plan Initiative No. 26: Green Initiatives. This initiative explores cost savings on the installation of solar panels, wind power, and other green initiatives in District facilities. The implementation of solar is underway and two bus e-charging stations have been installed at the San Rafael facility.

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

Financial Plan Initiatives to be Implemented in FY 20/21

Financial Plan Initiative No. 32: Replace Existing Ferry Terminal Gangways and Piers. This initiative will create operating efficiency by replacing the gangways and piers at all the Ferry terminals. This initiative is underway, with the Sausalito portion currently procuring construction contracts and the San Francisco portion of the project is currently under design.

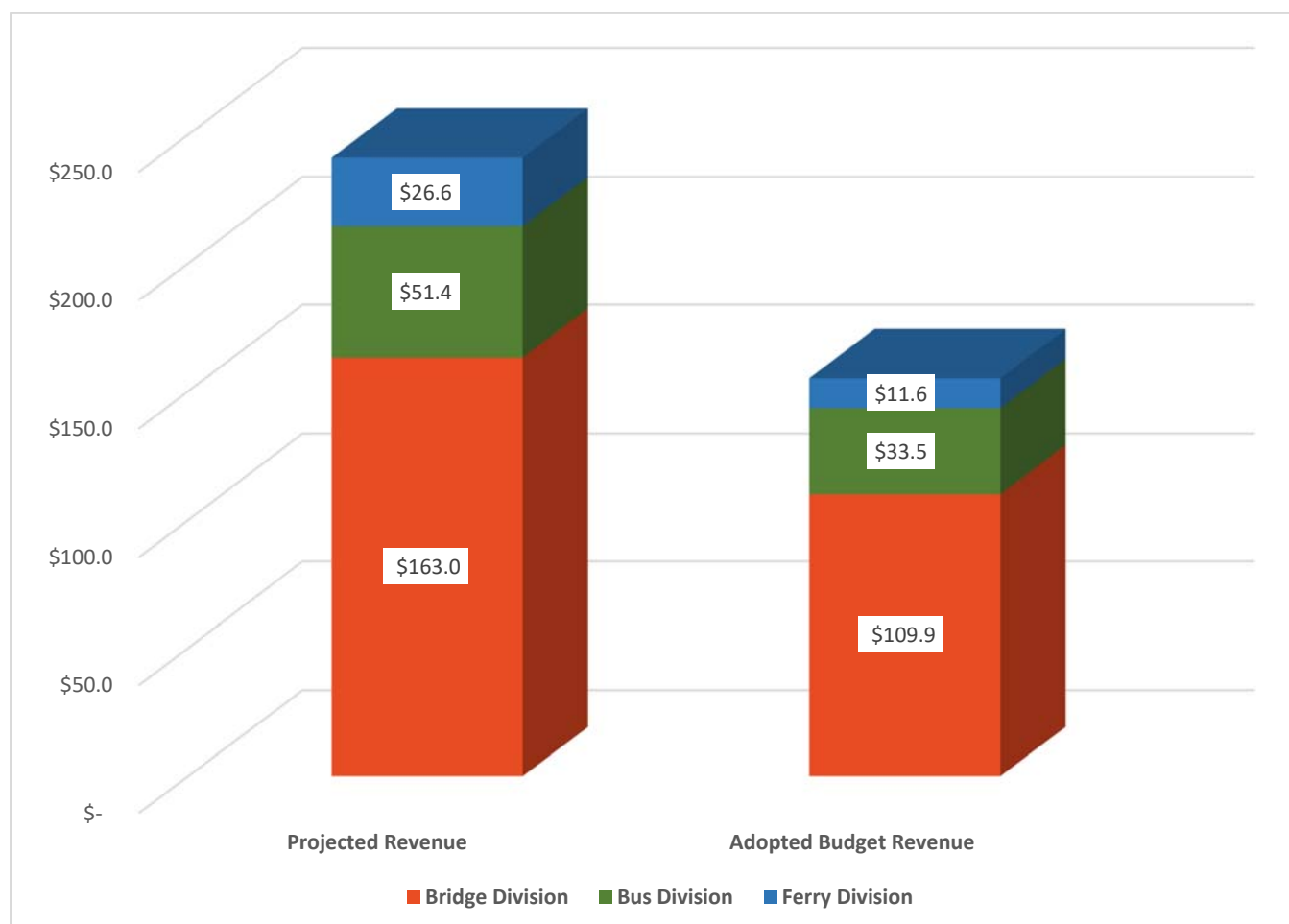
Financial Plan Initiative No. 37B: Address the Increased Demand for Larkspur Ferry Service. This initiative will explore the environmental review process to expand the Larkspur Ferry Service beyond the allowable 42 trips a day.

FY 20/21 Projection vs. FY 20/21 Adopted Budget – Revenue

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

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

	Projected Revenue	Adopted Budget Revenue	Variance	
Bridge Division	\$163.0	\$109.9	\$(53.1)	-48.3%
Bus Division	\$51.4	\$33.5	\$(17.9)	-53.4%
Ferry Division	\$26.6	\$11.6	\$(15.0)	-129.3%
Total	\$241.0	\$155.0	\$(86.0)	-55.5%

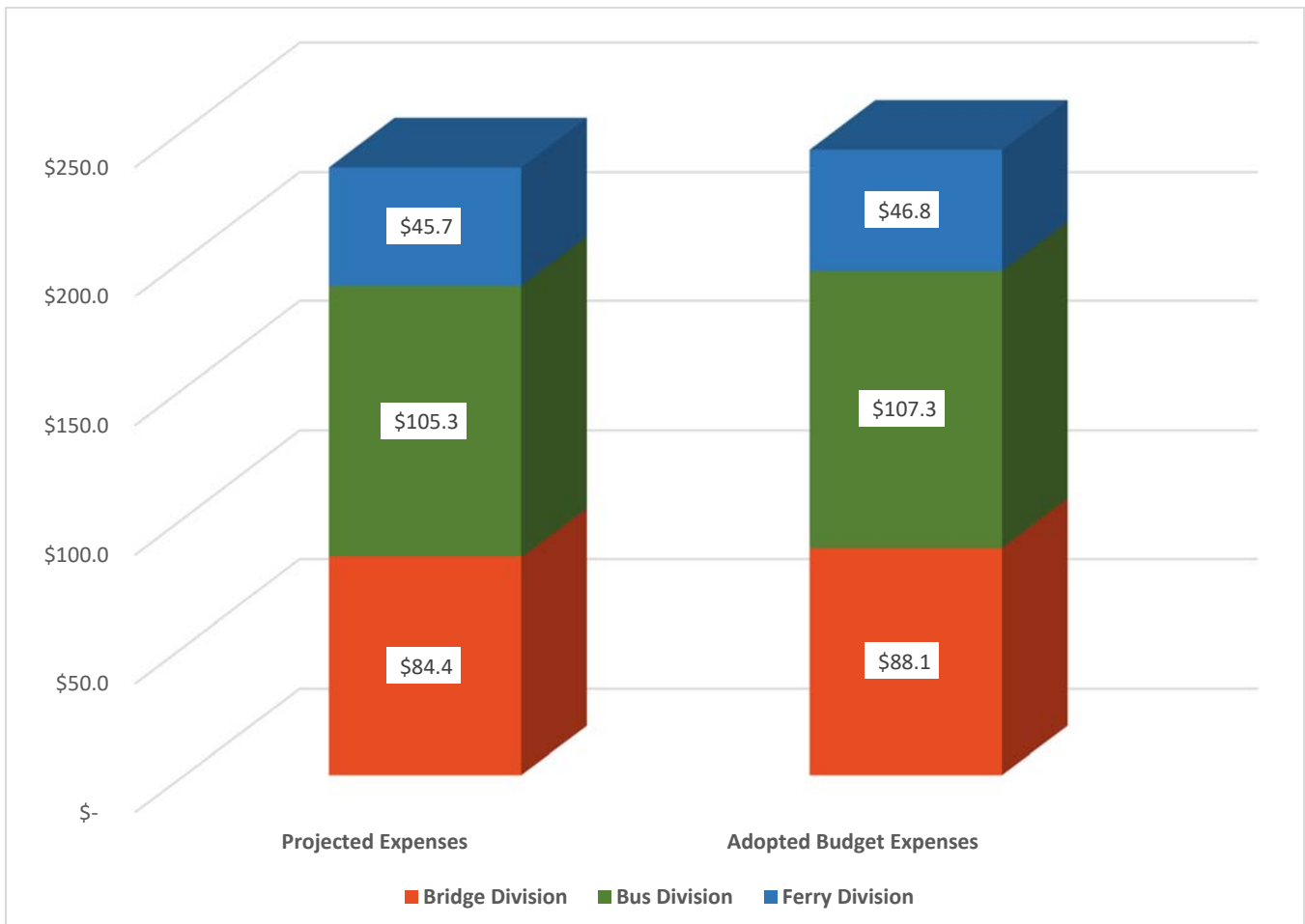


FY 20/21 Projection vs. FY 20/21 Adopted Budget – Expense

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

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

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



BUDGET PLANNING AND DEVELOPMENT PROCESS

Basis of Budgeting: The District's budget process is designed to identify goals and objectives and to allocate resources accordingly. The basis of budgeting is the same as the basis of accounting. The District's financial statements, and the Operating and Capital Budgets, are prepared on an accrual basis in accordance with generally accepted accounting principles of the Governmental Accounting Standards Board (GASB). An "accrual basis" is a method of accounting that recognizes expense when incurred and revenue when earned, rather than when payment is made or received. The District is structured as a single enterprise fund and is operated similarly to private business enterprises. The District provides transportation services to the public and is financed primarily through Bridge tolls and passenger fares.

Performance Review: Budget performance is monitored and controlled throughout the year by the Budget Office and Operating Divisions using exception reporting and variance analysis. The budget for the upcoming fiscal year is approved by the Board of Directors at the end of the budget process in June. When necessary, budget adjustments are recommended and approved by the Board of Directors.

Process and Timeline: The budget process begins in January 2020, with a review of District- and division-level goals and objectives with the Budget staff, General Manager and Auditor-Controller. The Budget and Program Analysis Office and the Capital and Grant Programs Office are responsible for the distribution of budget instructions and materials for the operating and capital budgets, as well as the long-range capital program. These offices work together to coordinate their efforts and facilitate a budget process that is focused on achieving the District's short-term and long-term goals and objectives.

Budget Structure: The FY 20/21 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 20/21 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 20/21 Capital Budget includes \$29 million in Federal, State and Other Local funding and \$20.2 million in District funding. This represents a federal/state/other local funding percentage of 59% and a District funding percentage of 41%.

Board Approval: Once the operating and capital budgets have been thoroughly reviewed and approved by the General Manager and the Auditor-Controller, they are formally presented to the Finance-Auditing Committee. This Finance-Auditing Committee meeting marks the initial discussions which culminate with the final adoption by the Board of Directors. The budget is scheduled for Board consideration before the end of the fiscal year preceding the new budget year. The FY 20/21 Adopted Budget is presented to the Finance-Auditing Committee in May 2020 and adopted by the Board of Directors in June 2020.

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

BUDGET PREPARATION AND PROCESS CALENDAR FOR FY 20/21

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

FY 20/21 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 42 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 41 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 59% of the District's Adopted FY 20/21 Budget is funded by capital grants; the remaining 41% of projects are funded through District capital reserves.

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

Special Reserve Accounts

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

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

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

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



Operating Budget Summary	59
Operating Revenues	60
Operating Expenses	63
Capital Program Summary	72

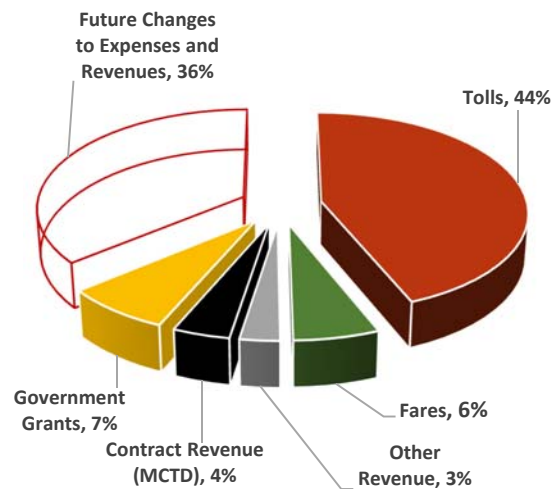


OPERATING BUDGET SUMMARY

Due to recent and dramatic reduction in revenues, the Staff and Board will need to make significant changes in expenses and revenues in order to balance the FY 20/21 Adopted Operating Budget of \$242.2 million. It is projected that those changes will need to total approximately \$87.2 million. The following tables and graphs provide information on the sources of funding and areas of expenditures in the FY 20/21 Adopted Operating Budget.

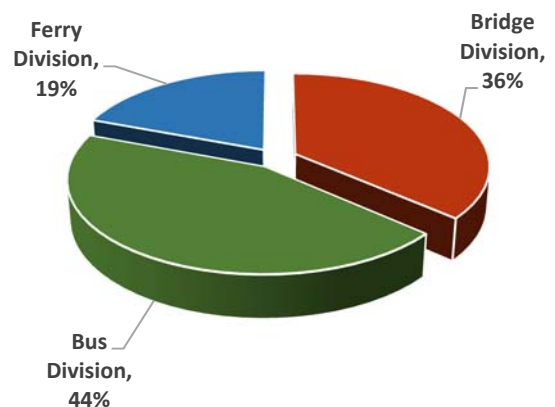
WHERE WILL THE MONEY COME FROM TO OPERATE GGBH&TD IN FY 20/21?

	FY 20/21	% of total
Tolls	\$106.2	44%
Fares	14.4	6%
Other Revenue	6.7	3%
Contract Revenue (MCTD)	9.6	4%
Government Grants	18.1	7%
Future Changes in Expenses and Revenues	87.2	36%
Total	\$242.2	100%



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

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



OPERATING REVENUES

Due to COVID-19 restrictions, operating revenues are expected to decrease approximately \$99.6 million to \$155.0 million from FY 19/20 Actual of \$254.6 million. This decrease is primarily the net result of lower toll revenues, transit fares and State and Federal Operating Assistance, Other Operating Income, Marin Local Service Contract revenue and Investment Income and the funding of \$51.2 million in CARES Act Funding in FY19/20 to cover expenses.

Principal Categories of Revenue

Bridge Tolls: Bridge toll revenues are projected to be \$106.2 million, which is \$19.6 million less than FY 19/20 Actual. The Bridge toll decrease is primarily due to a projected decrease of 16.5% in traffic offset by the second year of the five-year toll increase.

Transit Fares: Transit ridership is expected to remain much lower due to COVID-19 related public health orders. For FY 20/21, Bus Transit fare revenue is estimated to decrease \$5.1 million. Bus ridership is forecasted to decrease 44.4% from FY 19/20. Ferry Transit fare revenue is projected to decrease \$7.0 million due to reduced ridership from COVID-19 restrictions. Ferry ridership is forecasted to decrease by 47.9% for FY 20/21. In March 2017, the Board approved a five-year fare program for Bus transit and Ferry fare increase.

Other Operating Income: The Adopted Budget assumes a decrease in other operating revenues due to 29.4% reduction of Regional Measure 2 (RM2) funds from the Metropolitan Transportation Commission (MTC) to assist in subsidizing Bus Routes 40, 40X, 72X and 101 and decrease in parking fees.

State Operating Assistance: The projected drop in economic activity related to COVID-19 public health orders is projected to cause a net decrease of \$5.4 million in Operating Assistance in FY 20/21. State Operating Assistance is composed of two funding sources: 1.) State Transit Assistance (STA) program projected to be \$7.5 million, including additional SB 1 funds; and 2.) Transportation Development Act (TDA) funds of \$10.5 million. See page 62 for a detailed overview of STA/TDA funding.

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

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

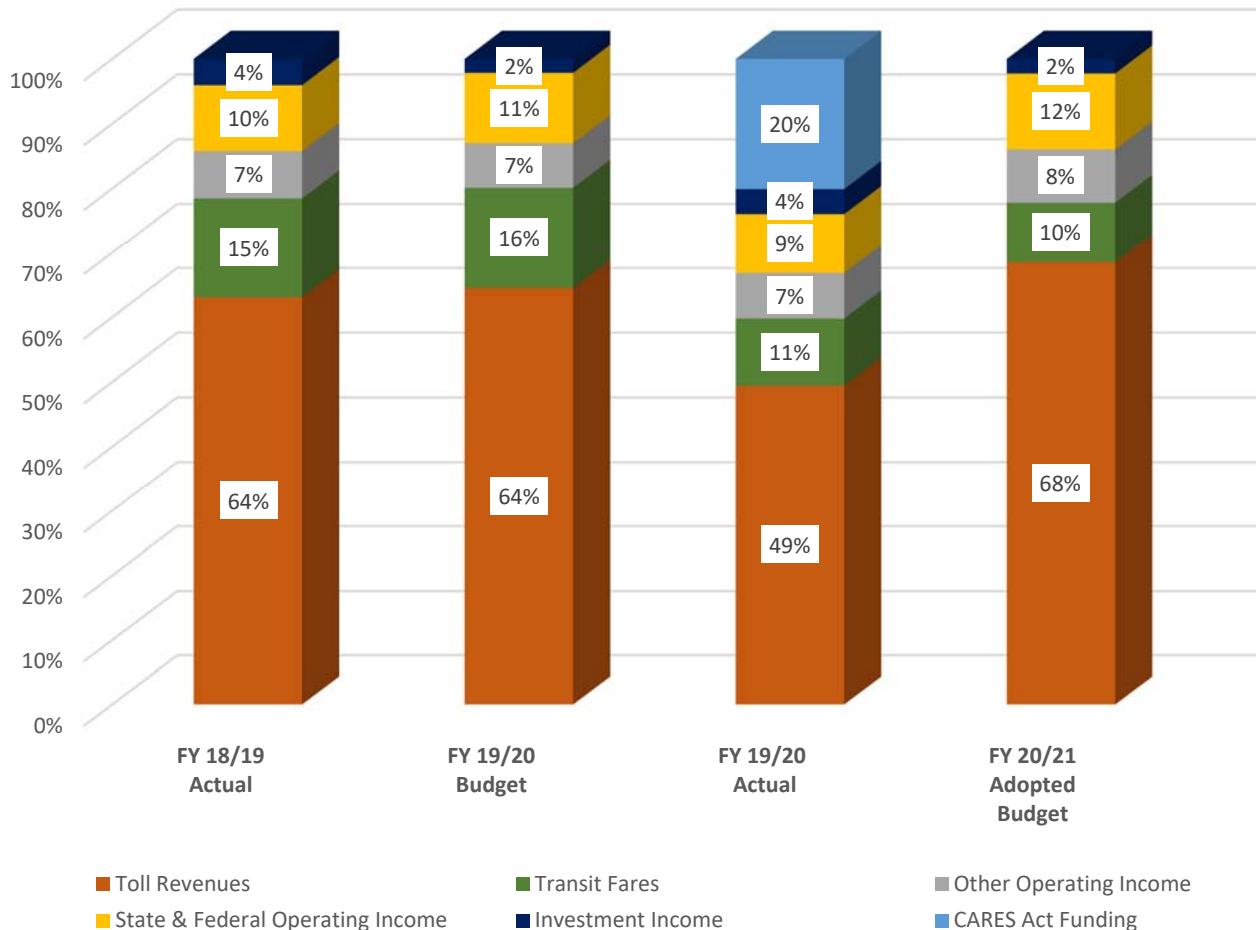
Investment Income: Actual Investment Income consists of both interest income and market valuation gains and losses relating to the District's overall investment portfolio. The total investment return on the investment portfolio was 3.68% for FY 19/20 Actual versus FY 20/21 Adopted Budget of 1.5%, resulting in a \$6.4 million decrease from FY 19/20 Actual. It is District policy not to budget for market valuation gains and losses.

OPERATING REVENUES

Revenues	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Actual	FY 20/21 Adopted Budget
Toll Revenues	\$146,471,101	\$152,190,600	\$125,764,310	\$106,170,900
Transit Fares	35,727,311	36,820,900	26,478,738	14,414,900
Other Operating Income	6,181,668	5,527,700	6,499,028	3,221,600
State Operating Income	23,444,923	25,574,100	23,350,951	17,973,800
Federal Operating Income	143,369	24,000	69,876	172,000
Contract Revenue (MCTD)	10,818,301	10,720,000	11,435,400	9,550,500
Investment Income	9,436,889	5,100,000	9,855,152	3,500,000
CARES Act Funding			51,163,007	
Revenues	\$232,223,562	\$235,957,300	\$254,616,462	\$155,003,700
Percent Change		1.6%	7.9%	-39.1%

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

CHART OF OPERATING REVENUES



INVESTMENT INCOME

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Actual	FY 20/21 Adopted Budget
Interest Earned	\$4,716,780	\$6,026,241	\$5,901,434	\$3,500,000
Market Gains and Losses	\$(2,501,998)	\$3,410,648	\$3,953,718	
Investment Income	\$2,214,782	\$9,436,889	\$9,855,152	\$3,500,000*
Average Investment Portfolio at Cost	\$260,370,676	\$262,782,509	\$267,648,636	\$235,305,213
Average Investment Return	0.85%	3.65%	3.68%	1.50%

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

STATE OPERATING INCOME

State Operating Income Funding Source	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Actual	FY 20/21 Adopted Budget
Transit Development Act				
Transit Fares	\$7,760,055	\$8,286,800	\$7,760,067	\$5,798,600
Other Operating Income	6,003,623	\$6,303,400	5,975,779	4,639,300
State Transit Assistance (STA)				
MTC for Administering Clipper Grant	\$10,000	\$10,000	\$10,000	\$7,500
Revenue-Based Funds	8,071,573	9,196,800	8,084,494	6,365,900
Population-Based Funds - North Cities	380,051			
Population-Based Funds - County Block Grant	1,147,207	1,708,700	1,520,611	1,162,500
Regional Paratransit				
Marin County	\$43,372	\$43,400		
Sonoma County	29,042	25,000		
Total State Operating Revenue	\$23,444,923	\$25,574,100	\$23,350,951	\$17,973,800
Percent Change		9%	-9%	-23%

OPERATING EXPENSES

The FY 20/21 Adopted Operating Expense Budget is \$242.2 million (including a \$21 million contribution to reserves for future capital projects). This is an increase of 9.3% over FY 19/20 Actual Expenses and 3.5% over the FY 19/20 Adopted Budget. Due to the projected reduction in revenue, the Staff and Board will need to reduce expenditures or increase revenues by approximately \$87.2 million during FY 20/21.

OPERATING EXPENSES

	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Actual	FY 20/21 Adopted Budget
Salaries	\$74,073,987	\$77,975,700	\$75,879,239	\$82,816,300
Fringe Benefits	61,630,076	66,158,600	64,725,809	69,133,500
Professional Services	23,333,002	26,624,060	25,051,906	25,443,200
Fuel & Related Taxes	10,411,814	9,341,400	8,194,209	11,023,000
Repair & Operating Supplies	9,123,201	10,172,240	9,382,755	9,505,900
Insurance, Taxes & Permits	5,693,447	5,688,300	4,658,172	6,895,100
Purchased Transportation	1,839,646	1,995,700	1,647,984	1,943,200
Other	1,097,478	1,365,800	1,059,043	1,446,000
Lease & Rentals	567,738	772,300	780,256	877,600
Interest Expense	1,015,985	2,157,000	692,000	2,200,000
Subtotal Expenses	\$188,786,374	\$204,251,100	\$192,071,376	\$211,283,800
Percent Change		8.3%	-6.0%	10.0%
Capital Contribution	\$21,000,000	\$21,000,000	\$21,000,000	\$21,000,000
Depreciation	\$8,022,926	\$8,741,800	\$8,651,434	\$9,965,000
Total Expenses	\$217,809,300	\$233,992,900	\$221,722,807	\$242,248,800
Percent Change		7.4%	-5.2%	9.3%

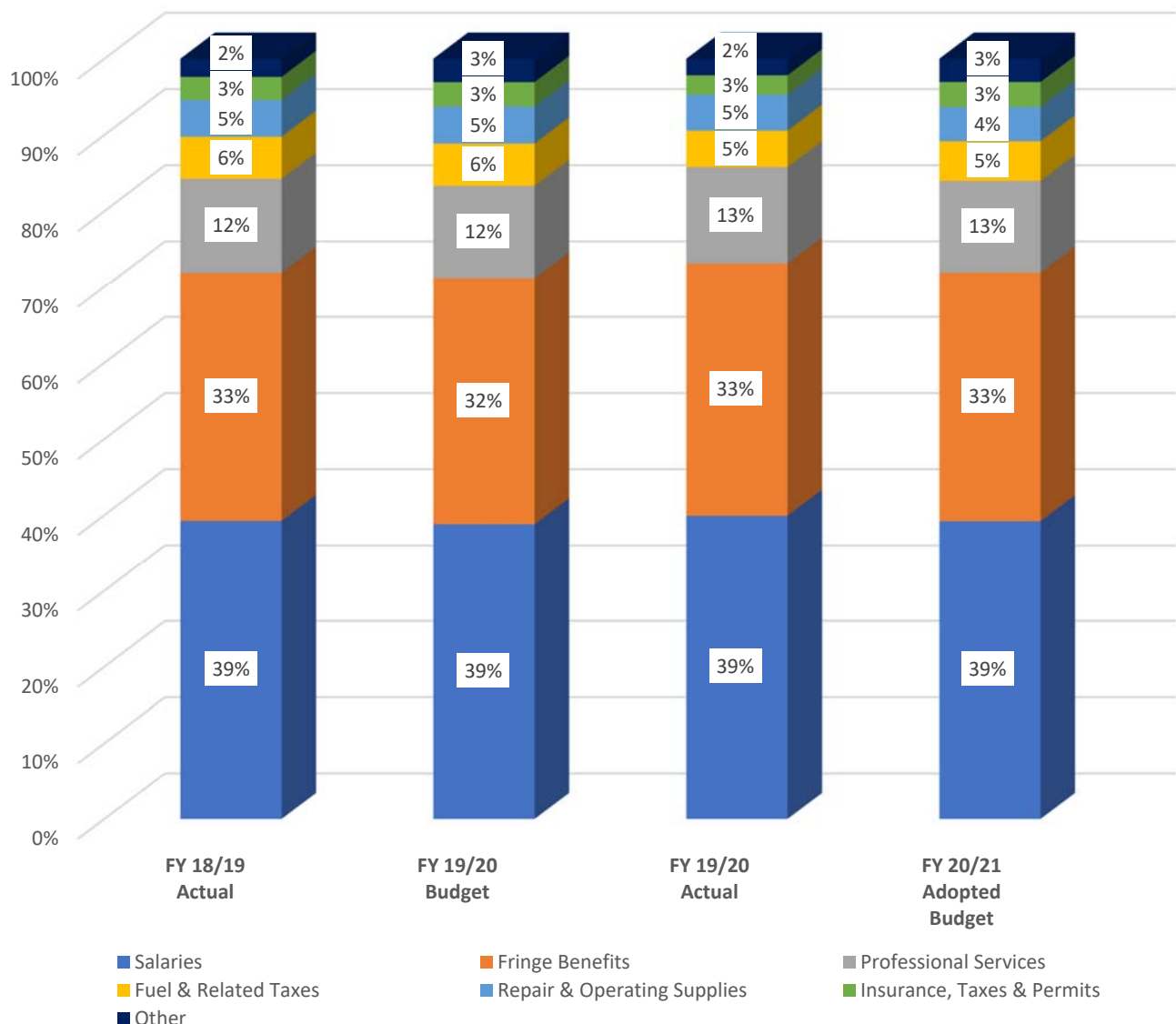
Expense Budget Assumptions:

- The budget includes a recently ratified contract with ATU which covers the period of September 1, 2018 – August 30, 2021. It reflects a 7.6% increase in the hourly wage rate upon ratification and a 3.5% wage increase effective September 1, 2020. No budgeted salary increase is included for Coalition represented whose MOU is under negotiation nor non-represented employees.
- Includes Pension contributions for PERS, ATU, MEBA and IBU.
- Medical insurance costs increase due to re-funding of vacancies and increase in annual costs.
- Workers' Compensation expense is budgeted based upon historical experience.

Operating & Capital Budget Summary

- A percentage of Engineering Capital Labor expenses are transferred to the capital projects reducing the operating budget.
- \$2.45/gallon for fuel costs has been projected for all Divisions.
- All fiscal years show the transfer of District Division expense by its respective line item.
- As required by the commercial paper indenture, FY 20/21 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 20/21 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 20/21 Adopted Operating Budget shows an increase of 9.3% over FY 19/20 Actual Expenses. The 9.3% increase can be broken down into the following categories: The budget includes a recently ratified contract with ATU which covers the period of September 1, 2018 – August 30, 2021. It reflects a 7.6% increase in the hourly wage rate upon ratification and a 3.5% wage increase effective September 1, 2020, no increase for Coalition represented nor non-represented employees, fully funding vacant positions, fuel at \$2.45 per gallon, and re-funding commercial paper debt service due to the indenture service requirement.

The following is a summary of changes to the FY 20/21 Adopted Budget from FY 19/20 Actual Expenses.

SUMMARY OF CHANGES TO EXPENSES

Expenses (In Millions)	% Change (from Actuals)	Description
\$221.7		FY 19/20 Actual Expenses
7.0	3.1%	Salary Increase; Re-funding Vacant Positions
4.4	2.0%	Fringe Benefit Increase; Re-funding Vacant Positions
0.4	0.2%	Professional, Maintenance & Security Services
2.8	1.3%	Fuel & Related Taxes
0.1	0.1%	Repair & Operating Supplies
2.2	1.0%	Insurance, Taxes & Permits
0.3	0.1%	Purchased Transportation
0.4	0.2%	Other
0.1	0.0%	Leases & Rental
1.5	0.7%	Interest Expense
1.3	0.6%	Capital Contributions/Depreciation
\$242.2	9.3%	Total FY 20/21 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 20/21 Budget:

- | | |
|--|------------------------------------|
| 1. Average Cost of Toll Transactions | 5. Workers' Compensation |
| 2. Cost of Transaction Per Patron | 6. Indirect Cost Allocation (ICAP) |
| 3. Other Postemployment Benefits (OPEB) | 7. Capital Contribution |
| 4. District Healthcare Contribution Per Employee | 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 increase for FY 19/20 is attributed to fixed costs spread over fewer transactions due to COVID-19.

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Actual
Average Cost/Toll Transaction	\$0.50	\$0.51	\$0.52	\$0.51	\$0.65
Percentage of Toll Revenue Used for Collecting Tolls	7.55%	7.39%	7.32%	6.96%	8.38%

2. Cost of Transaction per Patron

The Clipper Fare/Cash Fare cost of transactions includes the labor cost, maintenance cost, service fees and equipment cost. The total cost of transactions are expenses only incurred by Golden Gate Transit. The number of patrons used is without transfers. The increase in cost of transaction for both cash fare and Clipper fare payment in FY 19/20 is due to fixed costs spread over fewer transactions due to COVID-19.

	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Actual
Cash Fare Payment on Bus	\$0.40	\$0.48	\$0.47	\$0.52	\$0.68
Clipper Fare Payment on Bus	\$0.21	\$0.24	\$0.27	\$0.26	\$0.34
Clipper Fare Payment on Ferry	\$0.29	\$0.32	\$0.34	\$0.36	\$0.49

3. Other Postemployment Benefits (OPEB)

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

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

OPEB EXPENSE BY OPERATING DIVISION

Division	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Actual	FY 20/21 Adopted Budget
Bridge	\$2,910,824	\$3,078,400	\$2,987,671	\$2,657,000
Bus	7,879,210	8,291,600	8,175,164	7,444,800
Ferry	1,662,967	1,755,200	1,679,279	1,579,400
Total	\$12,453,001	\$13,125,200	\$12,842,114	\$11,681,200

4. District Healthcare Contribution per Employee

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

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

5. Workers' Compensation

The Workers' Compensation estimates are based on historical incident trends and current management practices that have reduced the District's liability. The following table shows the actual claim costs for FY 19/20 are more than anticipated based on past year trends. FY 20/21 is expected to follow its 5-year average trends. The net totals are reflected in the FY 19/20 Actual.

WORKERS' COMPENSATION EXPENSES

	FY 19/20 Adopted Budget	FY 19/20 Estimated Claims	FY 19/20 Estimated (Credits)/ Adjustments	FY 19/20 Actual Net Total	FY 20/21 Adopted Budget
Total District	\$6,630,000	\$7,651,567	\$(1,102,772)	\$6,548,795	\$5,500,100

6. Indirect Cost Allocation Plan (ICAP)

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

INDIRECT COST ALLOCATION PLAN EXPENSES

	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Actual	FY 20/21 Adopted Budget
District Division's Gross Salaries & Benefits	\$26,961,983	\$29,694,500	\$27,383,983	\$32,004,900
Capitalized Salaries & Benefits	(3,340,292)	(4,067,000)	(3,251,561)	(4,684,400)
Capitalized Indirect Costs	(2,362,542)	(2,818,000)	(2,190,639)	(2,649,000)
Net Operating Salaries, Benefits & Indirect Costs	\$21,259,149	\$22,809,500	\$21,941,783	\$24,671,500

7. Capital Contribution

The Adopted Budget includes the Capital Contribution, which is a transfer of \$21 million to future capital reserves. This transfer, instituted by the Board in 2003, provides funding (including local match) for future capital projects. The annual contribution is based on the District-funded portion of the 10-year Capital Plan requirements. For FY 20/21, the Capital Contribution of \$21 million is distributed to each Division according to its percentage share of District-funded capital projects from the 10-Year Capital Plan. The following is a distribution by Operating Division. (The District Division's portion is allocated using the District Allocation percentages.)

CAPITAL CONTRIBUTION EXPENSES

Division	FY 19/20 Budget		FY 20/21 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 20/21 CalPERS District employer contribution rate is 34.612%, amounting to \$16.9 million. The Amalgamated Transit Union (ATU) bus operators have a 7% employee contribution rate for their defined pension benefit plan. The ATU employer contribution rate for FY 20/21 is 32.5%, amounting to \$8.4 million. The District pension contribution rate for FY 20/21 is approximately 19.5% to 22.0%, amounting to \$709,000 for Inland Boatmen's Union (IBU). For Marine Engineer's Beneficial Association (MEBA) the District contributes 14.34%, amounting to approximately \$345,000 for FY 20/21.

DISTRICT PENSION CONTRIBUTION EXPENSES (IN MILLIONS)

	Contribution to Pension			Employer Contribution Rate	Employee Contribution Rate	Funding Level (MV/AL) *		
Pension Plan	Actual FY 18/19	Actual FY 19/20	Adopted FY 20/21	Adopted FY 20/21	Adopted FY 20/21	%	Validation Rate	Validation Discount Rate
CalPERS	\$13.2	\$14.8	\$16.9	34.61%	2.5% @ 55-8% 2.0% @ 60-7% 2.0% @ 62-7%	71.7%	6/30/2018	7%
ATU	5.3	5.5	8.4	32.50%	7%	51.5%	1/1/2019	7%
IBU	0.8	0.7	0.7	19.5%-22%**	2.50%	78.9%	7/1/2019	6.50%
MEBA	0.4	0.4	0.3	14.34%	1%	87.4%	1/1/2019	6.75%
Total	\$19.7	\$21.4	\$26.3					

FY 20/21 Adopted Budget Position Changes**DIVISION SUMMARY OF CHANGES TO THE TABLE OF ORGANIZATION**

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

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

Bus DivisionNew Positions:

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

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

Position Reclassifications:

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

Position Eliminations:

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

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

Ferry Division

New Positions:

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

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

Position Reclassifications:

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

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

District Division

Position Transfers:

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

Position Reclassifications:

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

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

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

Position Title Changes:

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

CAPITAL PROGRAM SUMMARY

The FY 20/21 Capital Program (Program) is developed jointly by the General Manager, Auditor-Controller, District Engineer, Operating Divisions and the Capital and Grant Programs Office. The Program allocates financial resources to maintain and improve the District's level of service and infrastructure by acquiring, constructing, rehabilitating and replacing revenue and non-revenue vehicles, facilities and major equipment. Expenditures on capital equipment costing \$5,000 or more and capital improvement projects with total budgets of \$5,000 and over are included in the Program. Capital improvement projects generally occur in phases over multiple years. The Program focuses on advancing and completing projects to maintain or improve existing operations within the financial constraints of the District.

This Program will implement 14 new projects and 55 continuing projects to maintain existing services and facilities and to further implement high-priority safety and security projects, including modifications to existing facilities and vessels (Please refer to the Division sections for more details on the new and continuing projects for FY 20/21). Seven (7) capital projects were completed in FY 19/20 (Please see Appendix C for a list of all the projects in the FY 19/20 Capital Budget).

A discussion of each Division's FY 20/21 Adopted Capital Budget is contained in the individual Division chapters of this budget document.

FY20/21 CAPITAL EXPENDITURES BY DIVISION*

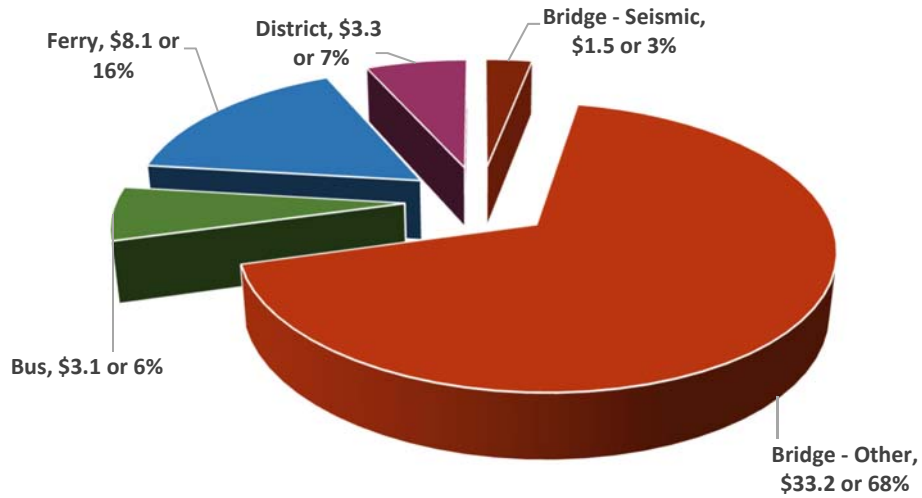
	Total Project	Prior Years	FY 20/21 Budget	Future Years
Bridge – Seismic Retrofit	\$21,722,000	\$8,069,000	\$1,500,000	\$12,153,000
Bridge - Other	236,382,000	94,674,000	33,239,000	108,469,000
Bus	84,117,000	63,515,000	3,077,000	17,525,000
Ferry	136,681,000	65,024,000	8,067,000	63,590,000
District	17,632,000	6,717,000	3,282,000	7,633,000
Total Expenditures	\$496,534,000	\$237,999,000	\$49,165,000	\$209,370,000

FY 20/21 CAPITAL EXPENDITURES BY FUND SOURCE*

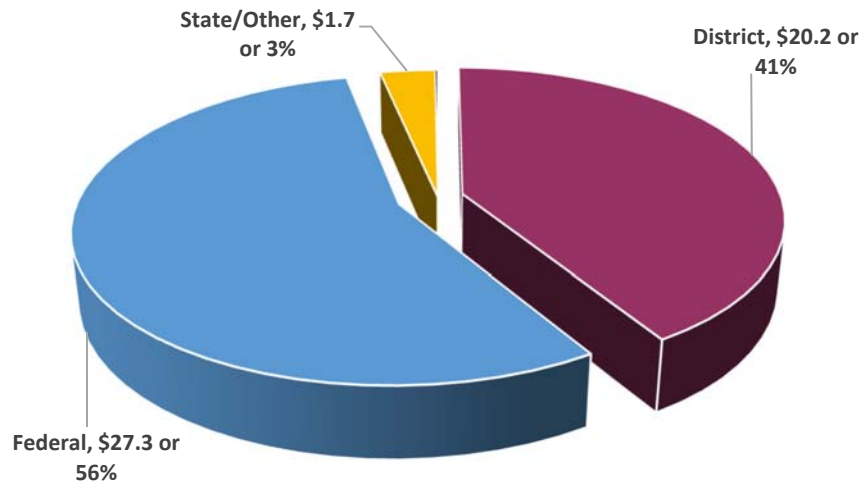
	Total Project	Prior Years	FY 20/21 Budget	Future Years
District	\$171,417,000	\$69,082,000	\$20,234,000	\$82,101,000
Federal	302,701,000	155,867,000	27,276,000	119,558,000
State	21,308,000	12,385,000	1,578,000	7,345,000
Other Local	1,108,000	665,000	77,000	366,000
Total Expenditures	\$496,534,000	\$237,999,000	\$49,165,000	\$209,370,000

*All dollar amounts are rounded to the nearest thousand.

FY 20/21 CAPITAL BUDGET BY DIVISION
TOTAL FY 20/21 CAPITAL BUDGET = \$49.2 MILLION
(ROUNDED TO MILLIONS)



FY 20/21 CAPITAL BUDGET BY FUND SOURCE
TOTAL FY 20/21 CAPITAL BUDGET = \$49.2 MILLION
(ROUNDED TO MILLIONS)



Capital Projects Increasing Through the FY 20/21 Budget Process

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

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

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

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

This project involves hiring a space planner to assess how additional workspaces can be added to the Administration and Development (A&D) office space in San Rafael. The original project goal was to create 21 cubicles, 3 work area conference tables, establish storage space, re-paint and carpet office areas. With the FY 20/21 budget, the scope of this project has been expanded to include improvement of the Planning Department's office space with a goal of facilitating better workspace for collaborative projects. [Operating Budget Impact: No significant impact.]

Capital Project Impact on Operating Budget

Many of the capital projects planned for FY 20/21 will have significant impacts on operations as well as a financial impact on operating revenue and expense. Significant projects impacting operations are detailed below:

- Golden Gate Bridge Suicide Deterrent System (Project 1526, \$192,780,000). The construction phase on the Suicide Deterrent System began in 2018 and is expected to be completed in 2023.
- Gangways and Piers (Projects 0503 and 1441, \$11,863,000 and \$22,560,000, respectively). The project will replace and rehabilitate the existing hydraulic ramp and gangway systems at Sausalito, San Francisco and Larkspur Ferry Terminals.
- Purchase New Ferry Vessel (Project 1940, \$11,000,000). The District seeks to purchase a new, 500-passenger, high-speed ferry vessel in order to provide expanded commute service from Marin County to San Francisco.

Projects are monitored after completion to determine annual operations cost and/or revenue impacts. In the instances where operations are affected, future operating budgets will include these cost/revenue impacts. For project details, please refer to the Division budgets located in the Division chapters of this document.

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

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

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

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

Fiscal Year 20/21 Capital Budget Project List

As done annually, the operating divisions were asked to prioritize their capital projects. The projects included in the FY 20/21 budget consist mostly of ongoing prior year projects to allow project managers to focus and continue work until project completion. There were a number of new projects introduced into the FY 20/21 budget, which were selected after thorough discussions among the operating divisions, the Auditor-Controller, the District Engineer and the General Manager (Please refer to the Division sections for more details on the new projects for FY 20/21). Both operating division and engineering staff resources were considered to determine a reasonable and realistic work plan for FY 20/21.

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

FY 21/22 CAPITAL BUDGET PROJECT LIST

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

Bridge Division Profile	79
Bridge Division Organizational Chart	80
Bridge Division Status	81
FY 20/21 Bridge Division Goals And Projects	83
Changes from FY 19/20 Actual to FY 20/21 Adopted Budget.....	84
Bridge Division Operating Budget	86
Bridge Division Performance Measures	88
Bridge Division Capital Budget	91
Bridge Division Personnel Summary by Department.....	96



BRIDGE DIVISION PROFILE

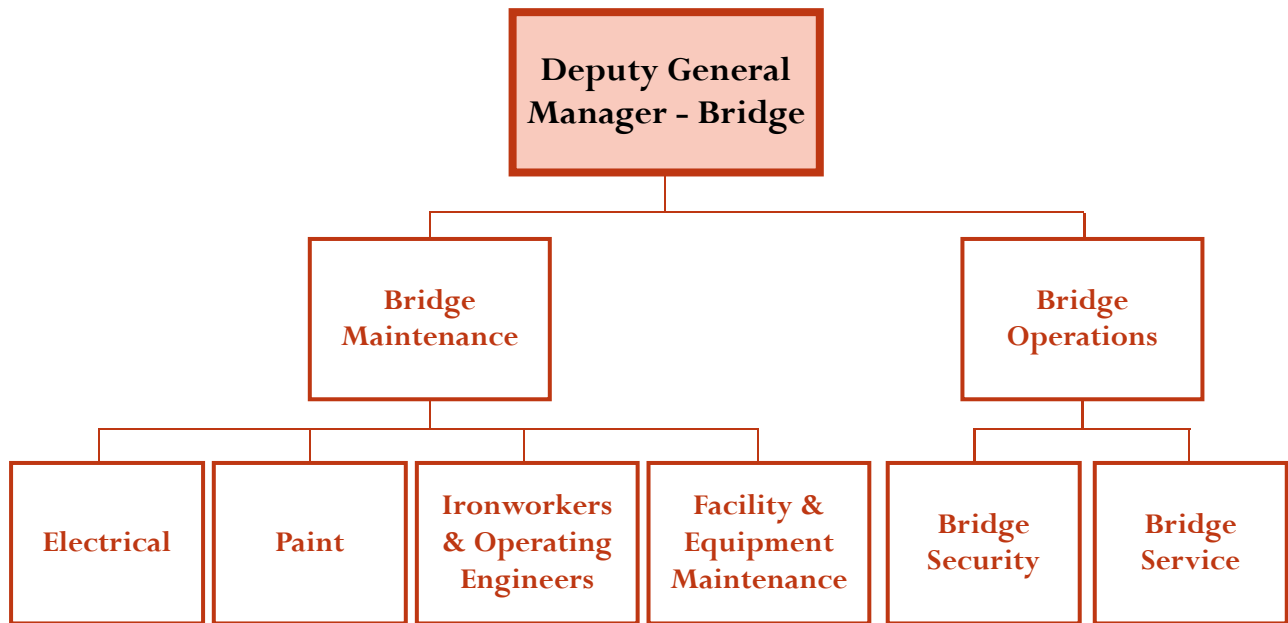
One of the Seven Wonders of the Modern World, the Golden Gate Bridge is one of the most iconic architectural and engineering monuments in the world. For 83 years, the Bridge has represented the uniqueness of San Francisco, the beauty of the Bay Area, and the promise of California. A welcoming gateway to America, the Bridge opened on May 27, 1937, providing a key transportation link between San Francisco and the North Bay. Today, the Bridge is an essential thoroughfare for commuters and tourists with over 40 million vehicles crossing each year and millions of visitors enjoying its splendor. With a main span of 4,200 feet, towers 746 feet tall, and an overall length of 1.7 miles including approaches, the Golden Gate Bridge is an internationally recognized engineering marvel.

Responsibility for the safe and efficient operation and maintenance of the Golden Gate Bridge rests with the Bridge Division. In FY 19/20, the Bridge Division workforce was comprised of 183 skilled craft, security, service, administrative and management employees. The Deputy General Manager of the Bridge Division is responsible for the Bridge, which is comprised of two major organizational units: Bridge Maintenance and Bridge Operations.

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

Bridge Operations is responsible for public safety, security, emergency response and managing the flow of traffic across the Bridge and its approaches. Bridge Operations is comprised of two main functional areas, Bridge Security and Roadway Services. The Bridge Security unit is staffed with 22 Bridge Patrol Officers, 10 Bridge Sergeants, and 3 Bridge Lieutenants who maintain 24/7 security monitoring and patrol of the Bridge and associated facilities. The Roadway Services Department is staffed by 14 Roadway Services Technicians, four Roadway Services Supervisors, seven full- and part-time Laneworkers, and a Chief of Roadway Services providing 24/7 traffic control, lane configuration, and incident response on the Bridge and its approaches. The entire Bridge Operations group is managed day-to-day by the Bridge Captain.

BRIDGE DIVISION ORGANIZATIONAL CHART



BRIDGE DIVISION STATUS

Bridge Maintenance

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

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

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

Bridge Operations

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

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

Bridge Roadway Services crews continued providing nighttime Moveable Median Barrier (MMB) moves to open up extra traffic lanes to accommodate heavy cranes and other SDS construction activities and then ensuring that the Bridge was placed back into normal lane configuration just in time for the daily morning commute. Bridge Security forces were equally busy coordinating lane closures, traffic control and providing security oversight associated with the SDS construction.

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

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

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

Looking Forward to the Year Ahead

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

FY 20/21 BRIDGE DIVISION GOALS AND PROJECTS

Bridge Division Goals

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

FY 20/21 Project Focus

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

- SEISMIC** Golden Gate Bridge Wind Retrofit
Seismic Phase IIIB - CM/GC

-
- BRIDGE AND FACILITY CONSTRUCTION AND MAINTENANCE** Suicide Deterrent – Construction
 - Toll Plaza Gantry - Design/Construction
 - Toll System Upgrade
 - FasTrak® Equipment Upgrade

CHANGES FROM FY 19/20 ACTUAL TO FY 20/21 ADOPTED BUDGET

Revenues

The Bridge Division's FY 20/21 Adopted Revenue of \$109.9 million consists of:

- \$106.2 million from Toll Revenues
- \$0.2 million from Other Operating Income
- \$3.5 million from Investment Income

The Bridge Division's Adopted Revenues for FY 20/21 are forecasted to decrease \$27.0 million, or 19.7%, from FY 19/20 Actual. The decrease is primarily due to reduction of \$19.6 million in toll revenue, \$6.3 million in Investment Income and \$1.1 million in Other Operating Income from FY 19/20 Actual. It is District policy not to budget for market valuation gains and losses. FY 20/21 toll revenue includes the second increase to a five-year toll increase plan as approved by the Board in FY 18/19. Due to the traffic shifts from the COVID-19 restrictions, the southbound traffic and revenue for FY 20/21 is projected to grow from 58% to 85% by the end of FY 20/21. (Please see COVID-19 section for traffic growth assumptions.)

Expenses

The Bridge Division's FY 20/21 Adopted Operating Expenses total \$88.1 million. The Bridge Division's Adopted FY 20/21 Budget contains a \$5.5 million, or 6.7%, increase over FY 19/20 Actual expenses. The components of the changes to expenses are summarized in the table on the following page.

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

Labor	
Increase in salaries due to re-funding of vacant positions.	\$1.2
Increase in payroll taxes for FY20 /21 due to re-funding of vacant positions	0.1
Increase in PERS contribution due to re-funding of vacant positions and higher contribution rate	0.7
Increase in medical expenses for FY 20/21 due to re-funding of vacant positions and increase in annual costs	0.6
Decrease in postemployment benefits (OPEB) for FY 20/21	(0.3)
Increase in Workers' Compensation expenses for FY 20/21	0.2
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY 19/20	(0.1)
Professional Services	
Increase in consulting fees services due to needs for Bridge inspection services and re-funding District-wide services not implemented in FY 19/20	1.4
Decrease in facility maintenance for FY 20/21	(0.4)
Decrease in FY 20/21 District Division temporary help services compared to FY 19/20	(0.5)
Supplies and Other	
Increase in re-funding commercial paper debt service due to Indenture's budgeting requirements	1.5
Increase in repair and operating supplies in FY 20/21 due to the South Viaduct project	0.1
Projected increase in payouts for general liability for FY 20/21 due to lower than anticipated expenses in FY 19/20	0.4
Re-funding of staff development expenses unused in FY 19/20	0.1
Capital Contribution and Depreciation	
Increase in depreciation expenses due to completion of FasTrak Equipment upgrade and capitalization of tools and equipment	0.5
Total Change from FY 19/20 Actual to FY 20/21 Adopted Budget	\$5.5

BRIDGE DIVISION OPERATING BUDGET

	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Actual	FY 20/21 Adopted Budget
Revenues				
Toll Revenues	\$ 146,471,101	\$ 152,190,600	\$ 125,764,310	\$ 106,170,900
Other Operating Income	438,869	391,700	1,319,778	243,100
Investment Income	9,436,889	5,100,000	9,855,152	3,500,000
Total Revenues	\$ 156,346,859	\$ 157,682,300	\$ 136,939,240	\$ 109,914,000
Percent Change		0.9%	-13.2%	-19.7%
Expenses				
Salaries	\$ 21,342,476	\$ 22,947,000	\$ 22,443,285	\$ 23,642,700
Fringe Benefits	18,198,590	18,795,100	17,910,717	19,070,700
Professional Services	12,621,226	15,659,235	14,845,444	15,306,300
Fuel & Related Taxes	334,710	377,000	281,358	338,000
Repair & Operating Supplies	3,244,494	3,623,365	3,473,838	3,562,500
Insurance, Taxes & Permits	2,567,344	3,013,200	2,419,616	2,843,000
Other	380,486	425,500	312,606	454,300
Lease & Rentals	1,306	1,100	6,813	1,800
Interest Expense	1,015,985	2,157,000	692,000	2,200,000
Subtotal Expenses	\$ 59,706,617	\$ 66,998,500	\$ 62,385,677	\$ 67,419,300
Capital Contribution	15,000,000	15,000,000	15,000,000	15,000,000
Depreciation	5,177,689	5,285,400	5,256,114	5,729,500
Total Expenses	\$ 79,884,306	\$ 87,283,900	\$ 82,641,791	\$ 88,148,800
Percent Change		9.3%	-5.3%	6.7%
Revenues Over/(Under) Expenses	\$ 76,462,553	\$ 70,398,400	\$ 54,297,449	\$ 21,765,200

Assumptions

- No salary increase for Coalition represented employees since MOU is under negotiations, nor for non-represented employees.
- Includes Employer PERS contribution of 34.61%.
- OPEB costs are included in Fringe Benefits and reflect adoption of GASB 75 which accrues for OPEB costs based on the Annual Required Contribution (ARC) for OPEB benefits.
- \$2.45/gallon for fuel costs for the Bridge Division.
- All fiscal years show the transfer of District Division expense by line item.
- Bridge Division's share of the District Division transfer is \$13.4 million.

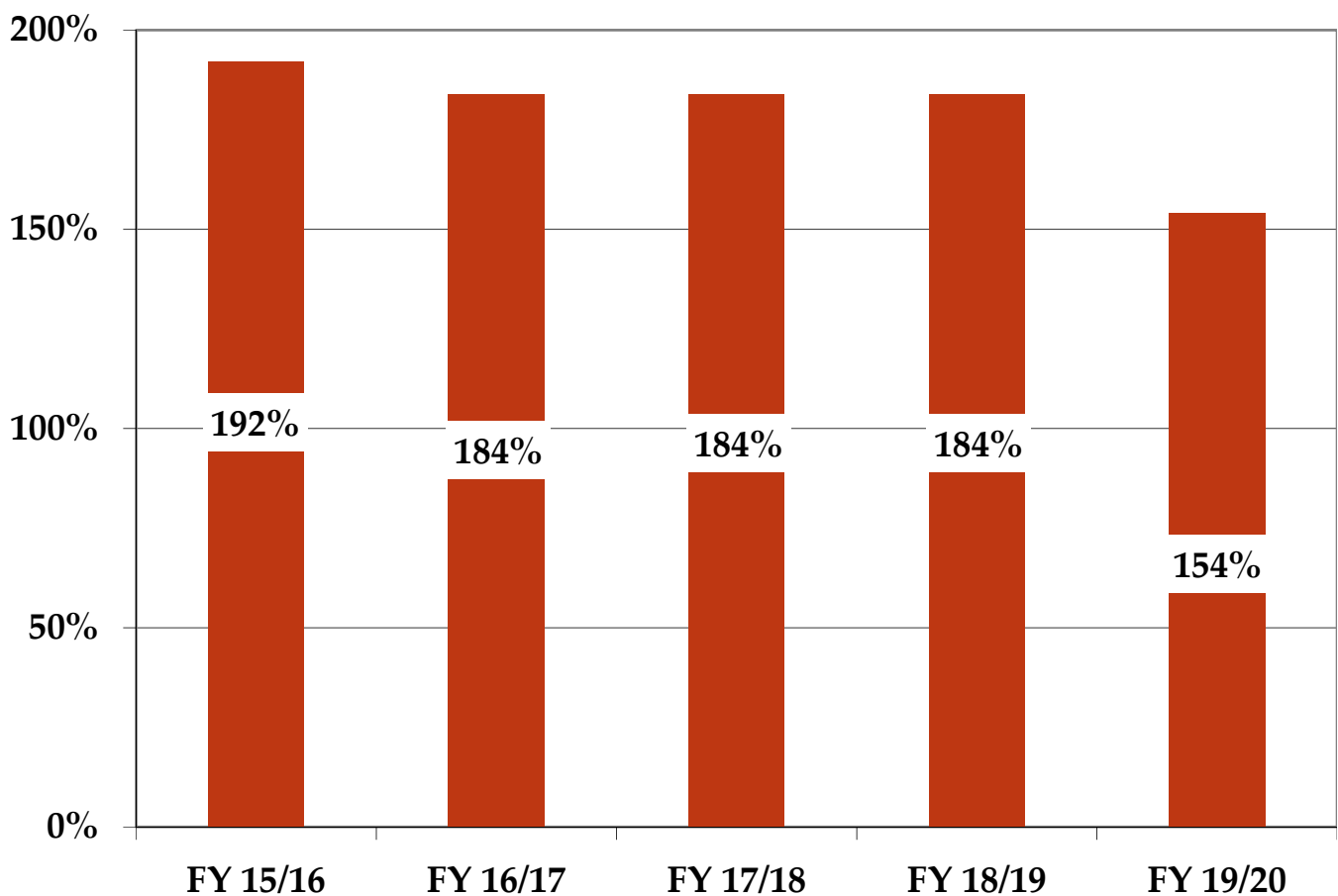
BRIDGE OPERATIONS DATA/COSTS

	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Actual	FY 20/21 Adopted Budget
Toll Revenue	\$146,471,101	\$152,190,600	\$125,764,310	\$106,170,900
Southbound Traffic	20,001,670	19,966,681	16,235,564	13,563,829
Average Toll	\$7.32	\$7.62	\$7.75	\$7.83

BRIDGE DIVISION PERFORMANCE MEASURES

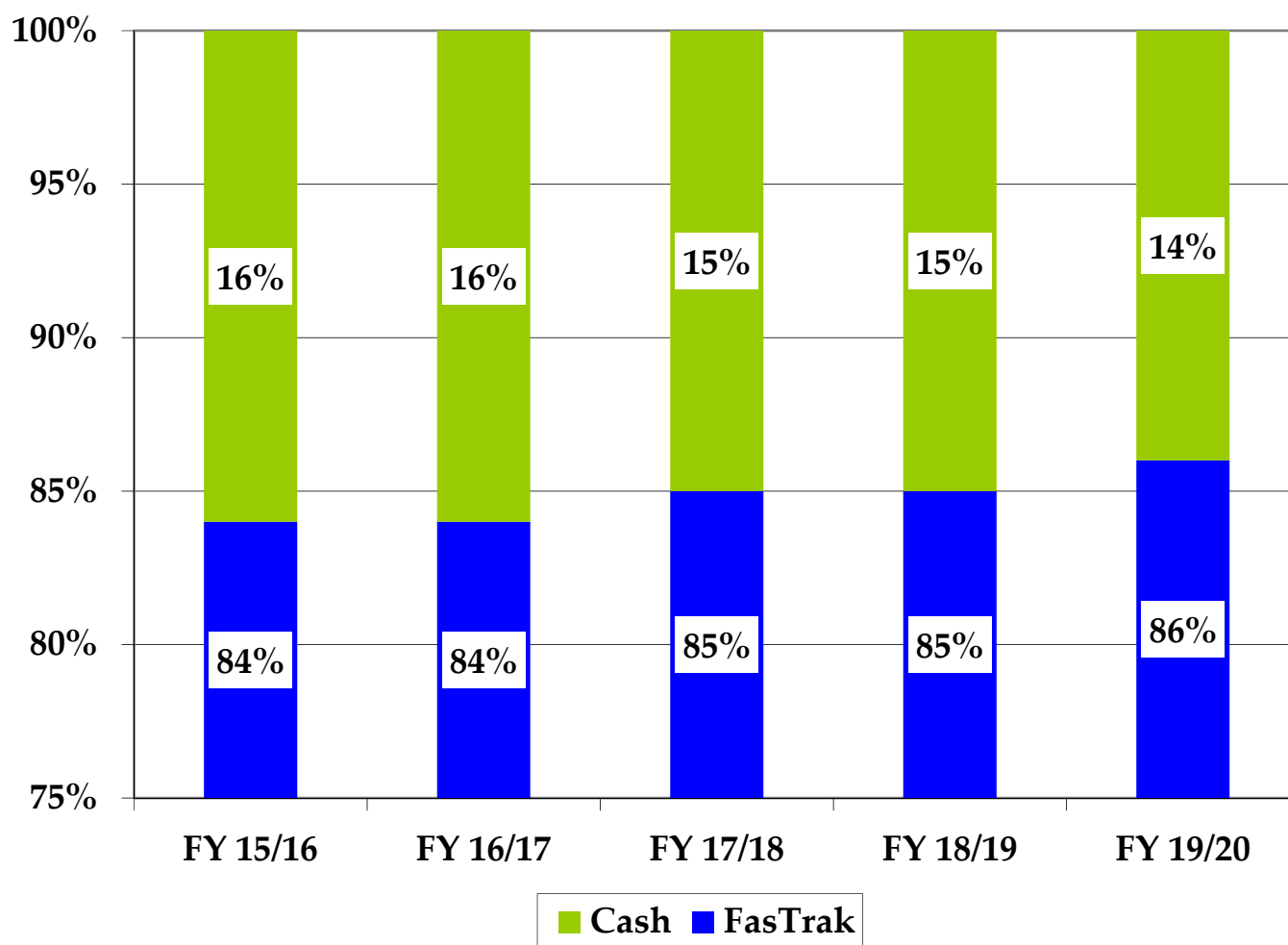
OPERATING REVENUE AS A PERCENTAGE OF TOTAL OPERATING EXPENSE

	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20
Bridge Toll Revenue	\$137,418,500	\$143,028,555	\$146,567,882	\$146,471,101	\$125,764,310
Other Operating Revenue	\$764,757	\$598,493	\$665,258	\$438,869	\$1,319,778
Total Operating Expense*	\$71,862,472	\$77,953,110	\$79,861,863	\$79,884,306	\$82,641,791
Percentage	192%	184%	184%	184%	154%



*Total Operating Expense includes Depreciation and Capital Contribution.

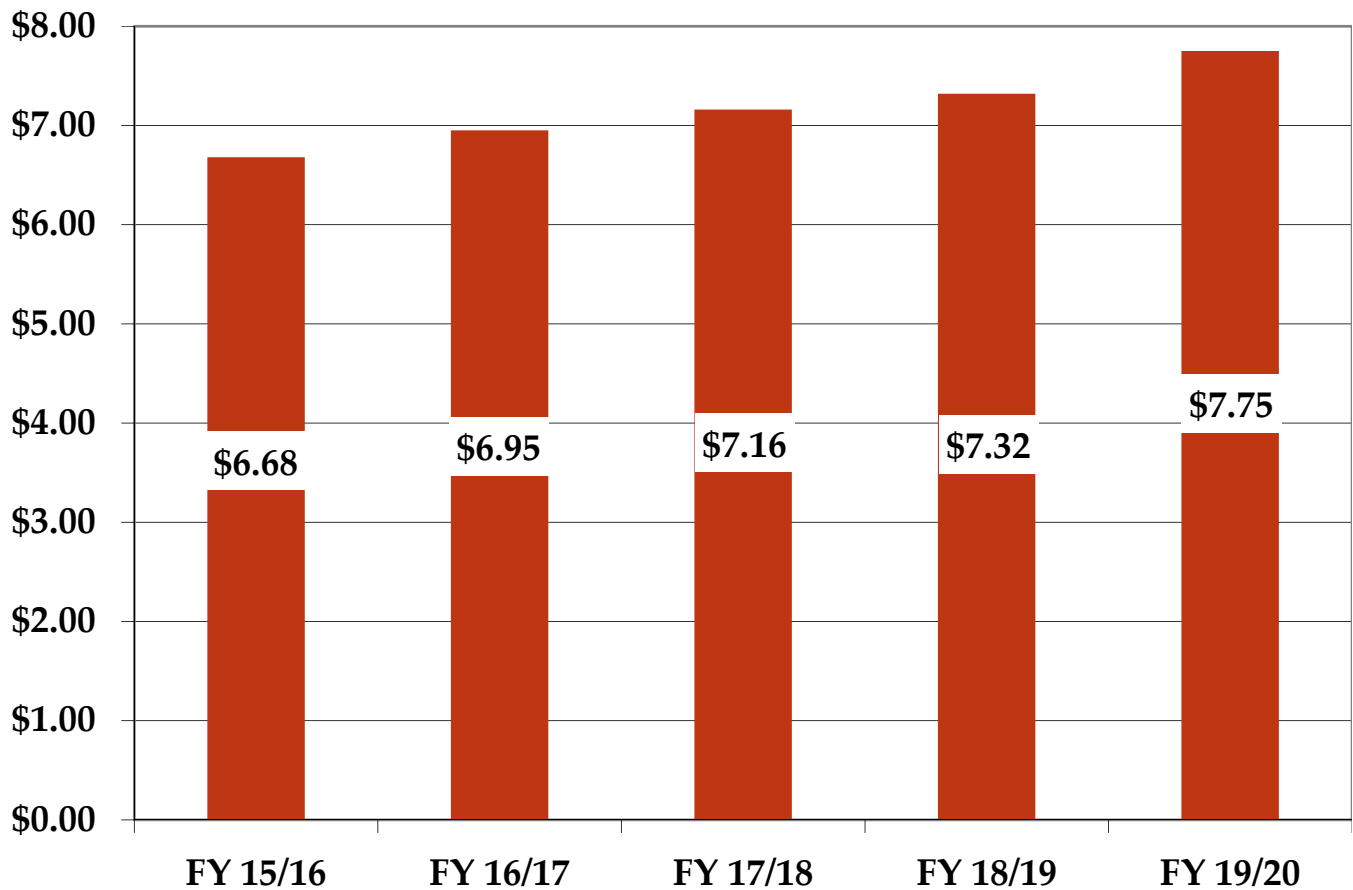
FASTRAK MARKET SHARE



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

	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20
Total Southbound Vehicles	20,556,985	20,591,603	20,468,552	20,001,670	16,235,564
Bridge Toll Revenue	\$137,418,500	\$143,028,555	\$146,567,882	\$146,471,101	\$125,764,310
Average Toll	\$6.68	\$6.95	\$7.16	\$7.32	\$7.75



BRIDGE DIVISION CAPITAL BUDGET

Program Summary

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

Major FY 20/21 capital projects include construction of the Suicide Deterrent System and Wind Retrofit Projects (1526/1528) as well as Seismic Phase IIIB CM/GC (1923).

Actual capital expenditures for the Bridge Division during FY 19/20 totaled \$39.7 million, funded with \$13.8 million, or 35%, District funds and \$25.9 million, or 65%, in grant funds (See Appendix C).

BRIDGE DIVISION CAPITAL BUDGET FY 20/21

Project Number and Description	Total Project	Prior Years	FY20/21 Budget	Future Years	FY 20/21 Funding	
					District	Other
SEISMIC	\$21,722,000	\$8,069,000	\$1,500,000	\$12,153,000	0%	100%
FY21 - Continuing Projects	\$21,722,000	\$8,069,000	\$1,500,000	\$12,153,000	0%	100%
1528 - GGB Wind Retrofit (ENG)	11,860,000	7,547,000	1,000,000	3,313,000	0%	100%
1923 - Seismic Phase IIIB - CM/GC (ENG)	9,862,000	522,000	500,000	8,840,000	0%	100%
BRIDGE	\$236,382,000	\$94,674,000	\$33,239,000	\$108,469,000	38%	62%
FY21 - New Projects	\$735,000	-	\$77,000	\$658,000	100%	0%
2121 - Toll Plaza Admin Bldg Elevator Replacement (BRIDGE/ENG)	590,000	-	50,000	540,000	100%	0%
2120 - Trailer F Replacement (BRIDGE/ENG)	145,000	-	27,000	118,000	100%	0%
FY21 - Continuing Projects	\$233,905,000	\$94,674,000	\$31,420,000	\$107,811,000	34%	66%
1526 - Suicide Deterrent - Construction (ENG)	192,780,000	82,065,000	30,000,000	80,715,000	31%	69%
9826 - Main Cable Access (ENG)	13,180,000	2,153,000	100,000	10,927,000	100%	0%
1525 - Toll System Upgrade (FIN)	8,481,000	2,391,000	500,000	5,590,000	100%	0%
1820 - Toll Plaza Gantry -	7,264,000	1,747,000	500,000	5,017,000	100%	0%

Bridge Division

Project Number and Description	Total Project	Prior Years	FY20/21 Budget	Future Years	FY 20/21 Funding	
					District	Other
Des/Con (ENG)						
1118 - Suicide Deterrent - Design (ENG)	5,543,000	5,478,000	50,000	15,000	100%	0%
1722 - Toll Plaza Pavement Overlay (ENG)	3,500,000	99,000	50,000	3,351,000	100%	0%
1821 - IS Data Center Seismic Retrofit (ENG)	1,500,000	109,000	50,000	1,341,000	100%	0%
1422 - FASTRAK Equipment Upgrade (FIN)	1,000,000	631,000	50,000	319,000	100%	0%
1920 - Alexander Avenue Slope Strengthening Des/Env (ENG)	500,000	-	50,000	450,000	100%	0%
2020 - Bridge Admin Office Improvements (BRIDGE)	122,000	-	50,000	72,000	100%	0%
1921 - Stores Bldg Office Space HVAC Replacement (ENG)	35,000	1,000	20,000	14,000	100%	0%
Capital Equipment	\$1,742,000	-	\$1,742,000	-	100%	0%
2129 - Capital Equipment (FY21) (BRIDGE)	1,742,000	-	1,742,000	-	100%	0%
Total Capital Expenditures	\$258,104,000	\$102,743,000	\$34,739,000	\$120,622,000	36%	64%
Capital Fund Source - Bridge						
District	\$103,813,000	\$38,241,000	\$12,609,000	\$52,964,000		
Other	154,291,000	64,502,000	22,130,000	67,658,000		
Total	\$258,104,000	\$102,743,000	\$34,739,000	\$120,622,000		

Bridge Division FY 20/21 Capital Project Detail

New Projects – Bridge Projects

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

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

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

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

Continuing Projects – Seismic

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

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

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

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

Continuing Projects – Other Bridge

Project 1526 – Suicide Deterrent – Construction – \$192,780,000

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

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

This project is for the procurement of access systems and other specialized equipment to perform the restoration work on the main cable of the Golden Gate Bridge. This project includes the design, construction and installation of the access systems and specialized equipment. The scope of construction will require the replacement of the existing hand ropes and the construction and installation of eight specialized main cable access travelers. [Operating Budget Impact: A reduction of \$10,000 to \$50,000.]

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

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

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

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

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

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

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

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

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

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

Project 1422 – FasTrak® Equipment Upgrade – \$1,000,000

The current toll lane transponder reader system is no longer being manufactured and is nearing the end of its useful life per the manufacturer. The project will consist of replacing the servers, upgrading the operating systems, upgrading the TRMI software systems to be compatible with the new servers/operating systems and purchasing new Oracle licenses to support the new server quad core processors. [Operating Budget Impact: A reduction of \$10,000 to \$50,000.]

Project 1920 – Alexander Avenue Slope Strengthening Design/Environmental – \$500,000

This project will evaluate potential slope strengthening designs for the hillside above Alexander Avenue near the City of Sausalito city limits as damaged by winter storms. The project will perform environmental studies and analysis of the Adopted design and complete the design for the selected slope strengthening. [Operating Budget Impact: A reduction of \$10,000 to \$50,000.]

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

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

Project 1921 – Stores Building Office Space HVAC Replacement – \$35,000

The Bridge Stores office space area is currently supported by a very old gas furnace. The unit will be replaced with an HVAC unit for both heating and cooling. In addition, the vent/duct system will be redesigned and replaced in order for all the offices to receive equal amounts of heat and cooling. [Operating Budget Impact: No significant impact.]

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

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

BRIDGE DIVISION PERSONNEL SUMMARY BY DEPARTMENT

District Staffing by Department	FY 18/19 Year-End	FY 19/20 Budget	FY 19/20 Year-End	FY 20/21 Budget	Net Change FY 19/20 to FY 20/21
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	0
Paint Superintendent	1	1	1	1	0
Total	41	41	45	45	0

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

District Staffing by Department	FY 18/19 Year-End	FY 19/20 Budget	FY 19/20 Year-End	FY 20/21 Budget	Net Change FY 19/20 to FY 20/21
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	179	179	183	183	0
Regular Positions	179	179	183	183	0
Limited Term Positions	0	0	0	0	0

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



Bus Division Profile.....	101
Bus Division Organizational Chart	102
Bus Division Status.....	103
FY 20/21 Bus Division Goals and Projects.....	106
Changes from FY 19/20 Actual to FY 20/21 Adopted Budget.....	107
Bus Division Operating Budget.....	109
Bus Division Performance Measures.....	111
Bus Division Capital Budget.....	116
Bus Division Personnel Summary by Department	121



BUS DIVISION PROFILE

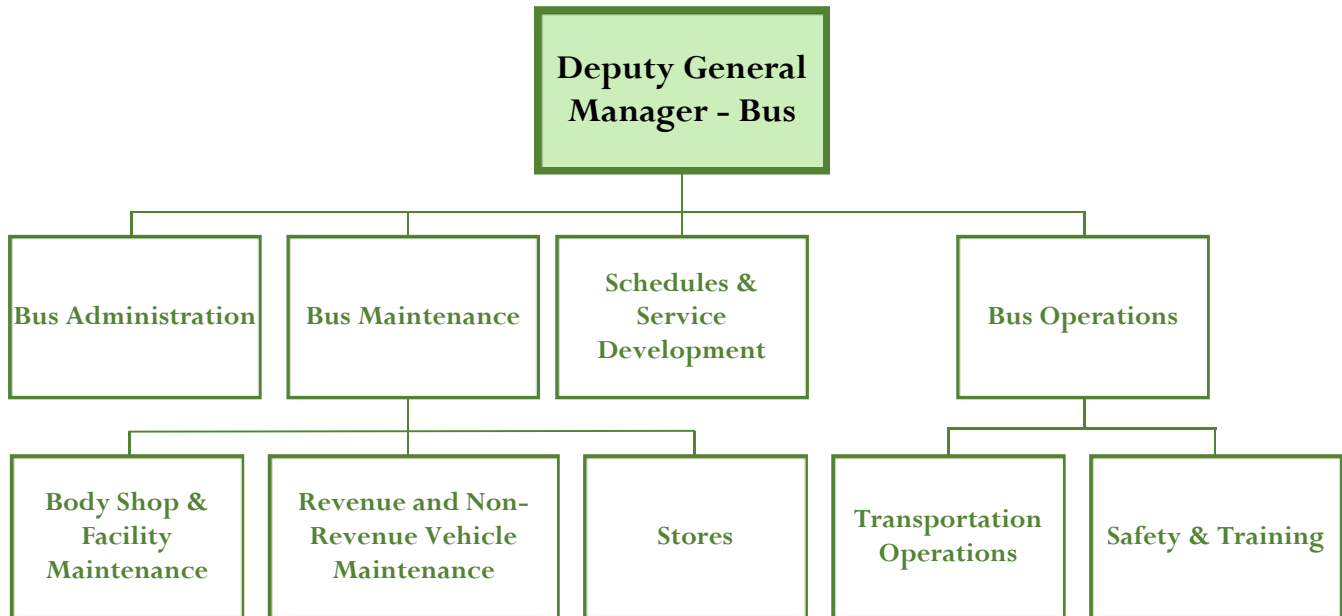
In November 1969, the California State Legislature authorized the District to develop a transportation plan for implementing mass transit in the Golden Gate Corridor. On January 3, 1972, the District began bus service from Sonoma and Marin Counties to San Francisco after the private sector relinquished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

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

Annually, the Bus Division operates over 5 million miles and serves over 4.5 million regional and local customers with an active fleet of 176 clean diesel and diesel-electric hybrid buses. Transit services that we provide include:

- Peak-period Transbay and intercounty commute bus service to reduce peak-period traffic and congestion on the U.S. Highway 101/Golden Gate Corridor.
- Basic weekday and weekend Transbay and intercounty bus service to reduce traffic on the Golden Gate Bridge and provide general mobility along the Golden Gate Corridor.
- Local bus service provided under an agreement with Marin Transit.
- Intercounty (Sonoma/Marin and East Bay/Marin) bus service supporting regional mobility and reduced traffic congestion in the Golden Gate Bridge/Highway 101 Corridor.
- Express Bus (EBX) service under a limited term agreement with the Bay Area Rapid Transit (BART) System while the Transbay Tube undergoes a seismic retrofit.

BUS DIVISION ORGANIZATIONAL CHART



BUS DIVISION STATUS

Notable Capital Projects in FY 19/20

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

- Work continues with the Information Systems (IS) Department on upgrading our bus scheduling software (Hastus), which will vastly improve various aspects of the operation including real-time travel information for the public and the reliability of our transit system through improved scheduling of bus trips.
- The District continues its work on identifying a new location for the Bettini Transit Center in downtown San Rafael, completing the design process, and moving towards the construction of a new facility.
- Sixty-seven (67) 40-foot, low-floor buses, manufactured by Gillig Inc., were delivered in the second half of Calendar Year 2019, and staff continues to close-out remaining punch list items.
- As a result of the California Air Resources Board's (CARB) Innovate Clean Transit (ICT) mandate, staff is working on a "Roll-out Plan," which will outline how GGT will transition its fleet to zero emission (100% electric or fuel cell) by 2040. The Plan must be adopted by the Board of Directors and is due to CARB by June 30, 2020. It will address the critical aspects of a transition process, including a fleet replacement schedule, an assessment of commercially available technologies (vehicles and charging systems), facility and infrastructure investment considerations, a power supply and utility grid evaluation, and training requirements.

Recruitment and Workforce Development

The Bus Division remains committed to providing reliable service for the citizens of Sonoma, Marin and San Francisco Counties. To do this, we continue to make every effort to recruit and retain a reliable and top-notch workforce. Some of the more notable recruiting and training efforts for FY 19/20 include the following:

- We successfully graduated two classes or a total of thirteen new operators thus far this fiscal year, and a third class is currently underway with an expected graduation date in July 2020.
- Staff continues to further develop the bus operator apprenticeship program, which will be funded with a grant from the federal Department of Labor via the California Labor Federation. All new bus operator hires are considered apprentices, and mentors will serve as a professional resource for them until they complete the apprenticeship program's required 2,000 hours of classroom and on-the-job training.
- The District implemented a pre-apprentice program in FY 2019-20 in the Bus Division's Maintenance Department, and the existing Apprenticeship Program was expanded from one Apprentice position to three. Within the past year, we have had three pre-apprentices spend a 3-week rotation learning about bus maintenance practices, and we are actively recruiting individuals to join the Bus Division's maintenance team.

- We continue to partner with the San Francisco Bicycle Coalition (SFBC) on a street safety educational module as part of the bus operator training curricula for both new trainees, as well as regular operators as part of their annually mandated safety training. This comprehensive bicycle safety training program includes a customized curriculum specific to GGT needs, in-person trainings, videos, bus stop and signage analysis, obstacle course design and public outreach.
- As part of the new collective bargaining agreement with the Amalgamated Transit Union (ATU), staff agreed to develop and implement an educational program, in partnership with the ATU, to impress upon the bus operator workforce the importance of coming to work. Next steps will be developed and pursued in the coming year.
- As new technologies and software programs (i.e. Hastus upgrade, Business Intelligence tools, zero emission bus technologies, etc.) are introduced to the operating environment, we have been investing in our team members to allow for optimal usage and/or increased in-house expertise. Doing so allows us to improve operational efficiencies and customer satisfaction, as well as ensure that Golden Gate Transit keeps up with changes in the transit industry.

Service Improvements and Interagency Projects

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

- In February 2019, a contract with BART was established to operate “Early Bird Express” (EBX) Routes 704 and 705 to connect passengers at the MacArthur and El Cerrito del Norte BART Stations and downtown San Francisco’s Salesforce Transit Center. Our partnership will continue through the next fiscal year.
- Staff will continue to work closely with partner transit agencies in Sonoma, Marin and San Francisco to improve connectivity and service reliability, especially in emergency situations and when mutual aid is requested. This fiscal year, such emergencies included the Kincaid wildfires in Sonoma County and the COVID-19 pandemic.
- Continuous reviews of and improvement efforts with respect to operational policies and service levels will continue through next fiscal year, especially in light of the impacts on ridership demand and operating efficiencies resulting from the COVID-19 pandemic.

Improvements for Shaping a Safe, Secure and Productive Working Environment

Shaping a safe and secure environment for employees and our customers is the top priority in the Bus Division. We further believe that by creating an environment in which our employees feel safe, secure and supported, increased productivity will result. The following are some activities we initiated or are continuing to implement in FY 19/20:

- In partnership with the District Secretary's Office and the Information Systems Department, staff continues to digitize records and key documents in accordance with the District's Record Retention Policies. This project will allow for disaster recovery in the event of a natural disaster/emergency. It will also promote efficient work processes, optimize file management, reduce clutter and paper storage, and conserve resources.
- The Bus Division will continue to promote a safety mindset by extending the Bus Operator Safety Awards Program this fiscal year and formally recognizing operators who drove safely without any preventable accidents in 2019.
- Staff continues to complete a Public Transportation Agency Safety Plan (PTASP), as required by the Federal Transit Administration (FTA), and will certify to the FTA by December 2020 that it has been completed and adopted by the Board of Directors. From that point forward, the Plan must be recertified annually.
- In response to the threat of the COVID-19 pandemic, the maintenance team implemented enhanced cleaning and sanitization processes, as well as developed and installed a shield in the bus operator compartment to better protect them from the spread of the virus. We will continue to maintain vehicles and facilities as needed for protecting the health and safety of both our employees and our customers.

Maintenance Activities and Projects

Ensuring that our facilities remain in a state-of-good-repair and are equipped with the necessary equipment to support our evolving fleet and staffing needs is very important to us. Our top priorities continue to include better preparing our facilities for potential public safety power shutoffs, improving the bus operator and dispatch areas at the Novato Bus Division (D2), and remodeling vacant space at the Bettini Transit Center in downtown San Rafael for a new bus operator breakroom. Our capital program outlines other maintenance needs and projects that are critical for continued operational efficiency, effectiveness, and compliance with applicable mandates/regulations.

FY 20/21 BUS DIVISION GOALS AND PROJECTS

Bus Division Goals

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

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

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

FY 20/21 Project Focus

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

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

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

CHANGES FROM FY 19/20 ACTUAL TO FY 20/21 ADOPTED BUDGET

Revenues

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

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

The Bus Division's Adopted Revenues for FY 20/21 are projected to decrease by \$48.5 million, or 59.1%, compared to FY 19/20 Actual. This decrease is primarily due to reduction of \$5.1 million in regional fare revenue, \$1.9 million in Marin Local Service Contract, and \$4.4 million in State and Federal Operating Assistance, \$1.0 million in Other Operating Revenue, and includes \$36.1 million in funding from the CARES Act. The FY 20/21 Transit fares include the fourth year of a five-year fare increase plan as approved by the Board. Due to the COVID-19 restrictions, the current projected regional ridership is forecasted to grow from 20% to 55% by end of FY 20/21. Fare revenue is projected at \$6.9 million for FY 20/21 using these growth rates. (Please see the COVID-19 Impacts section for ridership growth assumptions.)

On March 27, 2020, the federal government granted the CARES ACT funding appropriated by the regional agency, MTC, estimated to the District of \$51.2 million. The District split the award between the Bus and Ferry system based on expenses. The Bus Division is allocated \$36.2 million and assumed to be expensed all in FY 19/20.

Expenses

The Bus Division's FY 20/21 Adopted Operating Expenses total \$107.3 million. The Bus Division's FY 20/21 Adopted Budget contains an \$8.9 million, or 9.0%, increase in operating expenses over FY 19/20 Actual expenses. The components of the changes to expenses are summarized in the table on the following page.

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

Labor	
The budget includes a recently ratified contract with ATU which covers the period of September 1, 2018 – August 30, 2021. It reflects a 7.6% increase in the hourly wage rate upon ratification and a 3.5% wage increase effective September 1, 2020.	\$3.9
Increase in payroll taxes for FY 20/21 due to COLA and re-funding of vacant positions	0.4
Increase in PERS contribution rate and a 10% of salary increase in the ATU negotiated contribution and re-funding of vacant positions.	3.7
Increase in medical expenses for FY 20/21 due to re-funding of vacant positions and increase in annual costs	0.3
Decrease in postemployment benefits (OPEB) for FY 20/21	(0.7)
Decrease in Workers' Compensation expenses for FY 20/21	(1.4)
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY 19/20	(0.3)
Professional Services	
Projected increase in District-wide professional services fees for FY 20/21	0.5
Increase in contracted maintenance and security services for FY 20/21	0.1
Decrease in FY 20/21 District Division temporary help services compared to FY 19/20	(0.8)
Supplies and Other	
Increase in projected fuel costs due to lower than anticipated price per gallon in FY 19/20	1.2
Projected increase in operating supplies due to replacement of 2012 MCI fuel tank and replacement of 2015 MCI turbo chargers in FY 20/21	0.3
Increase in payout for General Liability Insurance due to lower than anticipated expenses in FY 19/20	1.1
Projected increase in purchased transportation cost for FY 20/21	0.3
Re-funding of staff development expenses unused in FY 19/20	0.3
Increase in Leases for FY20/21 due to GGT share of Sta. Rosa Mall operating cost and annual lease cost	0.1
Capital Contribution and Depreciation	
Decrease in depreciation in FY 20/21	(0.1)
Total Change from FY 19/20 Actual to FY 20/21 Adopted Budget	\$8.9

BUS DIVISION OPERATING BUDGET

	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Actual	FY 20/21 Adopted Budget
Revenues				
Regional Transit Fares	\$ 15,514,774	\$ 16,234,200	\$ 11,976,582	\$ 6,907,400
Other Operating Income	3,855,977	3,865,100	3,428,343	2,443,200
State Operating Income	19,168,935	20,776,000	19,009,692	14,642,500
Federal Operating Income	143,369	24,000	69,876	0
Other Operating Income (MT*)	10,818,301	10,720,000	11,435,400	9,550,500
CARES Act Funds			36,133,334	
Total Revenues	\$ 49,501,356	\$ 51,619,300	\$ 82,053,227	\$ 33,543,600
Percent Change		4.3%	59.0%	-59.1%
Expenses				
Salaries	\$ 39,855,358	\$ 41,837,500	\$ 40,953,182	\$ 44,881,200
Fringe Benefits	33,868,193	39,098,800	37,459,800	39,365,500
Professional Services	5,177,544	5,716,925	5,266,418	5,104,000
Fuel & Related Taxes	4,456,843	3,484,900	3,206,425	4,356,500
Repair & Operating Supplies	4,564,431	4,509,675	3,874,311	4,215,800
Insurance, Taxes & Permits	1,524,902	1,204,500	1,051,604	2,193,300
Purchased Transportation	1,839,646	1,995,700	1,647,984	1,943,200
Other	493,475	631,600	448,120	699,000
Lease & Rentals	525,674	715,300	732,732	826,200
Subtotal Expenses	\$ 92,306,066	\$ 99,194,900	\$ 94,640,576	\$ 103,584,700
Capital Contribution	2,000,000	2,000,000	2,000,000	2,000,000
Depreciation	1,178,453	1,732,700	1,736,277	1,669,500
Total Expenses	\$ 95,484,519	\$ 102,927,600	\$ 98,376,853	\$ 107,254,200
Percent Change		7.8%	-4.4%	9.0%
Revenues Over/(Under) Expenses	\$ (45,983,163)	\$ (51,308,300)	\$ (16,323,626)	\$ (73,710,600)

* Marin Transit Contract Revenue

Assumptions

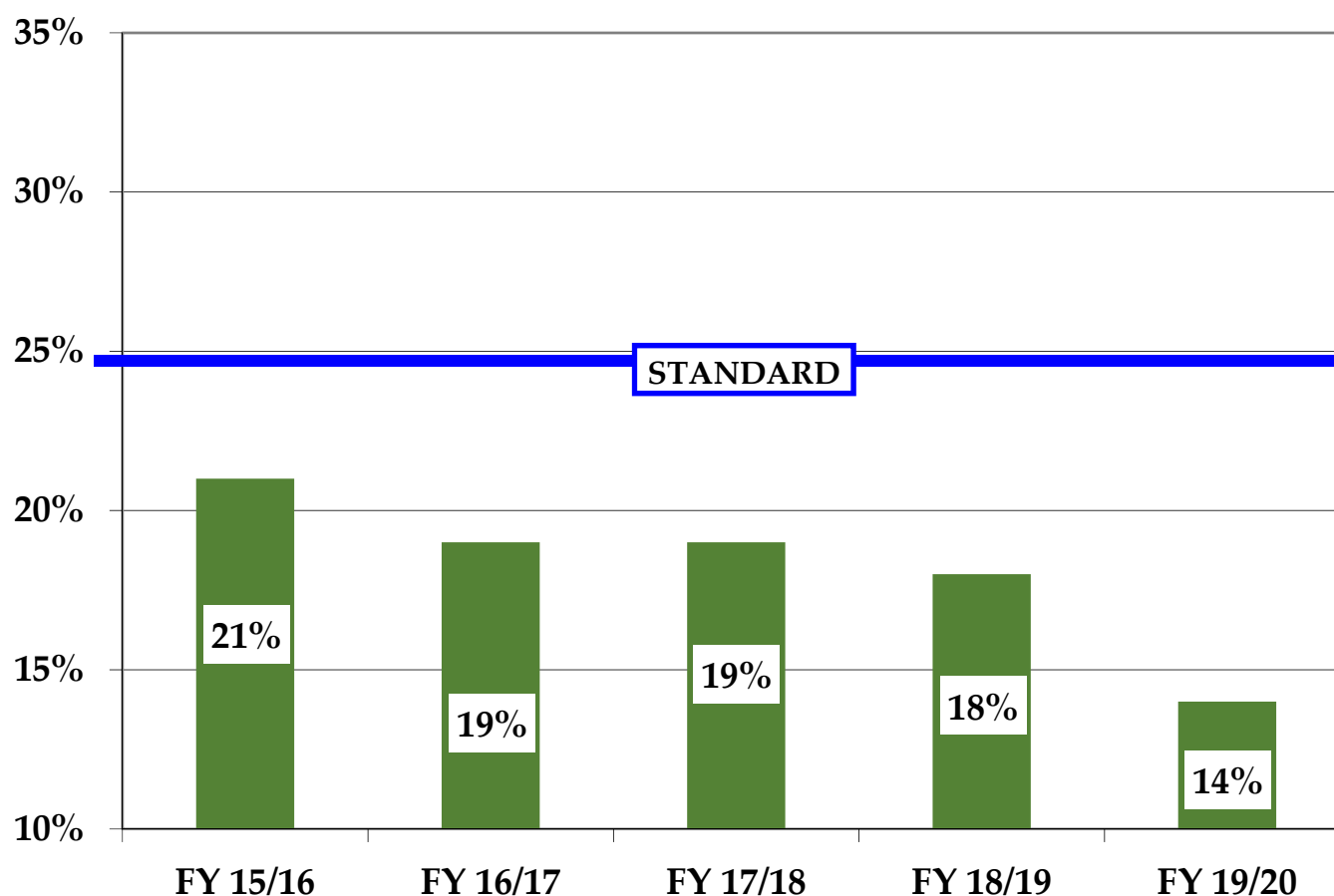
- No salary increase is included for Coalition represented employees whose MOU is under negotiation nor for non-represented employees. The budget includes a recently ratified contract with ATU which covers the period of September 1, 2018 – August 30, 2021. It reflects a 7.6% increase in the hourly wage rate upon ratification and a 3.5% wage increase effective September 1, 2020.
- Includes negotiated ATU Pension contribution (32.5%) and Employer PERS contribution (34.61%).
- OPEB costs are included in Fringe Benefits and reflect adoption of GASB 75 which accrues for OPEB costs based on the Annual Required Contribution (ARC) for OPEB benefits.
- \$2.45/gallon for fuel costs for the Bus Division.
- All fiscal years show the transfer of District Division expense by line item.
- The Bus Division's share of the District Division transfer is \$15.7 million.

BUS OPERATIONS DATA

	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Actual	FY 20/21 Adopted Budget
Regional Transit Fares	\$15,514,774	\$16,234,200	\$11,976,582	\$6,907,400
Regional Ridership	3,109,580	3,129,765	2,279,801	1,267,717
Average Fare	\$4.99	\$5.19	\$5.25	\$5.45
Cash Fare Cost of Transaction per Patron	\$0.52	\$0.59	\$0.68	\$1.24
Clipper Fare Cost of Transaction per Patron	\$0.26	\$0.29	\$0.34	\$0.66

BUS DIVISION PERFORMANCE MEASURES

BUS TRANSIT FARE RECOVERY



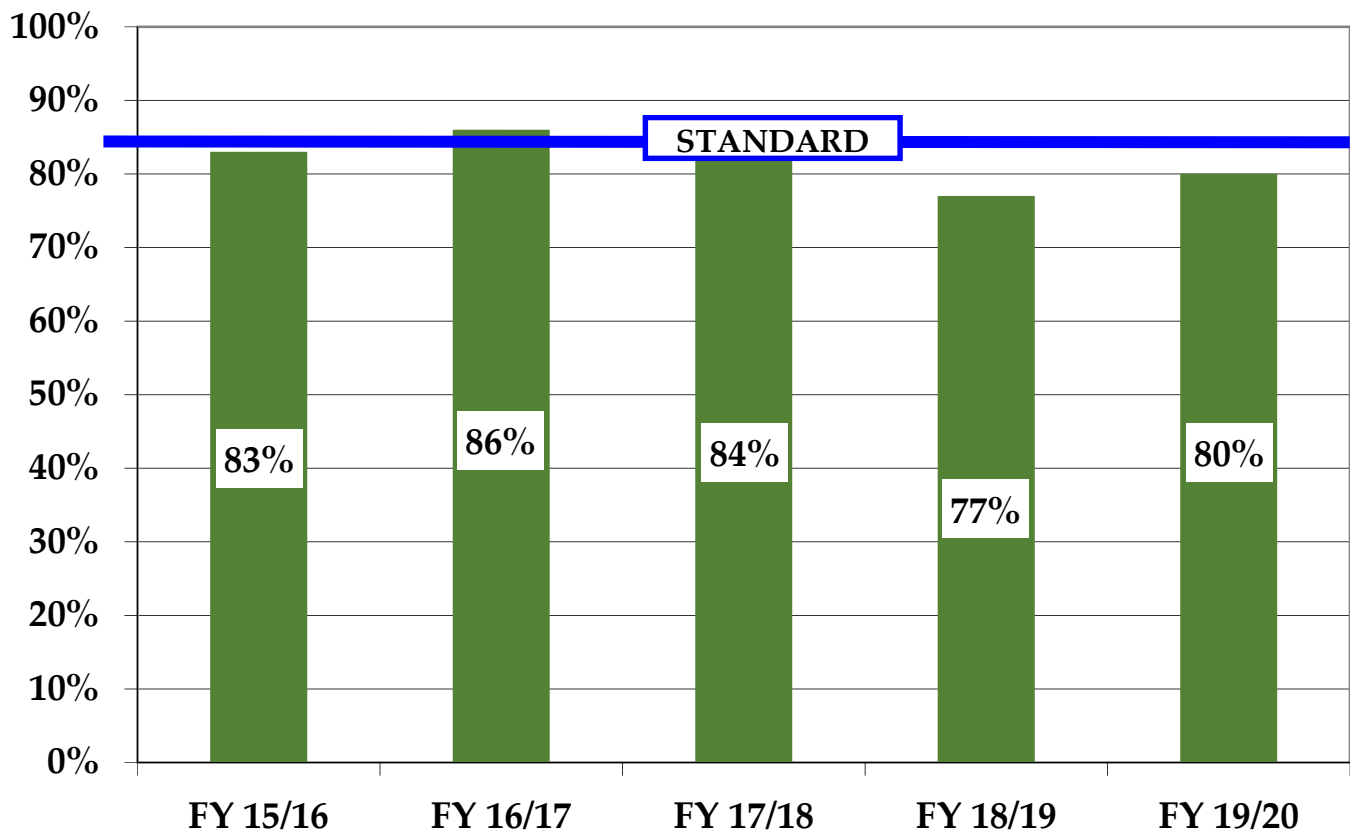
Measure: Fare Recovery – regional farebox revenue over all Bus Division expenses except those offset by received Marin Transit Local Service Revenue.

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, 2020.
- Reducing operating expenses during the COVID-19 pandemic (i.e., suspending lightly used service while shelter-in-place orders are in effect, etc.).
- 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.

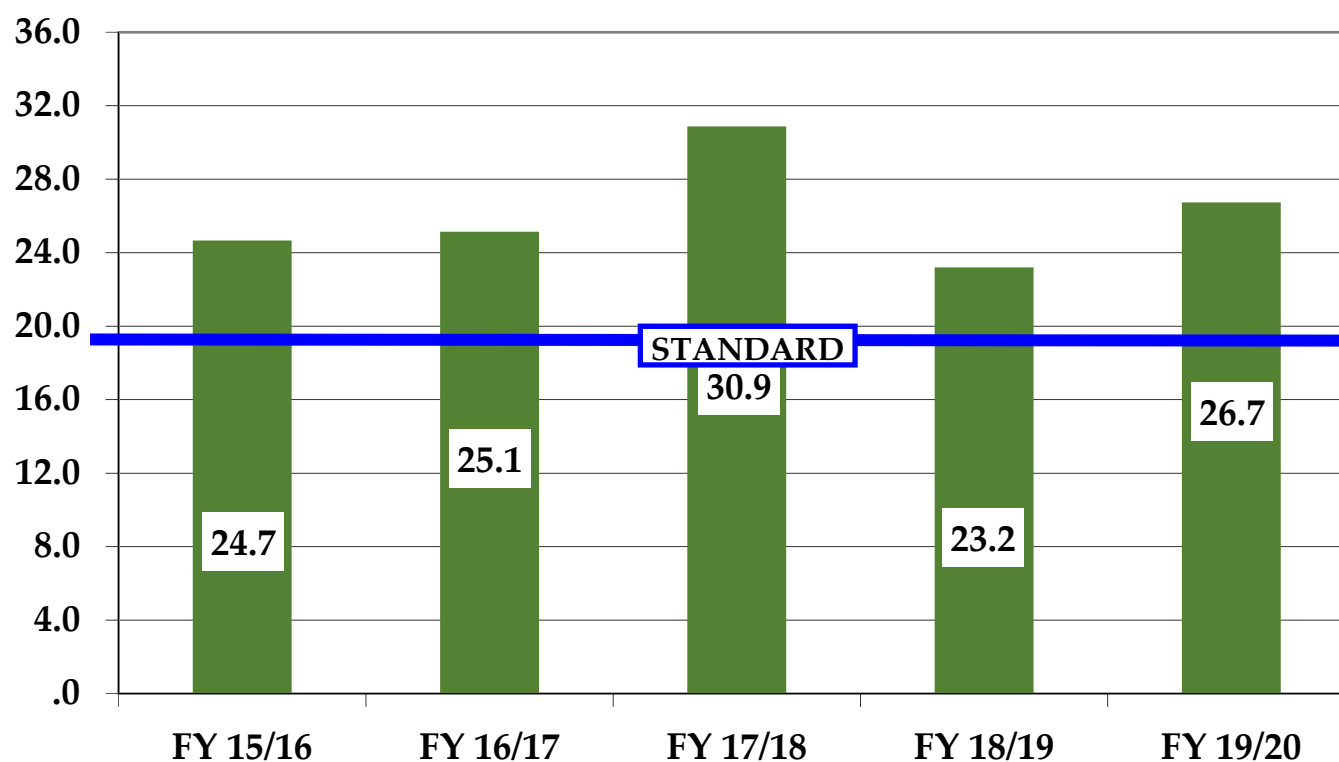
Standard: Operate on-schedule 85% of the time, based on the Golden Gate Bridge District's SRTP.

Note: On-time performance includes only Regional service (no Marin Transit local service). Effective FY 17-18, the OTP for the first half of year is based on manual point checks and last half is based on data taken from the Automatic Vehicle Location System (AVL). Effective FY 18/19, the OTP is based on data that is automatically gathered from AVL. This includes trips and routes for the entire year with the exception of Friday data. Effective FY19/20, the OTP is based on refined methodology and includes Friday data. Bus Division is focusing on the following areas to improve on-time performance:

- Developing more accurate schedules based on data obtained from INIT implementation as well as working on the implementation and the use of various analytical tools to assist in schedules and running time analysis.
- Working with the Metropolitan Transportation Commission (MTC), Transportation Authority of Marin (TAM), Sonoma County Transportation Authority (SCTA) and Caltrans to expand and coordinate carpool hours on U.S. Highway 101 in Marin and Sonoma Counties.
- Working with MTC and Caltrans to improve transit access to and across the Richmond/San Rafael Bridge.
- Working with the City & County of San Francisco to speed up bus travel on city streets with traffic signal timing improvements, the implementation of Bus Rapid Transit (BRT) along Van Ness Avenue and Geary Boulevard, and other transit priority projects.

BUS MECHANICAL FAILURE RATE
ALL CHART NUMBERS IN THOUSANDS

	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Mechanical Failures	173	169	137	180	148
Revenue Miles	4,266,291	4,248,934	4,228,479	4,176,117	3,956,843
Miles/Breakdown	24,661	25,142	30,865	23,201	26,735



Measure: Miles between in-service mechanical failures.

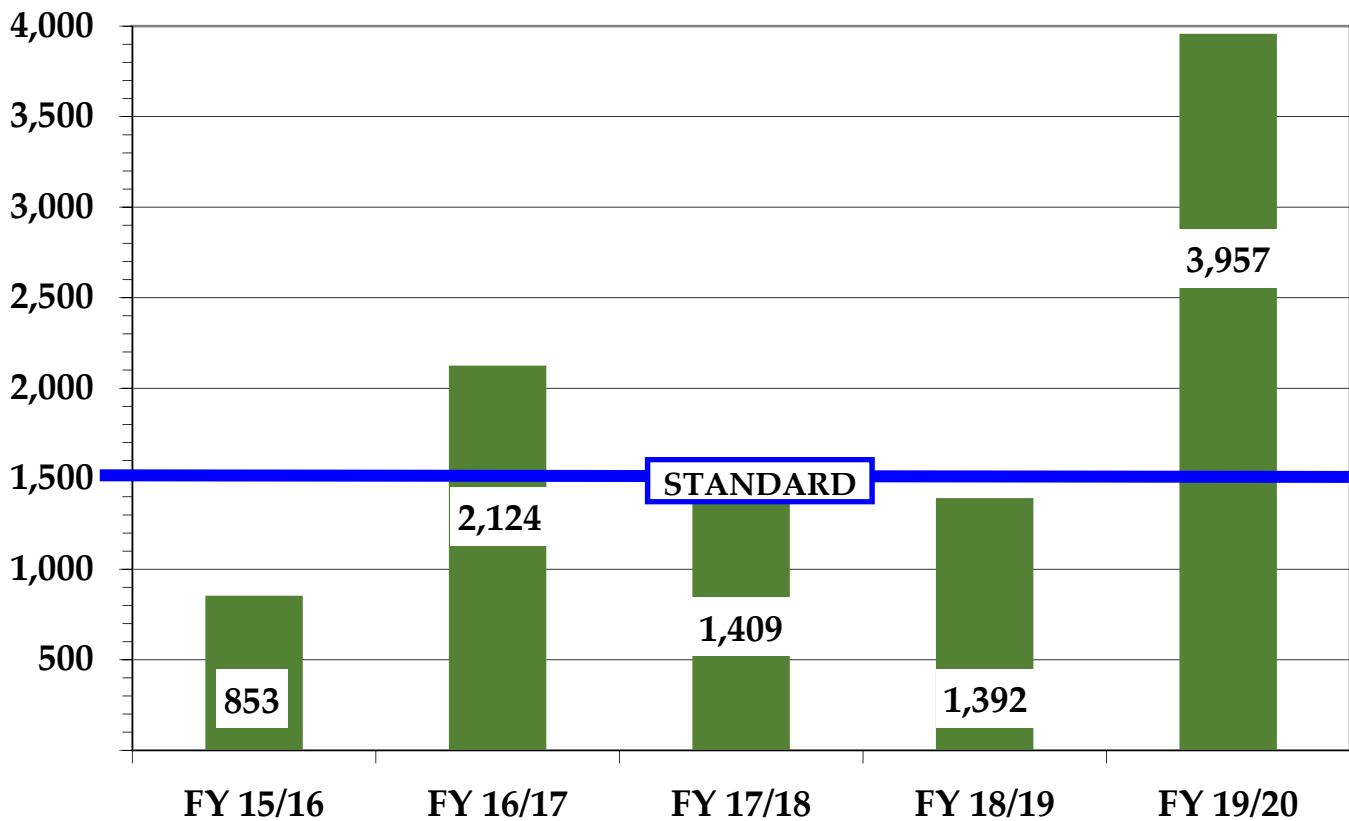
Standard: No more frequent than 1 per every 20,000 miles, based on the Golden Gate Bridge District's SRTP.

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 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Accidents	5	2	3	3	1
Revenue Miles	4,266,291	4,248,934	4,228,479	4,176,117	3,956,843
Miles/Accident	853,259	2,124,467	1,409,493	1,392,039	3,956,843



Measure: Miles between in-service accidents.

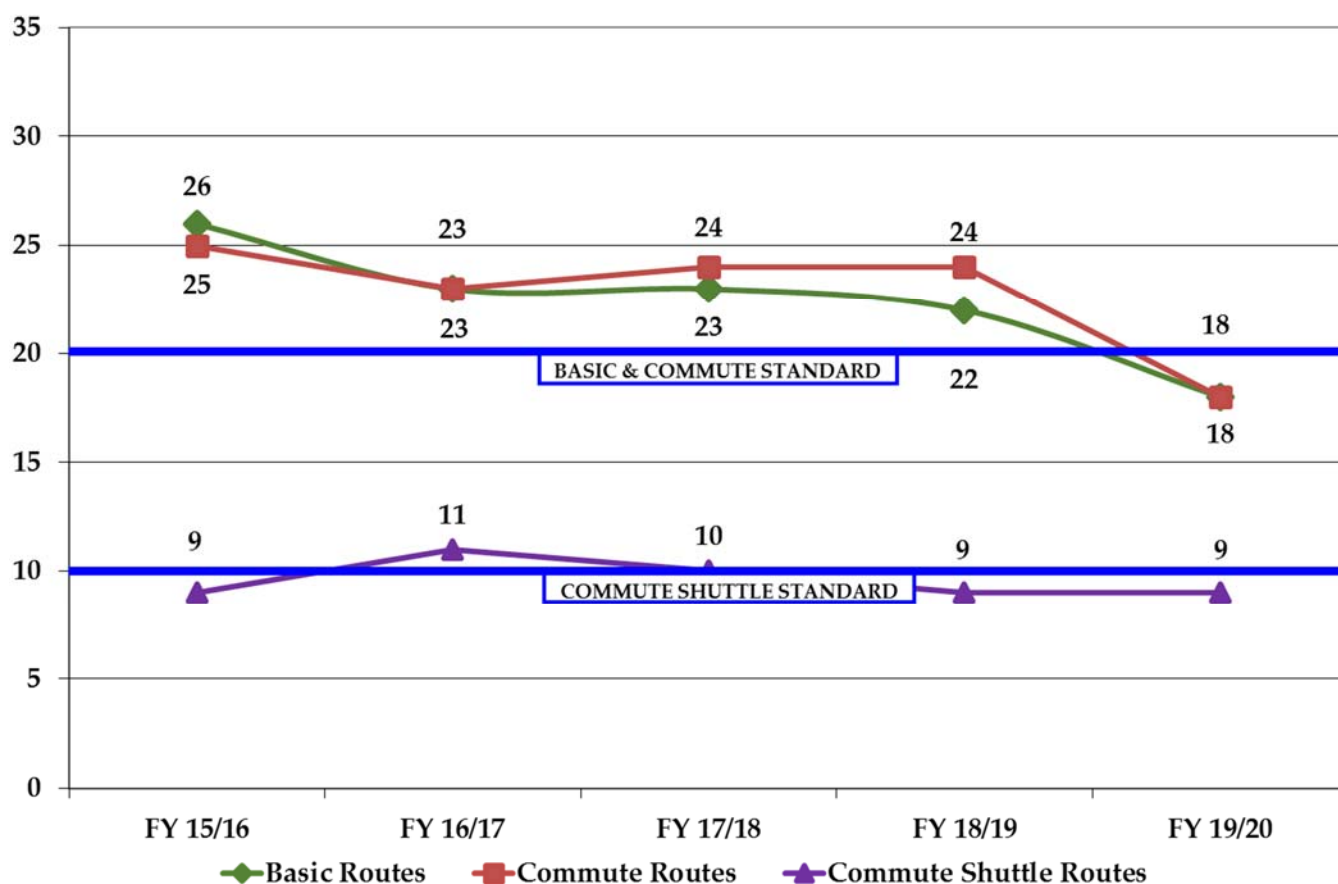
Standard: No more frequently than 1 per every 1,000,000 miles, based on the Golden Gate Bridge District's SRTP.

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 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Basic Routes	26	23	23	22	18
Commute Routes	25	23	24	24	18
Commute Shuttle Routes	9	11	10	9	9



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 are commonly filled to capacity.
- Regularly adjusting routes and trips to meet evolving service demands.

BUS DIVISION CAPITAL BUDGET

Program Summary

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

Actual capital expenditures for the Bus Division during FY 19/20 totaled \$15.1 million, funded with \$1.5 million, or 10%, District funds and \$13.6 million, or 90%, grant funds (See Appendix C).

Completed Projects

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

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

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

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

This project includes design and installation of an HVAC system for the San Rafael Server room in order to maintain a temperate and supportive climate for the valuable network equipment the District relies on to perform daily operations. [Operating Budget Impact: No significant impact.]

Project 1434 – Bus Security Cameras – \$900,000

This project funds installation of security cameras on the Golden Gate Transit bus fleet, increasing security for passengers and reducing liability risks for the agency. [Operating Budget Impact: A reduction of \$10,000 to \$50,000.]

Project 1532 – MCI USB Outlets – \$428,000

Formerly, this project was to upgrade 55 existing MCI coaches with 120v power outlets. The scope was revised to install USB outlets in place of the 120V power outlets to accommodate the changing needs for technology devices. This project complemented the recently completed project for passenger Wi-Fi systems in the coaches during FY 14/15. Together, these projects aimed to enhance the riding experience for bus patrons. [Operating Budget Impact: An increase of \$50,000 to \$100,000.]

BUS DIVISION CAPITAL BUDGET FY 20/21

Project Number and Description	Total Project	Prior Years	FY20/21 Budget	Future Years	FY 20/21 Funding	
					District	Other
BUS	\$84,117,000	\$63,515,000	\$3,077,000	\$17,525,000	33%	67%
FY21 - New Projects	\$5,919,000	-	\$1,039,000	\$4,880,000	35%	65%
2130 - ZEB Infrastructure Design (ENG)	2,000,000	-	50,000	1,950,000	20%	80%
2132 - D-2 Pavement & Remediation (ENG)	2,000,000	-	800,000	1,200,000	20%	80%
2131 - D-1 Bus Admin Bldg Roof, HVAC & Dispatch Rm (ENG)	1,700,000	-	50,000	1,650,000	100%	0%
2134 - Replace Steam Bay Waste Water Recycling System Des/Env (ENG)	100,000	-	50,000	50,000	100%	0%
2135 - D2 Bus Operator Breakroom, Dispatch Office, and Restroom Renovation (BUS)	80,000	-	50,000	30,000	100%	0%
2133 - SRTC Break Room Renovation (BUS)	39,000	-	39,000	-	100%	0%
FY21 - Continuing Projects	\$77,860,000	\$63,515,000	\$1,700,000	\$12,645,000	20%	80%
1730 - Replace 67 Transit Buses with Hybrids (BUS)	67,600,000	61,954,000	500,000	5,146,000	9%	91%
1431 - D1 Resurface Employee Parking Lot & Solar Panels (ENG)	5,130,000	453,000	50,000	4,627,000	20%	80%
1831 - Replace 20 Paratransit 22' Gas Cutaways (BUS)	2,160,000	-	750,000	1,410,000	17%	83%
1717 - SRTC Relocation Des/Env (PLNG)	2,065,000	977,000	300,000	788,000	17%	83%
1931 - Bus Division Office Improvements (BUS)	420,000	88,000	25,000	307,000	100%	0%
1715 - Aviat Microwave Update - Santa Rosa Link (BUS)	250,000	43,000	25,000	182,000	100%	0%
1932 - Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis (BUS)	235,000	-	50,000	185,000	100%	0%
Capital Equipment	\$ 338,000	-	\$ 338,000	-	100%	0%
2139 - Capital Equipment (FY21) (BUS)	338,000	-	338,000	-	100%	0%
Total Capital Expenditures	\$84,117,000	\$63,515,000	\$3,077,000	\$17,525,000	33%	67%
Capital Fund Source - Bus						
District	\$11,799,000	\$5,971,000	\$1,030,000	\$4,797,000		
Other	72,318,000	57,544,000	2,047,000	12,728,000		
Total	\$84,117,000	\$63,515,000	\$3,077,000	\$17,525,000		

Bus Division FY 20/21 Capital Project Detail

New Projects

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

This project will resurface the San Rafael employee parking lot, reducing trip and fall hazards and correcting drainage issues. Subsequent to the establishment of this project, an investigation was made to determine if solar panels could be installed at the parking lot. It was determined that there was sufficient room to install solar panels which could generate between 700 and 800 kilowatts of energy, which is approximately equal to the energy being used at the San Rafael Bus facility. The construction will include drilling foundations, running conduits and upgrading the electrical service at the facility. Since the construction operations for both the resurfacing work and the solar panel foundation and conduit work will impact the employee parking lot, it was determined to add the solar panel work to this project. An additional \$3,000,000 was added to the budget to include the design and installation of solar panels above the parking lot. [Operating Budget Impact: A reduction of \$50,000 to \$100,000.]

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

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

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

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

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

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

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

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

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

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

Capital Equipment

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

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

BUS DIVISION PERSONNEL SUMMARY BY DEPARTMENT

District Staffing by Department	FY 18/19 Year- End	FY 19/20 Budget	FY 19/20 Year- End	FY 20/21 Budget	Net Change FY 19/20 to FY 20/21
Bus Operations Administration 311					
Director of Operations	1	1	1	1	0
Dispatcher I	8	8	8	8	0
Dispatcher P.T.	4	4	4	4	0
Safety/Training Coordinator	1	1	1	1	0
Superintendent Transportation Operations	1	1	1	1	0
Superintendent 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	27	27	0
Bust 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	0	0	2	(2)/(b)
Chief Mechanic	3	3	3	3	0
Farebox Repair/Welder Mechanic	1	1	1	1	0
Lead Building Maintenance Mechanic	1	1	1	1	0
Machinist	1	1	1	1	0
Maintenance Trainer Bus	1	1	1	1	0
Mechanic	26	26	26	26	0
Mechanic Apprentice	1	1	3	3	0

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

Bus Division

District Staffing by Department	FY 18/19 Year- End	FY 19/20 Budget	FY 19/20 Year- End	FY 20/21 Budget	Net Change FY 19/20 to FY 20/21
Mechanic (Automotive)	1	1	1	1	0
Mechanic Electronics Technician	3	3	3	3	0
Mechanic Leader (Day)	1	1	1	1	0
Storekeeper	3	3	3	3	0
Storekeeper Chief	1	1	1	1	0
Trimmer	1	1	1	1	0
Total	54	54	56	58	2
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	1	1	0	(-1)/(d)
Office Coordinator	1	1	1	1	(1)/(b)
Office Specialist	2	2	2	1	(-1)/(d)
Operations Analyst	1	1	1	1	0
Operations & Schedules Analyst	1	1	1	1	0
Operations Technician	0	0	0	1	(1)/(e)
Schedules Analyst (1 LT)	2	2	2	2	0
Scheduling Technician	1	1	1	1	0
Supervising Administrative Analyst	1	1	1	1	0
Supervising Scheduler & Data Analyst	1	1	1	1	0
Total	13	13	13	12	(1)
Bus Division Totals					
Total Authorized Positions	400	400	402	403	1
Regular Positions	399	399	401	402	1
Limited Term Positions	1	1	1	1	0

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

Ferry Division Profile	125
Ferry Division Organizational Chart	126
Ferry Division Status	127
FY 20/21 Ferry Division Goals and Projects.....	129
Changes from FY 19/20 Actual to FY 20/21 Adopted Budget.....	130
Ferry Division Operating Budget	132
Ferry Division Performance Measures	134
Ferry Division Capital Budget	138
Ferry Division Personnel Summary by Department	144



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” (Phillip Spaulding was the original vessel designer), and four high-speed catamarans. These ferries operate the following routes for a total of approximately 20,560 yearly crossings:

- Larkspur/San Francisco/Larkspur – approximately 42 weekday crossings (summer), 40 weekday crossings (winter) and 8 weekend crossings year-round.
- Sausalito/San Francisco/Sausalito – approximately 22 weekday crossings, 17 weekend crossings (summer), and 18 weekday crossings, 12 weekend crossings (winter).
- Tiburon/San Francisco – approximately 14 weekday crossings.
- Seasonal service from Larkspur to Oracle Park – approximately 174 crossings (depending on the San Francisco Giants schedule) and 6 crossings to special events.

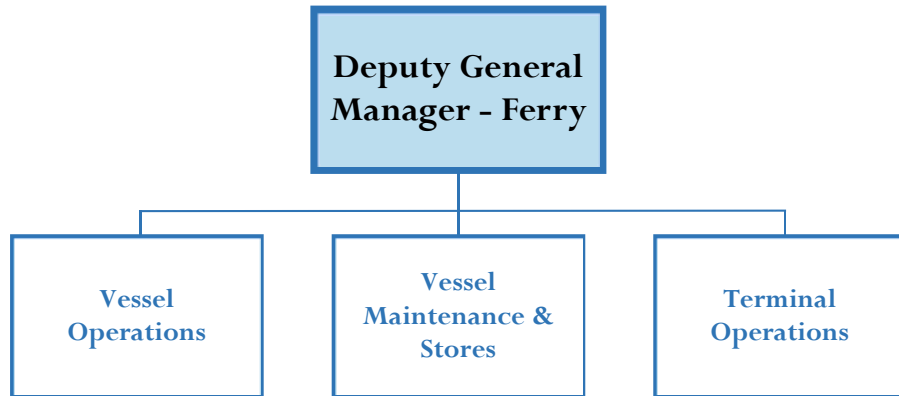
Special service runs are provided for Board-authorized special events, such as, the Bay to Breakers Race, SF Pride Parade, Opera at the Ballpark, and concerts at Oracle Park. The Ferry Division regularly adjusts ferry service schedules to support increased demand and customer trends. The system provides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

Fleet Maintenance

In FY 19/20, the Ferry Division awarded a contract for a complete refurbishment and re-power of the ferry vessel M.S. Sonoma. The M.S. Sonoma is one of three sister vessels (Marin, San Francisco, and Sonoma) that were built in the early 1970s to begin the Larkspur Ferry Service. The vessel is still at the shipyard but expected to be redelivered prior to late December 2020. This will complete the restoration program of the Spaulding Class Vessels (Marin, San Francisco, and Sonoma).

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

Later this year, the Ferry Division will issue a multiple vessel repair contract to a qualified shipyard. The contract will be for dry-docking, repairs, upgrades, and United States Coast Guard inspection of four vessels within its fleet. This approach will result in administrative efficiencies and increased competition from West Coast shipyards.

Facility Improvement

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

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

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

Currently, the District's Engineering Department and Ferry Division have an ongoing capital program to maintain and extend the service life of all 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, replacement and repairs to the existing Sausalito float, as well as replacement of fendering at all ferry berths.

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

Looking to the Future

In 2019, with the completion of the Chase Center, new home of the Golden State Warriors, the Ferry Division once again expanded service. Working with the Port of San Francisco, the Water Emergency Transportation Authority (WETA), the City of San Francisco, and the Golden State Warriors, a temporary ferry terminal was located at Pier 48 ½ in the Mission Bay area of downtown San Francisco until the permanent one can be built. The service began in October 2019. Initially, service will be solely for basketball games and other special events at the new Chase Center. It is anticipated, however, with the construction of the new facility to house the Golden State Warriors on the waterfront in San Francisco, and further development of the Mission Bay area, Golden Gate Ferry may once again expand regularly scheduled ferry service from the North Bay. The addition of regularly scheduled service is consistent with our assigned mission of supporting the Bay Area's focus on reducing traffic congestion, reducing greenhouse gas emissions and improving the quality of life, while at the same time growing ferry ridership.

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

In early spring of 2020, Golden Gate Ferry and the District's Marketing Department completed its marketing study. The study targets 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.

FY 20/21 FERRY DIVISION GOALS AND PROJECTS

Ferry Division Goals

SAFETY

Continue to improve operating standards and procedures to maintain safe, reliable and efficient Ferry service.

MAINTENANCE

Maintain and improve Ferry vessels and facilities.

EFFICIENCY

Maintain and improve farebox recovery while expanding the service to meet passenger demand.

FY 20/21 Project Focus

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

FACILITIES

Ticketing Systems/TVMS

Gangways & Piers – Design

Gangways & Piers - Sausalito Construction

Larkspur Ferry Service & Parking Expansion Preliminary Design Study

FERRY OPERATIONS

M.V. Del Norte, M.V. Napa, and M.V. Golden Gate Engine Rebuild/Capital Improvement

M.S. Sonoma Refurbishment and Repower

Capital Improvements for Ferry Fleet

CHANGES FROM FY 19/20 ACTUAL TO FY 20/21 ADOPTED BUDGET

Revenues

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

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

Ferry Division's Adopted Revenues for FY 20/21 are projected to decrease by \$24.1 million, or 67.6% from the FY 19/20 Actual. The net decrease in FY 20/21 Adopted Budget Ferry revenue is attributed to the reduction of \$7 million in Ferry Transit fare revenues, \$0.9 million in State and Federal Operating Assistance, \$1.2 million in Other Operating Income, and includes \$15 million in funding from the CARES Act. For FY20/21, transit fares include the fourth year of a five-year fare increase plan as approved by the Board. Due to the COVID-19 restrictions, the current projected ridership is forecasted to grow from 10% to 51% by end of FY 20/21. Fare revenue is projected at \$7.5 million for FY 20/21 using these growth rates. (Please see COVID-19 section for ridership growth assumptions.)

On March 27, 2020, the federal government granted the CARES ACT funding appropriated by the regional agency, MTC, estimated to the District of \$51.2 million. The District split the award between the Bus and Ferry system based on expenses. The Ferry Division is allocated \$15 million and assumed to be expensed all in FY 19/20.

Expenses

The Ferry Division's FY 20/21 Adopted Operating Expenses total \$46.8 million. The Ferry Division's FY 20/21 Adopted Budget contains a \$6.1 million, or 15.1% increase over the FY 19/20 Actual expenses. The components of the changes to expenses are summarized in the table on the following page.

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

Labor	
Increase in salaries due to re-funding of vacant positions.	\$1.8
Increase in payroll taxes for FY20/21	0.2
Increase in PERS contribution due to a re-funding of vacant positions and higher contribution rate	0.6
Increase in medical expenses for FY 20/21 due to re-funding of vacant positions and increase in annual costs	0.7
Decrease in postemployment benefits (OPEB) for FY 20/21	(0.1)
Increase in Workers' Compensation expenses for FY 20/21 due to lower than anticipated expenses in FY 19/20	0.2
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY19/20	(0.2)
Professional Services	
Projected increase in District-wide professional services fees for FY 20/21	0.1
Projected increase in District-wide legal services fees for FY 20/21	0.2
Decrease in facilities maintenance in FY 20/21 due to unanticipated repairs in FY 19/20	(0.2)
Supplies and Other	
Increase in projected fuel costs due to lower than anticipated price per gallon in FY 19/20	1.6
Decrease in repair and maintenance supplies in FY 20/21	(0.3)
Decrease in utilities for FY20/21	(0.1)
Increase in insurance cost for FY20/21 due to higher marine and property insurance	0.7
Capital Contribution and Depreciation	
Increase in depreciation due to capitalization of MS Marin repower and dry docking	0.9
Total Change from FY 19/20 Actual to FY 20/21 Adopted Budget	\$6.1

FERRY DIVISION OPERATING BUDGET

	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Actual	FY 20/21 Adopted Budget
Revenues				
Transit Fares	\$20,212,537	\$20,586,700	\$14,502,156	\$7,507,500
Other Operating Income	1,886,822	1,270,900	1,750,907	535,300
State Operating Income	4,275,988	4,798,100	4,341,259	3,331,300
FTA Operating Assistance	0	0	0	172,000
CARES Act Funds	0	0	15,029,673	0
Total Revenues	\$26,375,347	\$26,655,700	\$35,623,995	\$11,546,100
Percent Change		1.1%	33.6%	-67.6%
Expenses				
Salaries	\$12,876,153	\$13,191,200	\$12,482,776	\$14,292,400
Fringe Benefits	9,563,293	10,264,700	9,355,298	10,697,300
Professional Services	5,534,232	5,247,900	4,940,046	5,032,900
Fuel & Related Taxes	5,620,261	5,479,500	4,706,426	6,328,500
Repair & Operating Supplies	1,314,276	2,039,200	2,034,603	1,727,600
Insurance, Taxes & Permits	1,601,201	1,470,600	1,186,952	1,858,800
Other	223,517	308,700	298,315	292,700
Lease & Rentals	40,758	55,900	40,710	49,600
Subtotal Expenses	\$36,773,691	\$38,057,700	\$35,045,126	\$40,279,800
Capital Contribution	4,000,000	4,000,000	4,000,000	4,000,000
Depreciation	1,666,784	1,723,700	1,659,040	2,566,000
Total Expenses	\$42,440,475	\$43,781,400	\$40,704,166	\$46,845,800
Percent Change		3.2%	-7.0%	15.1%
Revenues Over/(Under) Expenses	\$(16,065,128)	\$(17,125,700)	\$(5,080,171)	\$(35,299,700)

Assumptions

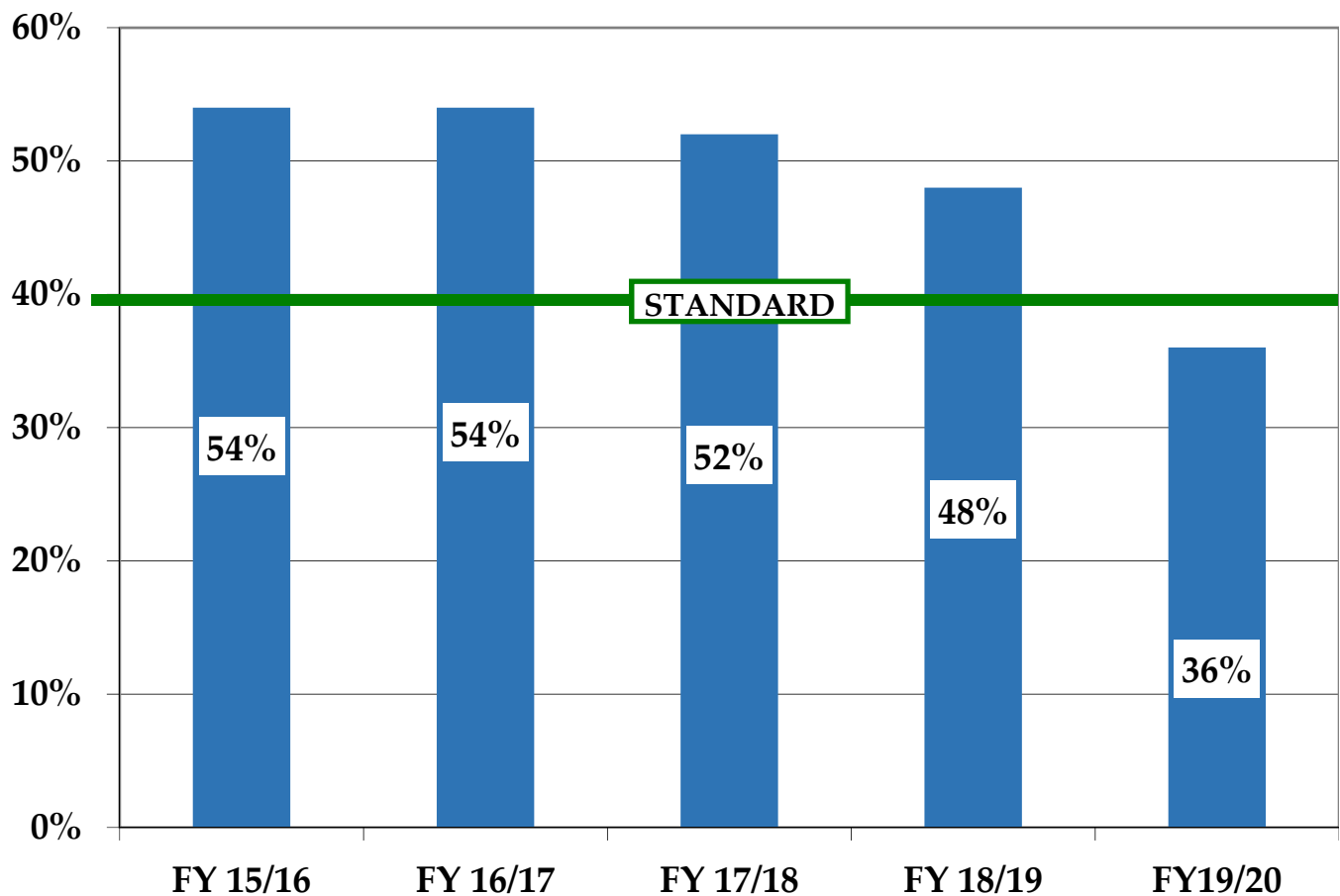
- No salary increase for Coalition represented employees since their MOU is under negotiations nor for non-represented employees.
- Includes Employer MEBA (14.34%), IBU (21.4%-24.16%) and PERS contribution (34.61%).
- OPEB costs are included in Fringe Benefits and reflect adoption of GASB 75 which accrues for OPEB costs based on the Annual Required Contribution (ARC) for OPEB benefits.
- \$2.45/gallon for fuel costs for the Ferry Division.
- All fiscal years show the transfer of District Division expense by line item.
- The Ferry Division's share of the District Division transfer is \$8.6 million.
- Salaries include approximately \$1.4 million for casual employees for workforce relief and extra work assignments that are not included in the Ferry Division's authorized positions listing.

FERRY OPERATIONS DATA

	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Actual	FY 20/21 Adopted Budget
Transit Fares	\$20,212,537	\$20,586,700	\$14,502,156	\$7,507,500
Ridership	2,470,204	2,477,252	1,712,507	892,255
Average Fare	\$8.18	\$8.31	\$8.47	\$8.41
Clipper Fare Cost of Transaction per Patron	\$0.36	\$0.37	\$0.49	\$1.06

FERRY DIVISION PERFORMANCE MEASURES

FERRY TRANSIT FAREBOX RECOVER RATIO



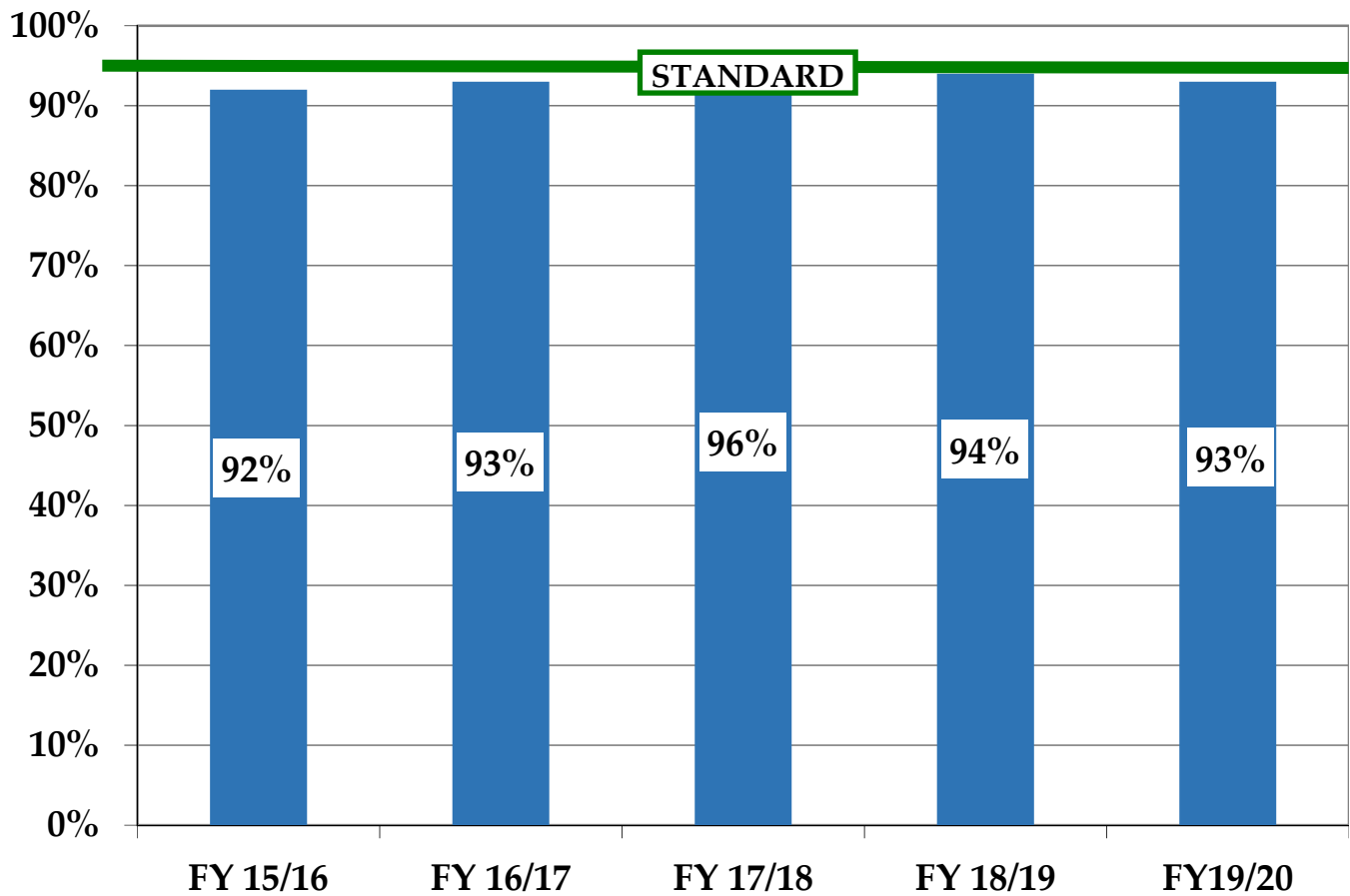
Measure: Farebox Recovery – fare revenue as a percentage of operating expense.

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

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, 2020.
- 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.).

FERRY TRANSIT PERCENTAGE OF TRIPS OPERATING ONTIME



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

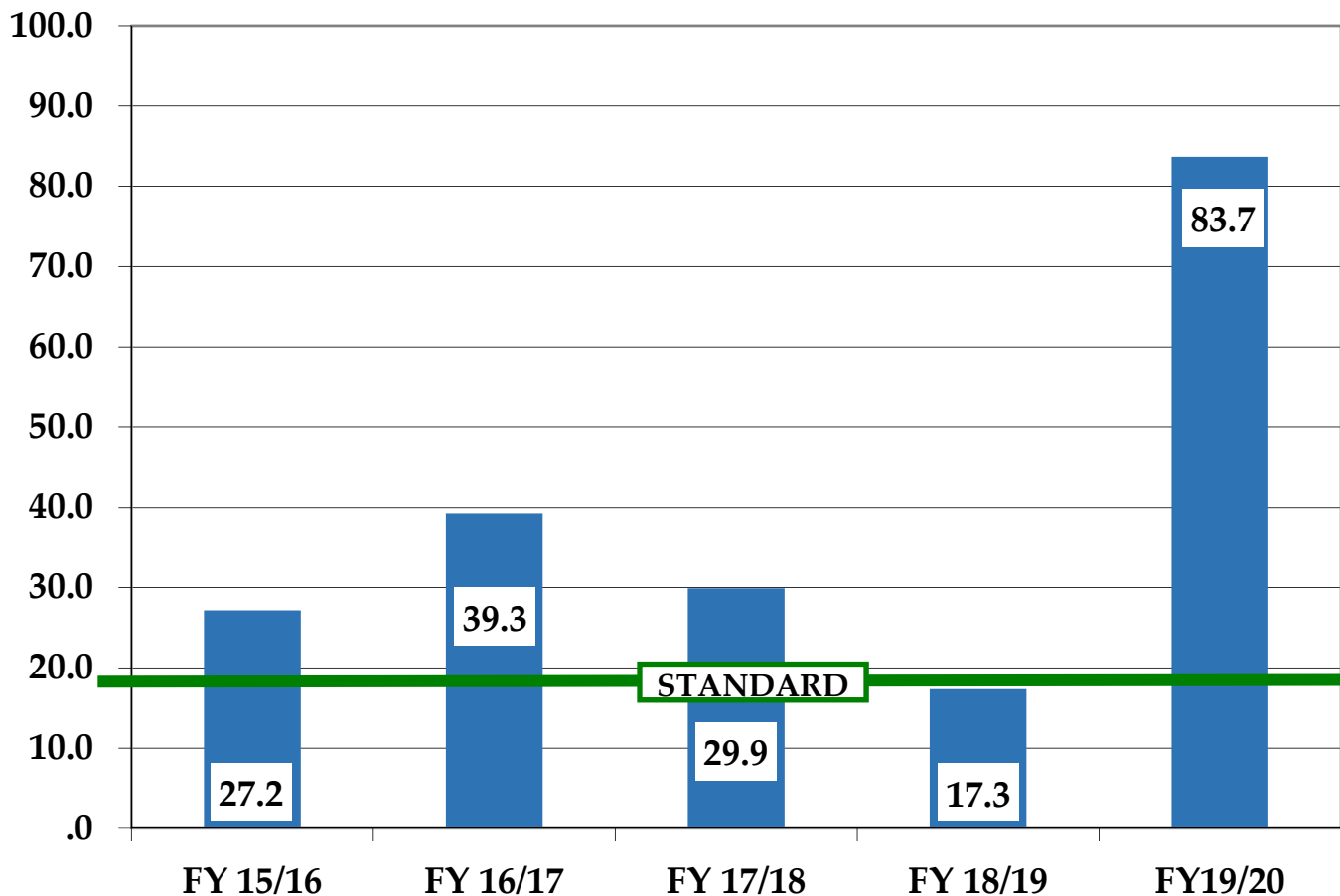
Standard: Operate on-schedule 95% of the time, based on the SRTP.

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 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Mechanical Failures	7	5	7	12	2
Revenue Miles	190,060	196,380	209,210	208,111	167,318
Miles/Breakdown	27,151	39,276	29,887	17,343	83,659



Measure: Miles between in-service mechanical failures.

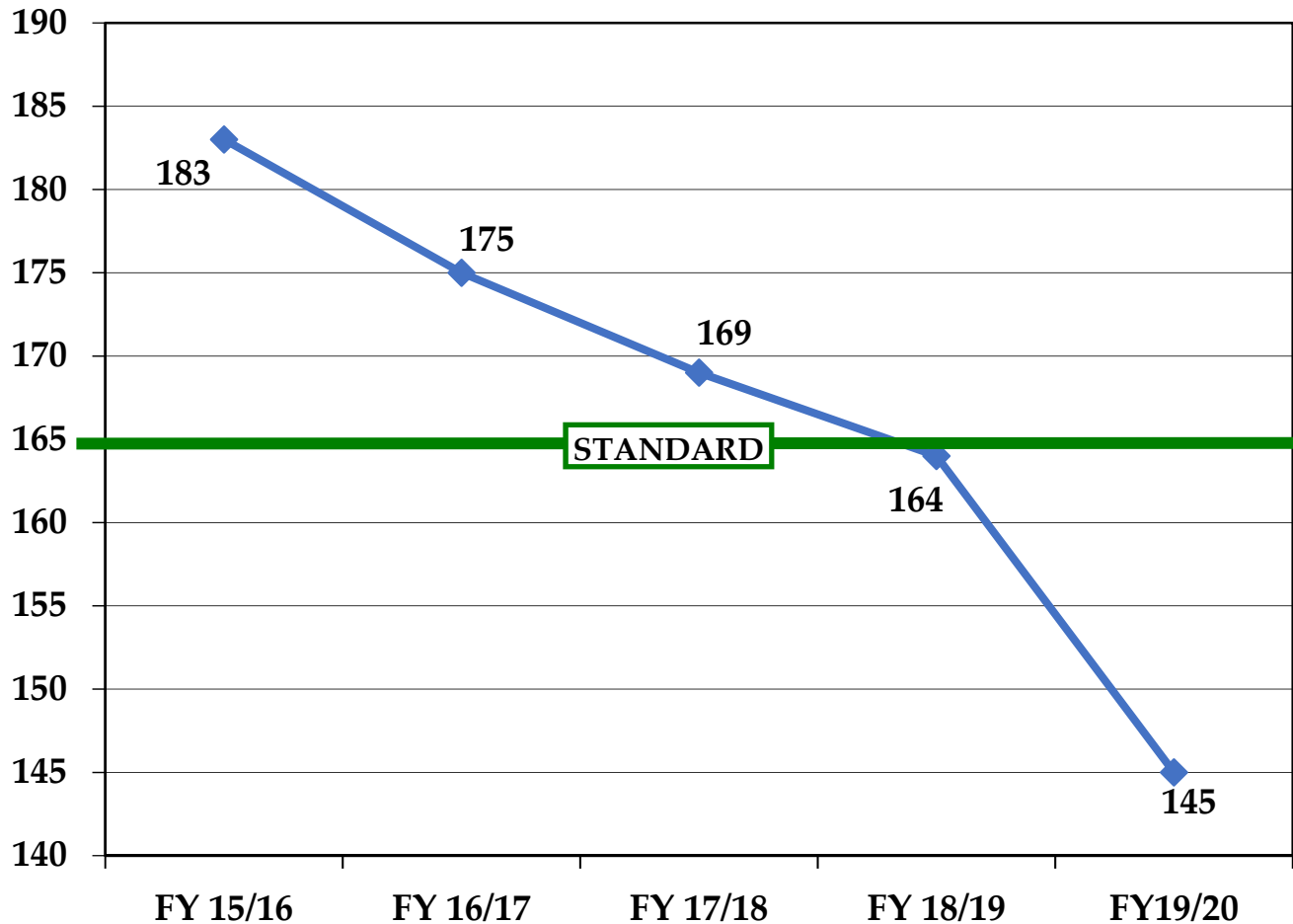
Standard: No more than 1 per every 20,000 miles, based on SRTP.

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 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Passengers Per Revenue Hour	183	175	169	164	145



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 20/21 Capital Budget for the Ferry Division totals \$8.1 million and represents 16% of the total agency's capital budget. Major work and financial investment in FY 20/21 focus on new and continuing projects, including M.V. Del Norte, M.V. Napa and M.V. Golden Gate Engine Main Engine Overhaul (1941), Capital Improvements for Ferry Fleet (2040), and M.S. Sonoma Refurbishment and Repower (1740).

Actual FY 19/20 capital expenditures for the Ferry Division totaled \$27.9 million, funded with \$4.7 million, or 17%, District funds and \$23.2 million, or 83%, in grant funds (See Appendix C).

FERRY DIVISION CAPITAL BUDGET FY 20/21

Project Number and Description	Total Project	Prior Years	FY20/21 Budget	Future Years	FY 20/21 Funding	
					District	Other
FERRY	\$136,681,000	\$65,024,000	\$8,067,000	\$63,590,000	47%	53%
FY21 - New Projects	\$6,000,000	-	\$1,025,000	\$4,975,000	22%	78%
2140 - FY21 Ferry Vessel Rehab (FERRY)	4,000,000	-	1,000,000	3,000,000	20%	80%
2141 - LFT Fuel System Rehabilitation (FERRY)	2,000,000	-	25,000	1,975,000	100%	0%
FY21 - Continuing Projects	\$128,763,000	\$65,024,000	\$5,124,000	\$58,615,000	33%	67%
1740 - M.S. Sonoma Refurbishment and Repower (FERRY)	29,197,000	19,601,000	1,500,000	8,096,000	7%	93%
1441 - Gangways & Piers - Sausalito Construction (ENG)	22,560,000	25,000	100,000	22,435,000	20%	80%
1941 - M.V. Del Norte, M.V. Napa and M.V. Golden Gate Main Engine Overhaul (FERRY)	17,245,000	16,456,000	789,000	-	20%	80%
1741 - M.S. Marin Repower & Dry Dock (FERRY)	13,334,000	12,287,000	1,000,000	47,000	76%	24%
0503 - Gangway & Piers - Design (ENG)	11,863,000	9,355,000	150,000	2,358,000	14%	86%
1940 - Purchase New Vessel (FERRY)	11,000,000	-	50,000	10,950,000	13%	87%
2040 - Capital Improvements for Ferry Fleet (FERRY)	8,385,000	3,200,000	1,000,000	4,185,000	20%	80%
1944 - Ticketing Systems/TVMS/Door	3,220,000	838,000	50,000	2,332,000	20%	80%

Project Number and Description	Total Project	Prior Years	FY20/21 Budget	Future Years	FY 20/21 Funding	
					District	Other
Replacement (ERC)						
2041 - Corte Madera Marsh Restoration Construction (ENG)	3,040,000	27,000	50,000	2,963,000	100%	0%
9710 - Corte Madera Marsh Restoration Design (ENG)	2,809,000	2,678,000	50,000	81,000	100%	0%
1542 - SLEP: Larkspur, SF, Sausalito (Multiple)	1,740,000	489,000	50,000	1,201,000	11%	89%
1841 - Fuel System Rehab Des/Env (ENG)	1,500,000	17,000	200,000	1,283,000	100%	0%
2042 - Larkspur Ferry Service and Parking Expansion Env. Clearance and Prelim. Design Study (PLNG)	1,250,000	-	50,000	1,200,000	100%	0%
2043 - Water Jet Replacement (FERRY)	995,000	-	50,000	945,000	20%	80%
1945 - Renewable Diesel Pilot Program (FERRY)	560,000	-	25,000	535,000	100%	0%
1842 - Automatic Identification System (AIS) (FERRY)	65,000	51,000	10,000	4,000	100%	0%
Capital Equipment	\$1,918,000	-	\$1,918,000	-	100%	0%
2149 - Capital Equipment (FY21) (FERRY)	1,918,000	-	1,918,000	-	100%	0%
Grand Total	\$136,681,000	\$65,024,000	\$8,067,000	\$63,590,000	47%	53%
Capital Fund Source – Ferry						
District	\$39,770,000	\$18,873,000	\$3,817,000	\$17,087,000		
Other	96,904,000	46,151,000	4,250,000	46,503,000		
Total	\$136,681,000	\$65,024,000	\$8,067,000	\$63,590,000		

Ferry Division FY 20/21 Capital Project Detail

New Projects

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

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

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

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

Continuing Projects

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

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

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

This project is a part of a larger system-wide ferry project to design and construct replacement ramps and gangways to improve access on the San Francisco, Larkspur and Sausalito ferry terminals. The existing facilities will be rehabilitated, including the replacement of ramps and floats, to address ADA compliance and other issues affecting passenger safety. Upgrades to the facilities are to provide for the increasing use of bicycles and to support loading/offloading operations. Replacement ramps will be designed to facilitate smooth, safe and efficient loading of passengers and bicycles. [Operating Budget Impact: A reduction of more than \$100,000.]

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

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

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

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

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

The District seeks to purchase a new, 500-passenger, high-speed ferry vessel in order to provide expanded commute service from Marin County to San Francisco. Currently, the absence of an eighth vessel has created significant challenges for ferry operations staff who have insufficient resources to meet the demand of providing safe and reliable service while designing around state-mandated dry-docks and routine and emergency maintenance of vessels. The District is the largest public ferry operator on the San Francisco Bay with an annual ridership of about 2.5 million passenger trips. [Operating Budget Impact: An increase of more than \$100,000.]

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

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

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

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

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

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

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

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

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

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

Project 1841 – Fuel System Rehabilitation Design & Environmental – \$1,500,000

This project will investigate the existing fuel farm located at the Larkspur Ferry Terminal and design upgraded monitoring systems and equipment necessary to comply with all regulatory fuel station requirements. [Operating Budget Impact: To be determined.]

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

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

Project 2043 – Water Jet Replacement – \$995,000

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

Project 1945 – Renewable Diesel Pilot Program – \$560,000

Golden Gate Ferry is committed to providing clean and reliable transportation services. As such, the District has developed a plan in partner with GGF engine manufacturer, MTU, to run a renewable diesel pilot program on a Spaulding vessel. Infrastructure modifications are necessary to accommodate the pilot program. [Operating Budget Impact: To be determined.]

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

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

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

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

FERRY DIVISION PERSONNEL SUMMARY BY DEPARTMENT

District Staffing by Department	FY 18/19 Year- End	FY 19/20 Budget	FY 19/20 Year- End	FY 20/21 Budget	Net Change FY 19/20 to FY 20/21
Ferry Vessel Operations 410					
Deckhand	23	23	23	22	(-1)/(e)
Deckhand Baseball	2	2	2	2	
Deckhand Lead	10	10	10	11	(1)/(e)
Maintenance Deckhand	1	1	1	1	
Mate	4	4	4	4	
Safety & Training Vessel Master	0	0	0	1	(1)/(e)
Seasonal Deckhand	3	3	3	3	
Seasonal Deckhand Lead	1	1	1	2	(1)/(b)
Seasonal Vessel Master	1	1	1	2	(1)/(b)
Supervising Vessel Master	1	1	1	1	
Vessel Master	12	12	12	11	(-1)/(e)
Vessel Master Baseball	1	1	1	1	
Total	59	59	59	61	2
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	8	9	9	9	0
Mechanic Lead	3	3	3	3	0
Working Foreman Mechanic	1	1	1	1	0
Total	18	19	19	19	0

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

District Staffing by Department	FY 18/19 Year- End	FY 19/20 Budget	FY 19/20 Year- End	FY 20/21 Budget	Net Change FY 19/20 to FY 20/21
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	101	102	102	104	2
Regular Positions	100	101	101	103	2
Limited Term Positions	1	1	1	1	0

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

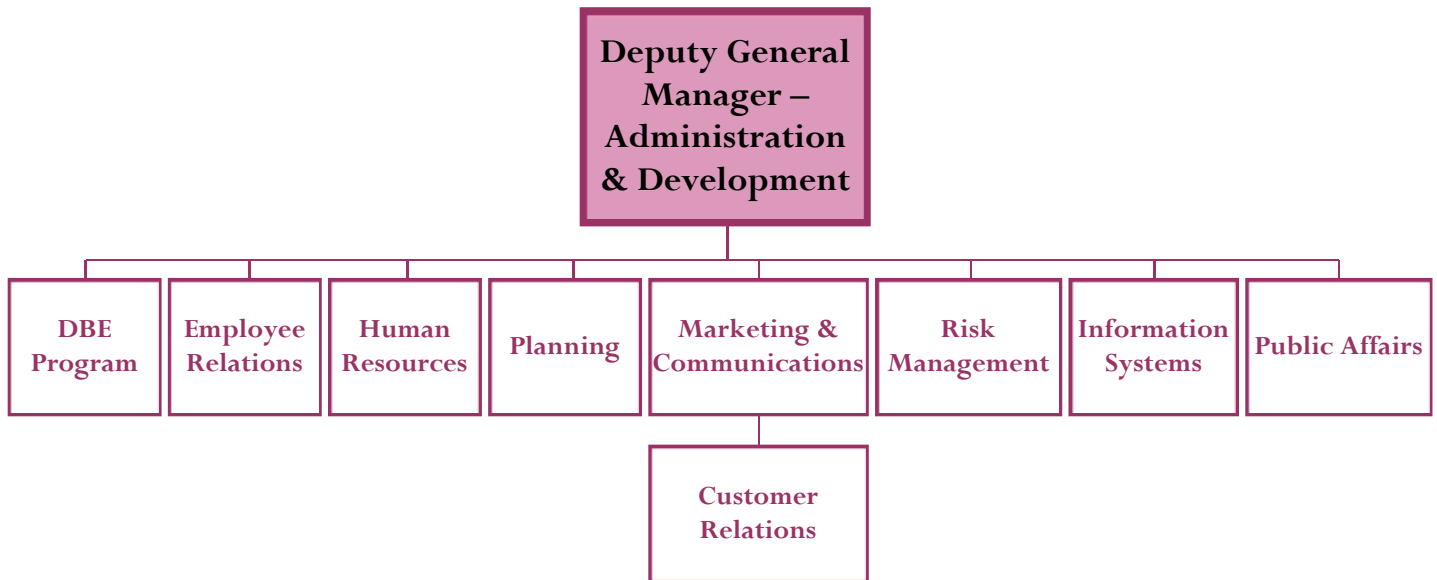


District Division Profile and Status	149
FY 20/21 District Division Goals and Projects	159
Changes from FY 19/20 Actual to FY 20/21 Adopted Budget.....	160
District Division Operating Budget.....	162
District Division Capital Budget.....	163
District Division Personnel Summary by Department	170



DISTRICT DIVISION PROFILE AND STATUS

Administrative and Development Division



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

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

Key program highlights for FY 19/20 include:

Customer-Focused Efforts

- Completed a restructuring study of GGT Commute Bus Service in Central and Northern Marin County and implemented those changes in December 2019.
- Worked extensively with SMART to complete modifications to the Interim San Rafael Transit Center in anticipation of the extension of SMART rail service through the Transit Center in December 2019.
- Implemented an MTC Means Based Fare Program on GGT Bus and GG Ferry.
- Completed the purchase of 17 replacement paratransit vehicles for intercounty and Marin intracounty service.
- Real-Time Transit Information – Partnered with Transit app to deliver real-time bus arrival times to customers and included a Transit widget on the website to provide the same information. Launched the IVR with real-time information and incorporated it into the customer service center's phone system.

- Website Redesign – Launched a new District website that includes many upgraded features such as improved navigation and functionality, redesigned maps, real-time bus arrival times and a responsive design based upon what type of device the customer is using (desktop, mobile, or tablet).
- Customer Service Improvements – Identified safety vulnerabilities at the customer service center and implemented improvements such as installing bulletproof glass and a camera system.
- Build Off-Peak Ferry Ridership – Developed a program to increase ridership at Larkspur ferry during off-peak periods targeting tour groups, senior centers, schools, and mothers' clubs. Developed a Visit Marin ferry rack card and distributed to San Francisco hotels and the Port of San Francisco cruise ship terminal.
- SMART's Larkspur Extension – Developed two promotional fare programs (Weekender Pass and Sail & Rail) to encourage the use of the ferry/train combination for travel during off-peak periods.

Employee-Focused Efforts

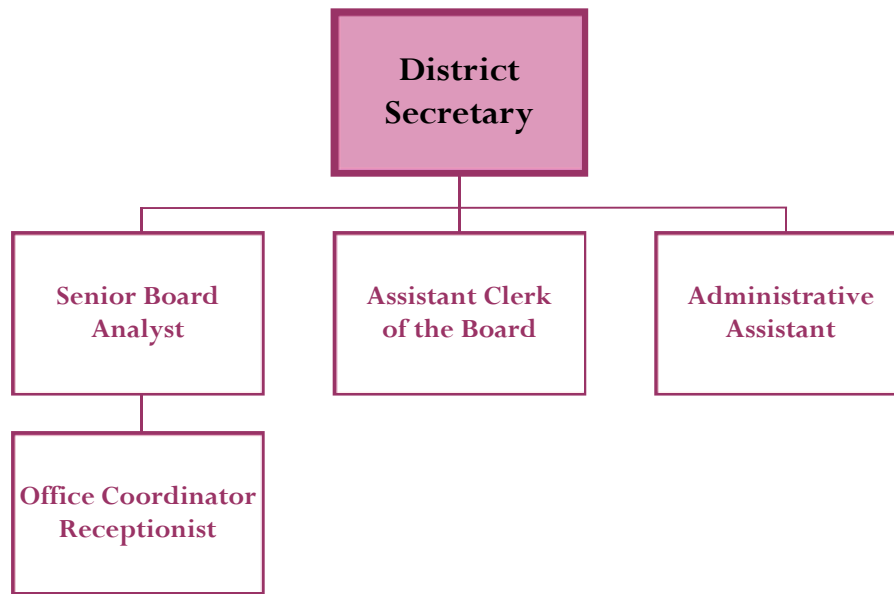
- Employee Development Program – Developed a professional development program to target candidates as they finish their academic studies and transition them into positions that align with their career aspirations.
- Automation of Employee-Focused Activities - Implemented new technologies to automate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

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

Operations-Focused Efforts

- Diversity Compliance Management System – The Compliance Programs Department continues to improve on its efficient compliance with state and federal programs. The department has implemented a new Diversity Compliance Management System, a 100% web-based system designed to meet compliance regulations of 49 C.F.R. Part 26. This new system eliminated the District's paper-based process for monitoring and reporting Disadvantaged Business Enterprise (DBE) and Small Business Enterprise (SBE) compliance. This new system has been introduced to the contracting community and provides an efficient process for vendors to report payments and DBE/SBE utilization.
- Fair Labor Practices – Ensured fair hiring practices, promotions, training opportunities and consistent discipline and separations. Successfully represented the District for EEO Program and DBE Program Triennial Audit.
- Interactive Process – Ensured compliance with FTA/ADA by conducting a number of interactive process meetings with employees to ensure workplace accommodations are reasonable and that employees are able to return to work to safely perform their job duties.
- Training – Secured, organized and delivered EEO training (Harassment Prevention and Diversity), Manager Academy, Presentations Skills, Orientation and Mentors for the Bus Division. Researched, interviewed and secured new relationships with external executive coaches and team building trainers, and identified managers and teams that would benefit from coaching opportunities.
- Initiated consultant work on the Environmental Screening Phase of the San Rafael Transit Center Relocation Study to obtain environmental clearance of a preferred alternative; scheduled a public meeting in Spring 2020 to review the findings of the technical analysis to screen the three build alternatives against a "no-build" alternative. Met with the Federal Transit Administration to review study goals and potential funding opportunities.
- Provided extensive monitoring of the District's ADA mandated paratransit contract and ensured that the contractor met prescribed maintenance and service delivery requirements.
- Developed a leasing strategy for District properties.
- Initiated the selection process for a consultant for the Environmental Analysis of Larkspur Ferry Service and Parking Expansion.
- Completed work on the first phase of the GGT Bus Stop Inventory and ADA Assessment, as well as an ADA compliance review of the District's facilities.
- Reduced open Workers Compensation cases from over 245 to 200, reducing District liability by \$1.785 million (through October 31, 2019).

District Secretary

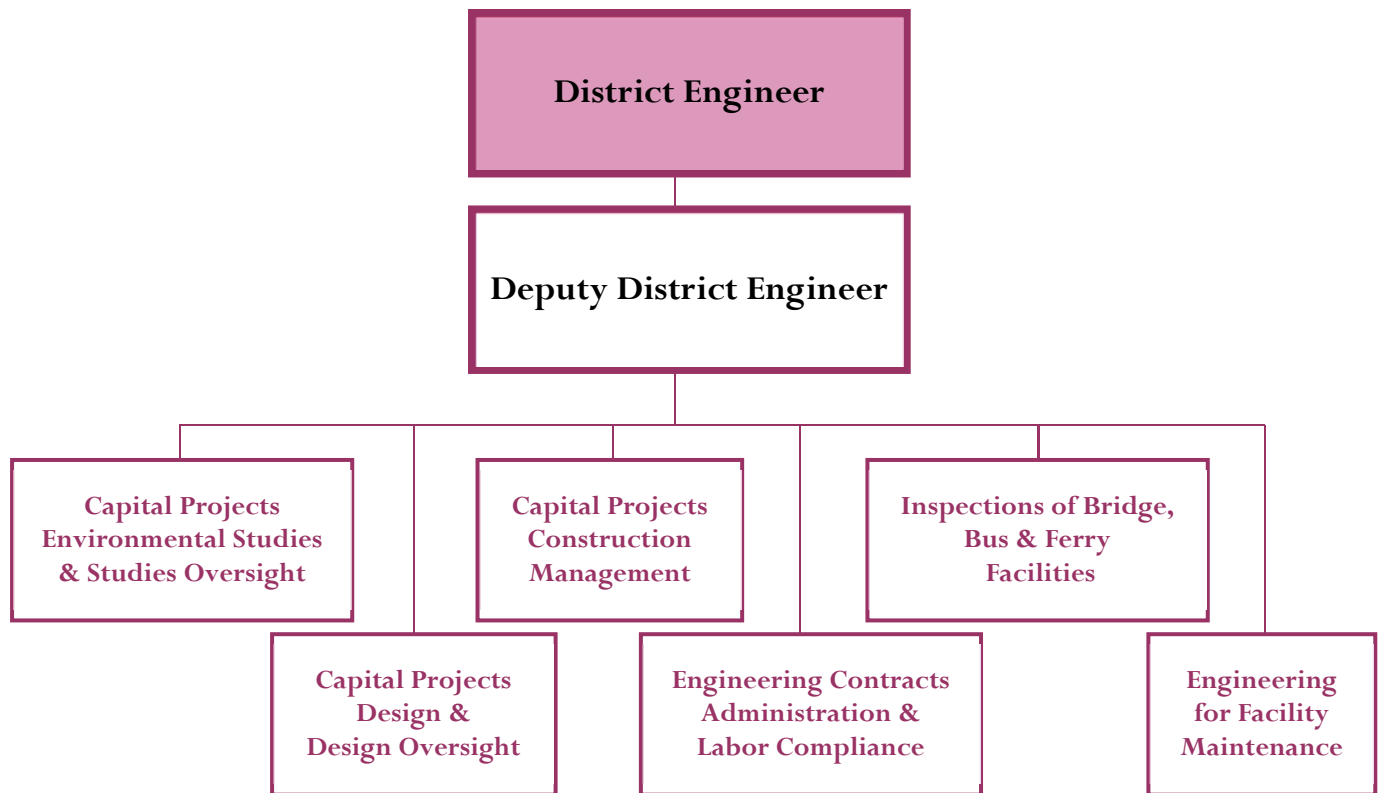


The Office of the District Secretary (DS Office) ensures the Board of Directors (Board) has the proper advice, resources and tools to discharge its fiduciary duties. The DS Office is responsible for planning, organizing and executing Standing and Advisory Committee meetings, regular and special Board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

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

In FY 20/21, the DS Office will continue working on the E-Document Conversion project and will work with the Information Systems Department to encourage the departments to utilize OnBase as the repository of records. By using OnBase, staff will be able to more readily retrieve and destroy records to meet District guidelines. In addition, the DS Office will assist in the outreach and training of employees District-wide on best practices of document retention.

Engineering Department



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

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

The Engineering Department and its design consultant continued work on the Golden Gate Bridge Seismic Retrofit Design for Phase IIIB, the seismic retrofit of the Suspension Bridge, the Lincoln Boulevard Undercrossing and the Toll Plaza Tunnel. In 2018, the state legislature provided the District

with an authority to use the Construction Management/General Contractor (CMGC) procurement delivery method for the Golden Gate Bridge projects. Under this procurement method, a construction manager (CM) is chosen to provide preconstruction services during the design phase of the project and, if agreed to by the parties, construction services as a general/prime contractor (GC) during the construction phase of the project. The District has elected to use the CMGC procurement process for the Phase IIIB project. The Engineering Department has worked with the Federal Highway Administration and the California Department of Transportation on the implementation of the Phase IIIB CMGC procurement process. Next fiscal year, the Engineering Department will oversee implementation of the preconstruction phase of the CMGC.

In January 2019, the Engineering Department commenced the next cycle of its biennial bridge inspection program, beginning with inspections of the Suspension Bridge fracture critical elements. The underwater inspections of the Golden Gate Bridge south and north tower piers were completed, and final sonar scanning and inspection reports were submitted in August 2019. Bridge inspections will continue throughout the next fiscal year.

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

The Engineering Department and its design consultant continued to work in collaboration with the District's Budget and Electronic Revenue Department and the District's Electrical Department on the design of the District's all-electronic tolling (AET) gantry to be constructed at the Golden Gate Bridge Toll Plaza. The design has progressed to 95% completion. The project is scheduled to be advertised for construction in FY 20/21.

The Engineering Department has developed plans and specifications for the Toll Plaza Pavement Overlay project and the Seismic Retrofit of the Information Services Data Center Building. The projects are scheduled to be under construction in FY 20/21.

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

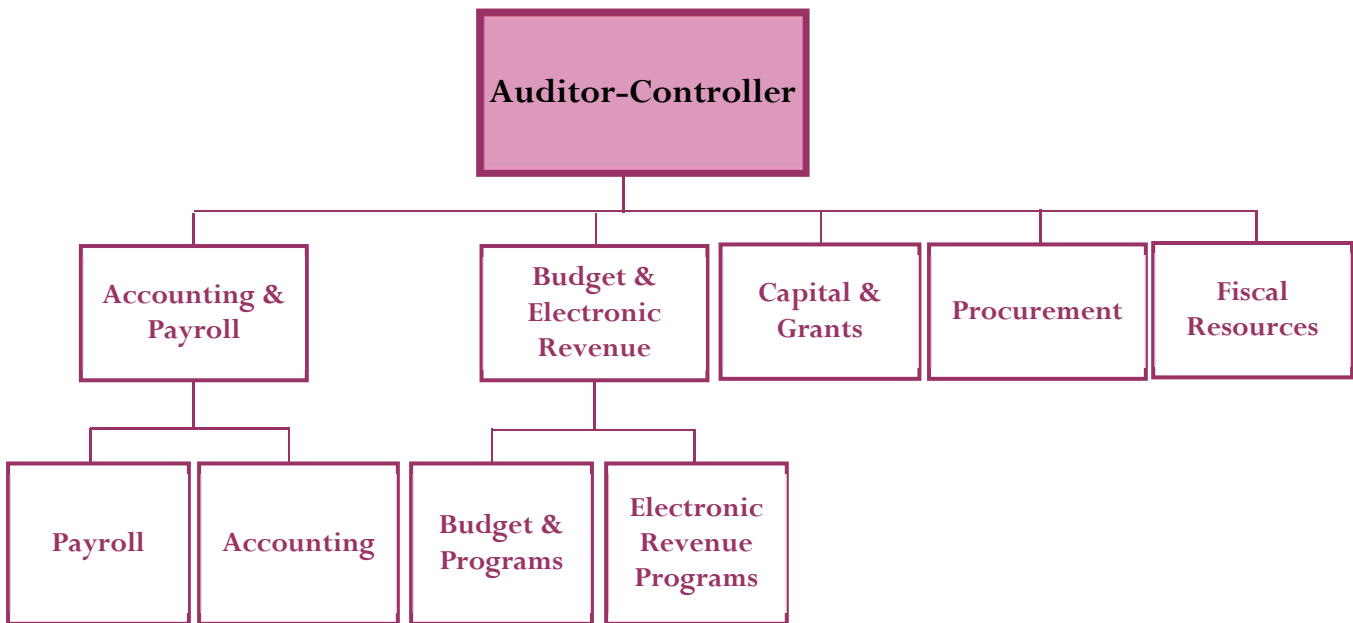
At the Larkspur Ferry Terminal, the Engineering Department is providing support with investigations of the existing fuel facility and developing a scope of work for improvements to the facility. Similarly, at the San Francisco Ferry Terminal, the Engineering Department has developed design plans and construction documents for service life extension projects for the existing boarding system. The Board awarded the contract for the San Francisco Ferry Terminal Outer Berth Hydraulic Ramp Repair in August 2019 and construction was completed in March 2020.

The Engineering Department, with assistance from its design consultant, released for public review and comment a draft Initial Study and Adopted Mitigated Negative Declaration associated with the restoration of seasonal and tidal wetlands on a District-owned parcel located next to the Ecological Reserve in Corte

Madera in Marin County. The project will restore approximately four acres of tidal wetland and fulfill the District's environmental mitigation obligations associated with operations at the Larkspur Ferry Terminal. In November 2019, the USACOE issued their Nation Wide Permit (NWP) 27 authorization for the project. The project is scheduled to be under construction in FY 20/21.

In support of Bus Division operations, the Engineering Department continues to develop the design for the San Rafael employee and visitor parking lot improvements and solar panel installation project, and for the Novato Bus Facility site cleanup project. Staff met with the Water Board and presented the Novato site cleanup project schedule for completing design and commencing construction. The project is scheduled to be under construction in FY 20/21.

Finance Department



The Office of the Auditor-Controller (Finance Department) is responsible for the financial activities of the District and includes the functions of Accounting, Payroll, Audit, Capital and Grant Programs, Budgeting, Financial Projections, Investments and Treasury, Insurance, Electronic Revenue Collection, Procurement, and Cash Management.

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

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

The Payroll Department contributed to the implementation of the District's new timekeeping system, Kronos, which is over 90% complete and in use by 450 employees. The Kronos timekeeping system has eliminated the paper-based workflow of our previous system and features biometric timekeeping access for District employees who do not work directly on a networked computer. The Department also processes 64 pay periods a year for over 850 employees.

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

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

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

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

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

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

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

Legal Department

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

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

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

FY 20/21 DISTRICT DIVISION GOALS AND PROJECTS

PROJECT MANAGEMENT

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

ADMINISTRATION

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

LOGISTICS

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

COMPLIANCE

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

COMMUNICATION/ OUTREACH

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

EFFICIENCY

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

CHANGES FROM FY 19/20 ACTUAL TO FY 20/21 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 20/21 Adopted Operating Expenses total \$37.7 million. The District Division's FY 20/21 Adopted Budget contains an increase of \$3.8 million, or 11.2%, above FY 19/20 Actual expenses. The components of the changes to the expenses are summarized in the table on the following page.

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

Net Changes to Labor and Fringe Benefits*	
Increase in salaries due to re-funding of vacant positions.	\$1.6
Increase in payroll taxes for FY 20/21 due to re-funding of vacant positions	0.2
Increase in PERS contribution due to a re-funding of vacant positions and higher contribution rate	1.0
Increase in medical expenses for FY 20/21 due to a re-funding of vacant positions and increase in annual costs	0.3
Increase in workers' compensation for FY 20/21	0.3
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY 19/20	(0.7)
Professional Services	
Increase in expenses associated with re-funding of consulting services not used in FY 19/20	1.2
Increase in Information Systems department consulting services associated with assisting operating Divisions with data analysis	0.2
Decrease in legal and litigation fees due to lesser projected activity for FY 20/21	(0.3)
Increase in Facility Maintenance for FY20/21	0.1
Decrease in FY 20/21 District Division temporary help services compared to FY 19/20	(1.2)
Supplies and Other	
Increase in repair and operating supplies for FY 20/21	0.2
Re-funding of staff development expenses unused in FY 19/20	0.3
Capital Contribution and Depreciation	
Increase in depreciation due to capitalization of Website redesign, radio system upgrade, electronic timekeeping and disaster recovery improvements	0.6
Total Change from FY 19/20 Actual to FY 20/21 Adopted Budget	\$3.8

*Labor and Fringe Benefits

ICAP: The FY 20//21 Adopted Budget assumes \$2.6 million, as compared to \$2.2 million in FY 19/20, of indirect labor and fringe benefits will be capitalized and transferred from Operating to Capital expense. The transfer of this expense is in accordance with the District's Indirect Cost Allocation Plan (ICAP) and represents the District's central services activities in support of capital projects.

Engineering Capitalization: The FY 20/21 Adopted Budget assumes 50%, which is the same percentage used in FY 19/20, of Engineering Labor and associated benefits will be capitalized resulting in an additional operating Labor and Fringe decrease of \$4.7 million, as compared to \$3.3 million, for FY 19/20 Actual.

DISTRICT DIVISION OPERATING BUDGET

	FY 18/19 Actual	FY 19/20 Budget	FY 19/20 Actual	FY 20/21 Adopted Budget
Expenses				
Salaries	\$12,230,593	\$12,858,600	\$12,825,613	\$14,416,300
Fringe Benefits	9,028,556	9,950,900	9,116,170	10,255,200
Professional Services	8,440,279	9,872,500	9,347,987	9,316,300
Repair & Operating Supplies	998,381	1,137,700	960,596	1,129,600
Insurance, Taxes & Permits	53,566	75,400	74,605	80,400
Other	816,442	842,100	595,205	959,000
Lease & Rentals	3,638	3,000	12,872	4,200
Subtotal Expenses	\$31,571,455	\$34,740,200	\$32,933,048	\$36,161,000
Depreciation	823,894	994,800	965,069	1,546,300
Total Expenses	\$32,395,349	\$35,735,000	\$33,898,117	\$37,707,300
Percent Change		10.3%	-5.1%	11.2%
District Transfers				
Bridge Division	\$12,085,877	\$14,117,400	\$13,511,512	\$13,449,600
Bus Division	12,813,866	14,733,700	13,856,414	15,721,500
Ferry Division	7,495,606	6,883,900	6,530,191	8,536,200
Total Transfers	\$32,395,349	\$35,735,000	\$33,898,117	\$37,707,300

Assumptions

- No salary increase for Coalition represented employees since their MOU is under negotiations nor non-represented employees.
- Includes Employer PERS contribution of 34.61%.
- OPEB costs are included in Fringe Benefits and reflect adoption of GASB 75 which accrues for OPEB costs based on the Annual Required Contribution (ARC) for OPEB benefits.
- All fiscal years show the transfer of District Division expense by line item.

DISTRICT DIVISION CAPITAL BUDGET

Program Summary

The FY 20/21 Capital Budget for the District Division totals \$3.3 million and represents 7% of the total agency's capital budget. The FY 20/21 capital program focuses on improving the District's asset management program (2010) and upgrading or replacing the District's financial/HR/payroll management (1810), ACIS/INIT (1811), and asset and vehicle fluid management (1812) systems. The budget also introduces new projects to upgrade the District's systems to current technology.

Actual FY 19/20 capital expenditures for the District Division totaled \$2.5 million, funded with \$2.3 million, or 91%, District funds and \$0.2 million, or 9%, grants funds (See Appendix C).

Completed Projects

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

Project 1711 – Radio System Upgrade – \$1,844,000

This project funds the replacement of control computers, reconfiguration of broadcast cells and upgrade of the radio system. By implementing the project, the District is prepared for anticipated FCC mandates to change to a P25 Linear Simulcast mode. [Operating Budget Impact: Increase of \$10,000 to \$50,000.]

Project 1518 – Website Redesign – \$532,000

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

Project 1914 – Technology Improvements – \$269,000

The project includes research, acquisition and implementation of infrastructure designed to provide for the latest/up-to-date technology for computer, network and endpoint devices. There are many technology improvements that are occurring at monthly or six-month intervals and the District needs to start having the ability to research and determine if the new technology will be able to improve efficiency in systems/devices that the District currently owns. Examples of such technologies include Windows 10, Active Directory to 2016, DFS to 2016, SharePoint analysis and cloud management of hardware. [Operating Budget Impact: Increase of \$10,000 to \$50,000.]

DISTRICT DIVISION CAPITAL BUDGET FY 19/20

Project Number and Description	Total Project	Prior Years	FY20/21 Budget	Future Years	FY 20/21 Funding	
					District	Other
DISTRICT	\$17,632,000	\$6,717,000	\$3,282,000	\$7,633,000	85%	15%
FY21 - New Projects	\$561,000	-	\$171,000	\$390,000	90%	10%
2110 - On-Site Medical Trailer Infrastructure (ENG)	\$250,000	-	\$50,000	\$200,000	100%	0%
2111 - Technology Improvements (2021) (IS)	240,000	-	50,000	190,000	100%	0%
2113 - Trailer B Remodel (A&D/PROC)	51,000	-	51,000	-	100%	0%
2112 - Video Archive (A&D/PA)	20,000	-	20,000	-	100%	0%
FY21 - Continuing Projects	\$16,961,000	\$6,717,000	\$3,001,000	\$7,243,000	83%	17%
1810 - Financial/HR/Payroll Management System (IS)	\$4,500,000	\$540,000	\$500,000	\$3,460,000	100%	0%
1712 - Transit Scheduling System (IS)	2,666,000	1,935,000	250,000	481,000	100%	0%
1513 - Electronic Timekeeping System (IS)	1,505,000	1,268,000	10,000	227,000	100%	0%
1811 - Hardware/Software for ACIS/INIT (IS)	1,005,000	775,000	230,000	-	20%	80%
1812 - Asset and Vehicle Fluid Management System (IS)	1,000,000	125,000	400,000	475,000	20%	80%
2010 - Asset Management Strategic Program (IS)	985,000	164,000	700,000	121,000	100%	0%
1816 - Document Management System (IS)	800,000	184,000	50,000	566,000	100%	0%
1713 - ADS ACIS data radio replacement (IS)	700,000	658,000	41,000	1,000	100%	0%
2018 - Financial Management System Upgrade (IS)	700,000	8,000	250,000	442,000	100%	0%
1916 - San Rafael A&D Admin Office Improvements (FIN/A&D)	471,000	217,000	50,000	204,000	100%	0%
1911 - Cyber Security Improvements (IS)	408,000	234,000	50,000	124,000	100%	0%
2011 - Email to Office 365 Migration (IS)	375,000	224,000	75,000	76,000	100%	0%
1912 - Manage Detection and Response Services (IS)	360,000	-	50,000	310,000	100%	0%
2012 - Cloud Migration Initiative (IS)	319,000	47,000	75,000	197,000	100%	0%
1913 - Disaster Recovery Improvements (2019) (IS)	318,000	236,000	50,000	32,000	100%	0%
2017 - Video Conferencing (IS)	299,000	11,000	50,000	238,000	100%	0%

Project Number and Description	Total Project	Prior Years	FY20/21 Budget	Future Years	FY 20/21 Funding	
					District	Other
1960 - Farebox System Upgrade (IS)	245,000	12,000	50,000	183,000	100%	0%
2013 - Electronic Timekeeping System Upgrade (FIN/IS)	155,000	-	50,000	105,000	100%	0%
2014 - IS Strategic Planning (IS)	150,000	79,000	70,000	1,000	100%	0%
Capital Equipment	\$110,000	-	\$110,000	-	100%	0%
2119 - Capital Equipment (FY21) (Multiple)	\$110,000	-	\$110,000	-	100%	0%
Grand Total	\$17,632,000	\$6,717,000	\$3,282,000	\$7,633,000	85%	15%
Capital Fund Source - District						
District	\$16,028,000	\$5,997,000	\$2,778,000	\$7,253,000		
Other	1,604,000	720,000	504,000	380,000		
Total	\$17,632,000	\$6,717,000	\$3,282,000	\$7,633,000		

District Division FY 20/21 Capital Project Detail

New Projects

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

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

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

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

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

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

Project 2112 – Video Archive – \$20,000

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

Continuing Projects

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

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

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

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

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

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

Project 1811 – Hardware/Software for ACIS/INIT – \$1,005,000

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

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

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

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

This project will fund the upgrade of Maximo, the District's asset management system, to a SaaS environment, and will expand Maximo to the Bridge Division. The Bridge Division is the last remaining division that needs to adopt Maximo into daily operations. There is also a requirement for the District from MAP-21 to have this project completed for compliance. This project combines two District projects that were formerly distinct: Maximo for Bridge Division (1910) and Maximo Upgrade to SAAS, previously on the FY 19/20 Project List. [Operating Budget Impact: To be determined.]

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

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

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

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

Project 1713 – ACIS Data Radio Replacement – \$700,000

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

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

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

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

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

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

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

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

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

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

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

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

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

Project 2017 – Video Conferencing – \$299,000

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

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

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

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

This project will upgrade Kronos, the District's electronic timekeeping system, to maintain functionality and take advantage of new features. This upgrade is necessary in order to continue using Kronos after December 31, 2020. [Operating Budget Impact: To be determined.]

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

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

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

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

DISTRICT DIVISION PERSONNEL SUMMARY BY DEPARTMENT

District Staffing by Department	FY 18/19 Year-End	FY 19/20 Budget	FY 19/20 Year-End	FY 20/21 Budget	Net Change FY 19/20 to FY 20/21
Administration & Development 101					
Administrative Assistant	1	1	1	1	0
Deputy GM, Administration & Development	1	1	1	1	0
Director of Public Affairs	1	0	0	0	0
DBE Program Administrator	1	1	1	1	0
Leaves Analyst	1	1	1	1	0
Manager of EEO & Compliance Programs	1	1	1	1	0
Public Affairs Specialist	1	0	0	0	0
Total	7	5	5	5	0
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	2	2	4	4	0
Human Resources Analyst - Admin.	1	1	1	1	0
Human Resources Coordinator	3	3	3	3	0
Human Resources Director	1	1	0	0	0
Human Resources Manager/Admin.	1	1	2	2	0
Human Resources Technician	1	1	1	1	0
Senior Human Resources Analyst	1	1	0	0	0
Total	11	11	12	12	0
Information Systems 105					
Business Information Systems Engineer	4	4	4	4	0
Chief Technology Director	1	1	1	1	0
Help Desk	1	1	0	0	0
Database Engineer	1	1	1	1	0
Information System Manager	2	2	2	0	(-2)/(e)

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

District Staffing by Department	FY 18/19 Year-End	FY 19/20 Budget	FY 19/20 Year-End	FY 20/21 Budget	Net Change FY 19/20 to FY 20/21
Network Administrator	1	1	1	1	
Senior Project Manager	1	1	1	1	0
Payroll/HRIS Systems Analyst	0	0	0	1	(1)/(c)
Project Manager	2	2	2	2	0
Senior Business Info Systems Engineer	3	3	3	3	0
Senior Desktop Systems Administrator	1	1	1	1	0
Senior Information Systems Manager	0	0	0	2	(2)/(e)
Senior Network Administrator	1	1	1	1	0
Senior System Administrator	2	2	2	2	0
Senior System Engineer	1	1	1	1	0
System Administrator, PC Support	1	1	2	2	0
Total	22	22	22	23	1
Marketing & Communications 106					
Art Supervisor	1	1	1	1	0
Digital Communications Program Manager	0	1	1	1	0
Marketing and Communications Director	1	1	1	1	0
Marketing Communications Specialist	2	2	2	2	0
Marketing Coordinator	1	1	1	1	0
Marketing Representative	1	1	1	1	0
Total	6	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	0	0	1	(1)/(e)
Principal Planner	3	3	3	2	(-1)/(e)
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	0	1	1	1	0
Office Specialist	1	0	0	0	0
Secretary of District	1	1	1	1	0
Senior Board Analyst	1	1	1	1	0
Total	5	5	5	5	0

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

District Division

District Staffing by Department	FY 18/19 Year-End	FY 19/20 Budget	FY 19/20 Year-End	FY 20/21 Budget	Net Change FY 19/20 to FY 20/21
Engineering 120					
Associate Engineering Inspectors	3	3	3	3	0
Associate Steel Inspector	3	3	3	3	0
Deputy District Engineer	1	1	1	1	0
District Engineer	1	1	1	1	0
Documents Control Assistant	3	3	3	3	0
Engineering Contracts Assistant	3	3	3	3	0
Engineering Contracts Officer	1	1	1	1	0
Engineering Design Technician	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	1	1	0	(-1)/(e)
Auditor-Controller	1	1	1	1	0
Finance Administrative Analyst	0	0	0	1	(1)/(e)
Director of Fiscal Resources	1	1	1	1	0
Total	3	3	3	3	0
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

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

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

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



Appendix A - Net Position Available for New Capital Projects or Operations	179
Appendix B - Commercial Paper Budgeting Covenant Certificate of the District.....	185
Appendix C - FY 19/20 Capital Program Accomplishments	189
Appendix D – Grant Funding Sources	197
Appendix E - 10-Year Capital Requirements	201
Appendix F - Financial Plan	213
Appendix G - Five- and Ten-Year Financial Projection	233
Appendix H – Statistical Data and Supplemental Information	261
Appendix I – Service Area Map	281
Appendix J – Glossary	285



APPENDIX A

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

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

Category		Estimated Balance 07/01/2020
Available Net Position before Long Term Deferred Outflows, Liabilities, Deferred Inflows, Board Designated Reserves and Other Reserves (Note 1)	A	\$(54,000,000)
Long Term Deferred Outflows, Liabilities & Deferred Inflows (Note 2)		
CalPERS Retirement Pension Deferred Outflows, Deferred Inflows & Liabilities		107,317,000
Golden Gate Transit Amalgamated Retirement Pension Deferred Outflows, Liabilities & Deferred Inflows		109,607,000
District Other Post Employment Benefits (OPEB) Deferred Outflows, Liabilities & Deferred Inflows		100,700,000
Subtotal: Long Term Deferred Outflows, Liabilities & Deferred Inflows	B	317,624,000
Available Net Position before Board Designated Reserves and Other Reserves		263,624,000
Fiscal Year 2020 Board Designated Reserves and Other Reserves		
Operating Reserve (Note 3)		(17,500,000)
Emergency Reserve (Note 4)		(8,200,000)
Bridge Self Insurance Loss Reserve (Note 5)		(18,500,000)
Subtotal: Fiscal Year 2020 Board Designated Reserves and Other Reserves	C	(44,200,000)
Net Position (Reserves) Available Before Committed Capital Projects	A+B+C	219,424,000
Fiscal Year 2020 Committed Capital Projects (District Funded Portion Only)		
Bridge		(68,800,000)
Transit		(33,600,000)
Subtotal: Fiscal Year 2020 Committed Capital Projects (District Funded Portion Only)	D	(102,400,000)
Net Position Available for New Capital Projects or Operations as of 6/30/20	A+B+C+D	\$117,024,000

Category		Estimated Balance 07/01/2021
Beginning Net Position Available for New Capital Projects or Operations	A+B+C+D	\$117,024,000
Add Unspent Capital Project Balances from Fiscal Year 2020		92,400,000
Add Budgeted Net Income/Loss for Fiscal Year 2021 (Note 7 & Note 8)		32,265,000
Available Net Position before Board Designated Reserves and Other Reserves	E	241,689,000
Change in Fiscal Year 2021 Board Designated Reserves and Other Reserves		
Change in Operating Reserve (Note 6 & 9)		(700,000)
Change in Emergency Reserve (Note 10)		(300,000)
Change in Bridge Self Insurance Loss Reserve (Note 11)		(1,300,000)
Subtotal: Change in Fiscal Year 2021 Board Designated Reserves and Other Reserve	F	(2,300,000)
Net Position (Reserves) Available Before Committed Capital Projects	A+B+C+D+E+F	239,389,000
Change in Fiscal Year 2021 Committed Capital Projects (District Funded Portion Only)		
Bridge		(84,200,000)
Transit		(52,800,000)
Subtotal: Fiscal Year 2021 Committed Capital Projects (District Funded Portion Only)	G	(137,000,000)
Net Position Available for New Capital Projects or Operations as of 6/30/21	A+B+C+D+E+F+G	\$102,389,000

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.
- Note 2: In 2015 and 2018, the District restated its Net Position as a result of the new reporting requirements of GASB 68: Accounting and Financial Reporting for Pensions and GASB 75: Accounting and Financial Reporting for Post-employment Benefits Other than Pensions respectively. GASB 68 requires agencies to report the deferred outflows, net pension liabilities and deferred inflows on the financial statements even in cases whereas the agency is not legally responsible for them. The District is not legally responsible for the Golden Gate Transit Amalgamated Retirement Plan.
- Note 3: Board Policy funds the operating reserve at 7.5% of budget or to cover the expected operating deficit, whichever is larger.
- Note 4: Board Policy funds the emergency reserve at 3.5% of the operating budget to enable the amount kept in reserve for emergencies to remain relative to the size of the District's operations.
- Note 5: The Bridge Self-Insurance Reserve (BSIR) was created by the Board in Fiscal Year (FY) 05/06. The BSIR was intended to be built up to \$25 million and would be used to offset the need to insure the loss of toll revenue in the event of an emergency.
- Note 6: To fund reserves to required 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 20/21 budgeted net operating income/loss is adjusted to exclude funded capital contributions, Bridge self-insurance reserves, restricted Local, State and Federal grant funds for capital projects and depreciation.
- Note 9: Change in Operating Reserve is calculated by multiplying FY 20/21's operating budget with 7.5% less FY 19/20's Operating Reserve plus additional contributions as discussed in Note 6.
- Note 10: Change in Emergency Reserve is calculated by multiplying FY 20/21's operating budget with 3.5% less FY 19/20's Emergency Reserve.
- Note 11: Change in Bridge Self-Insurance Loss Reserve is calculated by subtracting FY 20/21's reserve from FY 19/20's reserve.

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

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Unaudited	FY 20/21 Budget
Operating Revenues				
Bridge Tolls	\$146,596	146,404	125,764	106,171
Transit Fares	36,448	35,739	26,479	14,415
Marin Transit	10,446	10,904	11,435	9,551
Other Operating (Excluding RM2 Funding)	3,037	3,339	4,145	1,559
Total Operating Revenues	\$196,527	196,386	167,823	131,696
Operating Expenses				
Operations	\$95,203	95,804	97,779	107,694
Maintenance	42,598	45,068	46,353	49,006
General & Administrative	62,772	66,804	45,946	51,084
Depreciation (Includes Grant Depreciation)	33,805	33,627	36,870	38,255
Future Increase in Revenue/Expenses				(87,245)
Total Operating Expenses (Excludes Capital Contribution)	\$234,378	241,303	226,948	158,794
Operating Loss	(\$37,851)	(44,917)	(59,125)	(27,098)
Non-Operating Revenues (Expenses)				
Operating Assistance				
- State Operating Assistance	16,510	23,745	23,350	17,974
- Federal Operating Assistance	35	143	70	172
- Local Operating Assistance (RM2)	2,855	2,855	2,355	1,662
- CARES Act Funding			51,163	
Total Operating Assistance	\$19,400	26,743	76,938	19,808
Capital Contributions to Other Agencies	(3,790)	(551)	(228)	(6,417)
Investment Income	2,084	9,604	9,855	3,500
Interest Expense	(717)	(1,016)	(692)	(2,200)
Gain (Loss) on Disposal of Capital Assets	734	118	(104)	
Total Non-Operating Revenues	\$(1,689)	8,155	8,831	(5,117)
Income Before Capital Contributions	(\$20,140)	(10,019)	26,644	(12,407)
Capital Contributions (Non-District Funded)	\$24,906	78,468	65,465	35,348
Increase in Net Assets Before Special Item	4,766	68,449	92,109	22,941
Net Increase in Net Assets	4,766	68,449	92,109	22,941
Net Assets, Beginning of Year	645,035	543,445	611,894	704,003
Restatement of Beginning Net Position	(106,356)			
Net Assets, End of Year	\$543,445	611,894	704,003	726,944

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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 20/21 estimates the need to increase revenues and/or decrease expenses by \$87.2 million. The budget assumes that those future decisions will be successful in balancing the budget and will insure that the District will pay debt service on the commercial paper notes.

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

	16/17 Actual	17/18 Actual	18/19 Actual	19/20 Actual	20/21 Adopted
Total Revenues	\$215,564	\$218,011	\$232,733	\$254,616	\$155,004
Less Total Operating Expenses (Less Depreciation, Capital Contribution, Bridge Self-Insurance and Debt Service Payments)	(\$189,472)	(\$200,573)	(\$207,676)	(\$190,079)	(\$207,784)
Total Net Revenues	\$26,092	\$17,438	\$25,057	\$64,357	(\$52,780)
Future Increase in Revenues and/or Decrease in Expenses					\$87,200
Total Net Revenues after Actions to Increase Revenues and/or Decrease Expenses	\$26,092	\$17,438	\$25,057	\$64,357	\$34,420
Plus Operating Reserve Fund	\$7,320	\$7,320	\$7,320	\$7,320	\$7,320
Total Net Revenues + Operating Reserve	\$33,412	\$24,758	\$32,377	\$71,857	\$41,740
Actual/Estimated Debt Service	\$426	\$717	\$1,016	\$692	\$2,200
Coverage (with Operating Reserve)	78.4	34.5	31.9	103.8	19.0
Coverage (without Operating Reserve)	61.2	24.3	24.7	93.3	15.6

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APPENDIX C
FY 19/20 CAPITAL PROGRAM ACCOMPLISHMENTS

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APPENDIX C - FY 19/20 CAPITAL PROGRAM ACCOMPLISHMENTS

Program Summary

FY 19/20 capital expenditures for the agency totaled \$85.2 million, funded with \$22.2 million, or 26% District funds and \$63 million, or 74% grant funds. Total FY 19/20 expenditures include expenditures on both completed projects and ongoing multi-year projects.

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

FY 19/20 Capital Expenditures by Division

	Total Project	FY19/20 Budget	FY19/20 Actual	Actual/ Budget %
Bridge – Seismic Retrofit	\$21,721,845	\$7,000,000	\$3,457,746	49%
Bridge - Other	243,247,817	58,190,722	36,193,087	62%
Bus	79,632,792	25,884,338	15,095,728	58%
Ferry	119,452,250	16,242,694	27,865,431	172%
District	19,826,423	5,407,382	2,542,069	47%
Agency Total	\$483,881,127	\$112,725,135	\$85,154,061	76%

Capital Fund Source

	Total Project	FY19/20 Budget	FY19/20 Actual	% of Actual Expenditures
District Funds	\$168,400,482	\$38,205,546	\$22,214,579	58%
Federal Funds	291,092,390	69,978,685	58,632,707	84%
State Funds	23,280,653	4,339,408	4,160,641	96%
Other Local Funds	1,107,601	201,496	146,135	73%
Total Expenditures	\$483,881,127	\$112,725,135	\$85,154,061	76%

FY 19/20 Capital Program Accomplishments Bridge Division

Actual FY 19/20 Bridge Division capital expenditures totaled \$39.7 million, funded with \$13.8 million, or 35% District funds and \$25.9 million, or 65% grants funds.

Project Number and Description	Total Project	FY19/20 Budget	FY19/20 Actual	Actual / Budget %*
Bridge Division - Seismic Retrofit				
1528 - GGB Wind Retrofit (ENG)	\$11,860,000	\$5,000,000	\$3,008,332	60%
1923 - Seismic Phase IIIB - CM/GC (ENG)	9,861,845	2,000,000	449,415	22%
Total Bridge Seismic Retrofit	\$21,721,845	\$7,000,000	\$3,457,746	49%
Bridge Division – Other				
1526 - Suicide Deterrent - Construction (ENG)	\$192,779,868	\$50,000,000	\$32,627,992	65%
9826 - Main Cable Access (ENG)	13,180,000	1,500,000	86,983	6%
1525 - Toll System Upgrade (FIN)	8,480,848	1,500,000	1,172,995	78%
1820 - Toll Plaza Gantry - Des/Con (ENG)	7,264,000	750,000	631,464	84%
1118 - Suicide Deterrent - Design (ENG)	5,543,101	50,000	11,329	23%
0805 - South Approach & Pier Security Improvements (ENG)	5,000,000	100,000	-	0%
1722 - Toll Plaza Pavement Overlay (ENG)	3,500,000	500,000	4,006	1%
2029 - Capital Equipment (FY20) (BRIDGE)	2,843,000	2,843,000	1,592,569	56%
1821 - IS Data Center Seismic Retrofit (ENG)	1,500,000	150,000	52,323	35%
1422 - FASTRAK Equipment Upgrade (FIN)	1,000,000	380,722	11,938	3%
1524 - North Anchorage House Security (ENG)	1,000,000	75,000	-	0%
1920 - Alexander Avenue Slope Strengthening Des/Env (ENG)	500,000	100,000	-	0%
1822 - North Tower Pier Shore Protection Des/Env (ENG)	500,000	100,000	-	0%
2020 - Bridge Admin Office Improvements (BRIDGE)	122,000	122,000	-	0%
1921 - Stores Bldg Office Space HVAC Replacement (ENG)	35,000	20,000	1,487	7%
Total Bridge Division Other	\$243,247,817	\$58,190,722	\$36,193,087	62%
Total Bridge Division	\$264,969,662	\$65,190,722	\$39,650,833	61%

Capital Fund Source

	Total Project	FY19/20 Budget	FY19/20 Actual	% of Actual Expenditures
District Funds	\$106,679,356	\$23,727,344	\$13,755,875	58%
Federal Funds	150,861,845	39,536,709	24,637,691	62%
State Funds	7,000,000	1,815,542	1,184,750	65%
Other Local Funds	428,461	111,127	72,517	65%
Total Expenditures	\$264,969,662	\$65,190,722	\$39,650,833	61%

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

FY 19/20 Capital Program Accomplishments

Bus Division

Actual FY 19/20 Bus Division capital expenditures totaled \$15.1 million, funded with \$1.5 million, or 10% District funds and \$13.6 million, or 90% grants funds.

Project Number and Description	Total Project	FY19/20 Budget	FY19/20 Actual	Actual / Budget %*
Bus Division				
1730 - Replace 67 Transit Buses with Hybrids (BUS)	\$67,600,000	\$20,112,952	\$14,455,833	72%
1431 - D1 Resurface Employee Parking Lot & Solar Panels (ENG)	5,130,000	2,000,000	177,130	9%
1831 - Replace Twenty Paratransit 22' Gas Cutaways (BUS)	2,160,000	2,160,000	-	0%
1717 - SRTC Relocation Des/Env (PLNG)	2,065,209	300,000	402,880	134%
1434 - Bus Security Cameras (BUS)	900,000	12,295	11,941	97%
1532 - MCI USB Outlets (BUS)	427,500	271,640	-	0%
1931 - Bus Division Office Improvements (BUS)	420,000	338,380	6,318	2%
1715 - Aviat Microwave Update - Santa Rosa Link (BUS)	250,000	207,216	-	0%
1960 - Farebox System Upgrade (IS)	245,000	100,000	11,850	12%
1932 - Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis (BUS)	235,083	235,083	-	0%
2039 - Capital Equipment (FY20) (BUS)	100,000	100,000	29,778	30%
1934 - San Rafael Server HVAC Modifications (ENG)	50,000	16,773	-	0%
1933 - SF Curb Cut Bus Stop Improvements (PLNG)	50,000	30,000	-	0%
Total Bus Division	\$79,632,792	\$25,884,338	\$15,095,729	58%

Capital Fund Source

	Total Project	FY19/20 Budget	FY19/20 Actual	% of Actual Expenditures
District Funds	\$9,272,285	\$3,712,649	\$1,454,685	39%
Federal Funds	65,511,355	20,956,465	12,764,858	61%
State Funds	4,667,011	1,161,031	837,236	72%
Other Local Funds	182,140	54,192	38,949	72%
Total Expenditures	\$79,632,791	\$25,884,338	\$15,095,728	58%

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

FY 19/20 Capital Program Accomplishments Ferry Division

Actual FY 19/20 Ferry Division capital expenditures totaled \$27.9 million, funded with \$4.7 million, or 17% District funds and \$23.2 million, or 83% grants funds.

Project Number and Description	Total Project	FY19/20 Budget	FY19/20 Actual	Actual / Budget %*
Ferry Division				
1740 - M.S. Sonoma Refurbishment and Repower (FERRY)	\$29,196,643	\$6,000,000	\$14,932,649	249%
1941 - M.V. Del Norte, M.V. Napa and M.V. Golden Gate Main Engine Overhaul (FERRY)	17,244,866	1,500,000	6,719,542	448%
1741 - M.S. Marin Repower & Dry Dock (FERRY)	13,334,262	1,695,723	648,514	38%
0503 - Gangway & Piers - Design (ENG)	11,862,725	500,000	212,377	42%
1441 - Gangways & Piers - Sausalito Construction (ENG)	11,500,000	100,000	8,319	8%
1940 - Purchase New Vessel (FERRY)	11,000,000	500,000	-	0%
2040 - Capital Improvements for Ferry Fleet (FERRY)	8,385,000	2,000,000	3,200,382	160%
1944 - Ticketing Systems/TVMs/Door Replacement (ERC)	3,219,754	500,000	832,890	167%
2041 - Corte Madera Marsh Restoration Construction (ENG)	3,040,000	500,000	27,311	5%
9710 - Corte Madera Marsh Restoration Design (ENG)	2,809,000	461,971	331,116	72%
2049 - Capital Equipment (FY20) (FERRY)	1,750,000	1,750,000	595,551	34%
1542 - SLEP: Larkspur, SF, Sausalito (Multiple)	1,740,000	250,000	330,088	132%
1841 - Fuel System Rehab Des/Env (ENG)	1,500,000	200,000	6,861	3%
2042 - Larkspur Ferry Service and Parking Expansion Env. Clearance and Prelim. Design Study (PLNG)	1,250,000	150,000	-	0%
2043 - Water Jet Replacement (FERRY)	995,000	100,000	-	0%
1945 - Renewable Diesel Pilot Program (FERRY)	560,000	25,000	-	0%
1842 - Automatic Identification System (AIS) (FERRY)	65,000	10,000	19,831	198%
Total Ferry Division	\$119,452,250	\$16,242,694	\$27,865,431	172%

Capital Fund Source

	Total Project	FY19/20 Budget	FY19/20 Actual	% of Actual Expenditures
District Funds	\$34,597,477	\$5,784,317	\$4,681,413	81%
Federal Funds	\$73,915,190	\$9,060,000	\$20,988,997	232%
State Funds	\$10,442,583	\$1,362,199	\$2,160,352	159%
Other Local Funds	\$497,000	\$36,177	\$34,668	96%
Total Expenditures	\$119,452,250	\$16,242,694	\$27,865,431	172%

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

FY 19/20 Capital Program Accomplishments District Division

Actual FY 19/20 District Division capital expenditures totaled \$2.5 million, funded with \$2.3 million, or 91% District funds and \$0.2 million, or 9% grants funds.

Project Number and Description	Total Project	FY19/20 Budget	FY19/20 Actual	Actual / Budget %*
District Division				
1810 - Financial/HR/Payroll Mgmt Syst (IS)	\$4,500,000	\$200,000	\$262,126	131%
1712 - Transit Scheduling System (IS)	2,666,000	700,000	513,871	73%
1711 - Radio System Upgrade (IS)	1,843,523	1,000	(34,156)	-3416%
1513 - Electronic Timekeeping System (IS)	1,505,000	398,482	157,177	39%
1811 - Hardware/Software for ACIS/INIT (IS)	1,005,000	531,889	301,450	57%
1812 - Asset and Vehicle Fluid Management System (IS)	1,000,000	500,000	90,455	18%
2010 - Asset Management Strategic Program (IS)	985,000	200,000	164,409	82%
1816 - Document Management System (IS)	800,000	250,000	135,491	54%
2018 - Financial Management System Upgrade (IS)	700,000	700,000	8,428	1%
1713 - ADS ACIS data radio replacement (IS)	700,000	50,000	43,967	88%
1518 - Website Redesign (IS)	531,900	25,000	25,425	102%
1916 - San Rafael A&D Admin Office Improvements (FIN/A&D)	456,000	254,484	15,420	6%
1911 - Cyber Security Improvements (IS)	408,000	228,711	54,637	24%
2011 - Email to Office 365 Migration (IS)	375,000	250,000	223,732	89%
1912 - Manage Detection and Response Services (IS)	360,000	150,000	-	0%
2012 - Cloud Migration Initiative (IS)	319,000	150,000	46,978	31%
1913 - Disaster Recovery Improvements (2019) (IS)	318,000	81,817	-	0%
2017 - Video Conferencing (IS)	299,000	50,000	11,498	23%
1914 - Technology Improvements (2019) (IS)	269,000	150,000	238,613	159%
2019 - Capital Equipment (FY20) (Multiple)	255,000	255,000	203,260	80%
2013 - Electronic Timekeeping System Upgrade (FIN/IS)	155,000	80,000	-	0%
2014 - IS Strategic Planning (IS)	150,000	75,000	79,289	106%
2015 - Intranet Redesign (MKTG)	150,000	50,000	-	0%
2016 - Single Sign On (IS)	76,000	76,000	-	0%
Total District Division	\$19,826,423	\$5,407,382	\$2,542,069	47%

Capital Fund Source

	Total Project	FY19/20 Budget	FY19/20 Actual	% of Actual Expenditures
District Funds	\$17,851,364	\$4,981,236	\$2,322,606	47%
Federal Funds	\$804,000	\$425,511	\$241,160	57%
State Funds	\$1,171,059	\$635	(\$21,697)	-3416%
Other Local Funds	0	0	0	0%
Total Expenditures	\$19,826,423	\$5,407,382	\$2,542,069	47%

*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	\$73,000	N/A	\$7,245,100	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	\$6,228,700	N/A	\$47,765,500	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	\$1,500,000	N/A	\$12,152,200	N/A
State Highway Bridge Program (HBP) / Surface Transportation Program (STP)	Funds programmed by State and MTC for the Suicide Deterrent System.	One-Time	\$9,047,600	N/A	\$24,342,700	N/A
Surface Transportation Program (STP)	Funds programmed by State and MTC for the San Rafael Transit Center Relocation Design/Env Project	One-Time	\$10,426,400	N/A	\$28,052,300	N/A
State Grants						
Infrastructure Bond: PTMISEA Account	Application to Caltrans/MTC.	Annual for 10-year Period (2008-2017)	\$305,300	N/A	\$1,087,700	N/A
Low Carbon Transit Operations Program (LCTOP)	Programmed based on Formula.	Annual	\$34,600	N/A	\$1,617,900	N/A
Transportation Development Act (TDA)	Per agreement with the Counties and MTC. Annual application to MTC.	Annual	N/A	Marin	N/A	Marin
				\$5,405,200		TBD
			N/A	Sonoma	N/A	Sonoma
				\$4,434,200		TBD
State Transit Assistance (STA)	Revenue Based - Service-based formula. Population Based - MTC Discretion.	Annual	N/A	\$6,199,800	N/A	TBD
	State of Good Repair - Revenue Based	Annual	\$144,700	N/A	\$1,639,300	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	\$2,770,300
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	One-Time	\$1,160,300	N/A	\$3,178,000	N/A
Proposition K	Programming application to SFCTA	Annual	\$8,700	N/A	\$172,500	N/A
Transportation Fund for Clean Air	Programming application to SFCTA	Annual	\$1,300	N/A	\$13,900	N/A
TAM	Operations support for ferry feeder shuttle	Annual	N/A	\$110,000	N/A	\$110,000
Total Grant Funds			\$28,930,600	\$18,088,400	\$157,267,100	\$2,880,300

All dollar amounts rounded to the nearest one hundred.

APPENDIX E

10-YEAR CAPITAL REQUIREMENTS

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APPENDIX E - 10-YEAR CAPITAL REQUIREMENTS

GGBHTD 10-YEAR CAPITAL PLAN
FY 2022 - FY 2031

Agency - Project Name (LOFP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY20 & Prior Years	FY21 Budget	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
							FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031		
AGENCY SUMMARY																		
BRIDGE DIVISION																		
GRANT FUNDED	675,735	675,735	-	762,839	64,957	22,147	34,947	50,644	74,526	116,985	116,927	116,057	128,107	21,109	10,311	6,121	-	762,839
DISTRICT FUNDED	308,726	-	308,726	359,844	38,603	12,515	27,028	29,445	26,866	36,511	34,769	36,637	52,611	29,179	22,343	13,366	-	359,844
TOTAL	984,461	675,735	308,726	1,122,683	103,560	34,662	61,975	80,090	101,392	153,496	151,696	152,694	180,718	50,288	32,654	19,507	-	1,122,683
BUS DIVISION																		
GRANT FUNDED	190,300	190,300	-	231,491	97,544	2,046	10,972	1,596	34,525	4,093	47,024	21,068	11,840	30,260	6,430	2,532	1,600	231,491
DISTRICT FUNDED	32,667	-	32,667	38,979	5,971	982	3,135	2,232	7,392	1,807	11,591	10,183	3,188	5,950	1,940	843	400	38,979
TOTAL	242,967	190,300	32,667	270,470	103,515	2,998	14,107	3,788	41,917	5,900	58,615	31,251	15,028	36,210	8,370	3,375	2,000	270,470
FERRY DIVISION																		
GRANT FUNDED	280,142	280,142	-	462,600	43,684	3,457	30,781	43,023	23,870	4,520	7,418	26,157	59,177	45,288	24,404	15,504	-	462,600
DISTRICT FUNDED	81,042	-	81,042	136,568	18,112	3,565	11,436	11,203	7,694	3,168	3,522	7,114	15,529	11,379	6,101	3,876	-	136,568
TOTAL	361,184	280,142	81,042	599,168	61,797	7,042	42,217	54,226	31,564	7,708	10,940	33,271	74,706	56,667	30,505	19,380	-	599,168
DISTRICT DIVISION																		
GRANT FUNDED	2,944	2,944	-	4,169	720	504	460	80	100	800	560	44	800	100	-	-	-	4,168
DISTRICT FUNDED	36,468	-	36,468	50,637	5,563	2,607	4,704	8,797	3,440	4,176	1,035	3,411	3,130	3,920	2,100	1,755	-	50,637
TOTAL	39,412	2,944	36,468	54,805	6,283	3,111	5,164	8,877	3,540	4,976	1,595	3,455	3,830	4,020	2,100	1,755	6,000	54,805
AGENCY TOTAL	1,149,121	1,149,121	-	1,481,098	166,905	28,155	77,160	95,303	133,021	126,398	171,529	163,327	199,924	116,757	41,145	24,157	136,916	1,481,098
GRANT FUNDED	478,903	-	478,903	607,029	68,249	19,648	46,303	51,678	45,392	45,681	51,322	57,294	74,458	54,468	32,464	19,843	40,229	607,029
DISTRICT FUNDED	1,628,024	1,149,121	478,903	2,088,127	233,154	47,803	223,463	246,981	178,414	172,680	223,251	220,620	274,382	171,226	73,609	43,999	177,145	2,088,127

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2022 - FY 2031**

KEY: Project Name (IDP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY20 & Prior Years	FY21 Budget	10-Year Projected Capital Need (\$000)										Line Item Total
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
							FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	
BRIDGE DIVISION																	
SEB SEISMIC RETROFIT																	
<i>Seismic Design</i>																	
1923 - Seismic Phase IIIB CM/GC (BR-0064)	9,362	9,362	-	9,362	-	-	4,681	4,681	-	-	-	-	-	-	-	-	9,362
<i>Seismic Construction</i>																	
1928 - GGB Wind Retrofit (BR-0027)	3,313	3,313	-	11,860	7,547	1,000	3,313	-	-	-	-	-	-	-	-	-	11,860
0000 - Seismic Phase IIIB Construction (BR-0023)	621,000	509,220	111,780	621,000	-	-	-	20,000	80,000	130,000	130,000	131,000	-	-	-	-	621,000
0000 - Seismic Phase IIIB Construction (Financing) (BR-0059)	35,000	28,000	7,000	35,000	-	-	-	3,200	2,000	2,056	2,846	6,034	7,136	5,887	4,014	2,028	35,000
BRIDGE IMPROVEMENTS/REHABILITATION																	
<i>Safety/Security Enhancements</i>																	
0905 - South Approach & Pier Security Improvements (BR-0020)	3,838	3,071	768	5,000	1,162	-	1,000	1,000	1,838	-	-	-	-	-	-	-	5,000
1118 - Safety Barrier - Design (BR-0018)	45	-	15	5,345	5,478	50	15	-	-	-	-	-	-	-	-	-	5,345
1924 - North Approach House Security (BR-0016)	845	-	845	3,000	135	-	300	545	-	-	-	-	-	-	-	-	3,000
1926 - SanDiego Pierment Construction (BR-0019)	80,715	55,552	25,163	192,860	82,085	30,000	38,000	38,000	4,715	-	-	-	-	-	-	-	192,780
0000 - Fixed CRB North Approach (H1825) (BR-0015)	1,560	-	1,240	1,560	-	-	60	500	1,000	-	-	-	-	-	-	-	1,560
<i>Bridge Access Systems</i>																	
1929 - Technical Sys for Bridge Access Systems (BR-0062)	400	-	400	400	-	-	50	50	50	50	50	50	50	50	-	-	400
9826 - Main Cable Arch (BR-0093)	10,927	-	10,927	13,180	2,153	100	4,000	4,000	2,927	-	500	5,000	12,000	2,492	-	-	13,180
0000 - South Approach & Arch Access Systems (H1521) (BR-0002)	19,992	-	19,992	20,000	8	-	-	-	-	-	-	-	-	-	-	-	20,000
0000 - North End Access Systems (H1522) (BR-0030)	20,000	-	20,000	20,000	-	-	-	-	-	-	-	500	5,000	12,000	2,500	-	20,000
<i>Improvements/Rehab</i>																	
0000 - Electrical Services to North Approach (BR-0007)	3,960	-	3,960	3,960	-	-	-	-	-	-	-	160	1,290	1,660	850	-	3,960
0000 - Roadway Lighting (BR-0008)	100	-	100	100	-	-	-	-	-	-	-	-	100	-	-	-	100
2120 - Trailer F Reel/Placement (BR-0065)	118	-	118	145	-	27	118	-	-	-	-	-	-	-	-	-	145
2121 - Toll Plaza Admin Bldg Elevator Replacement (BR-0066)	540	-	540	590	-	50	540	-	-	-	-	-	-	-	-	-	590
0000 - Laneworkeer Shack (BR-0067)	248	-	248	248	-	-	27	221	-	-	-	-	-	-	-	-	248
0000 - Toll Plaza Admin Bldg Entrance Doors (BR-0068)	30	-	30	30	-	-	30	-	-	-	-	-	-	-	-	-	30
0000 - Toll Plaza Admin Bldg Main Entry Railing (BR-0069)	60	-	60	60	-	-	60	-	-	-	-	-	-	-	-	-	60
<i>Paint/Erosion Rehab</i>																	
1822 - North Tower Pier Shore Protection Des/Env (BR-0051)	499	-	499	500	1	-	499	-	-	-	-	-	-	-	-	-	500
0000 - North Tower Paint Rehab (BR-0009)	30,000	24,000	6,000	30,000	-	-	-	-	-	-	-	500	10,000	15,000	4,500	-	30,000
0000 - Fort Point Arch Paint Rehab (BR-0010)	7,500	6,000	1,500	7,500	-	-	-	-	-	-	-	1,000	4,500	2,000	-	-	7,500
0000 - North Tower Pier Shore Protection Construction (BR-0052)	1,000	-	1,000	1,000	-	-	1,000	-	-	-	-	-	-	-	-	-	1,000
<i>Roadway Rehab</i>																	
1722 - Toll Plaza Pavement Overlay (BR-0037)	3,351	-	3,351	3,500	99	50	1,000	1,000	1,351	-	-	-	-	-	-	-	3,500
1424 - Deck Paving Investigation (BR-0013)	150	-	150	150	-	-	75	75	-	-	-	-	-	-	-	-	150
0000 - Bridge Pavement Repair (BR-0011)	30,000	15,000	15,000	30,000	-	-	-	-	500	15,000	14,500	-	-	-	-	-	30,000
<i>Structure Rehab</i>																	
0000 - Cable Band Rehab Construction (BR-0022)	8,200	6,550	1,650	8,200	-	-	-	-	-	-	-	2,000	3,500	2,700	-	-	8,200
0000 - Cable Band Rehab Design (BR-0021)	400	320	80	400	-	-	-	-	-	200	200	-	-	-	-	-	400
FACILITIES REHABILITATION																	
<i>Grounds and Roads</i>																	
1920 - Alexander Avenue Slope Strengthening Des/Env (BR-0060)	450	-	450	500	-	50	450	-	-	-	-	-	-	-	-	-	500
0000 - Alexander Avenue Pavement Rehabilitation (H1421) (BR-00)	2,987	-	2,987	3,000	13	-	-	-	100	200	200	1,000	1,587	-	-	-	3,000
0000 - Alexander Avenue Slide Repair - Design/Env (BR-0054)	500	-	500	500	-	-	-	-	-	300	-	-	-	-	-	-	500
0000 - Employee Parking Lots & Tunnel Rehab (BR-0032)	2,300	-	2,300	2,300	-	-	-	-	-	-	-	400	1,300	600	-	-	2,300
0000 - Merchant Road Rehabilitation (BR-0031)	1,800	-	1,800	1,800	-	-	-	-	-	-	400	1,400	-	-	-	-	1,800
0000 - Alexander Avenue Slide Repair - Construction (BR-0055)	850	-	850	850	-	-	-	-	-	-	200	200	450	-	-	-	850

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2022 - FY 2031**

KEY: Project Name (IDP ID)	10-Year Total (\$000)	10-Year Grants District (\$000)	TOTAL PROJECT	FY20 & Prior Years	FY21 Budget	10-Year Projected Capital Need (\$000)										Line Item Total
						Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
						FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	
BRIDGE DIVISION																
Maintenance Facilities																
0000 - Fuel Station Upgrade and Rehabilitation (BR-0037)	820	410	820	-	-	-	-	720	-	-	-	-	-	-	-	820
0000 - Maintenance Facility Relocation (BR-0038)	9,150	9,150	9,150	-	-	-	-	-	-	-	-	350	800	3,500	4,500	9,150
0000 - Wash Rack Replacement (BR-0036)	755	378	755	-	-	-	-	-	-	-	300	455	-	-	-	755
Toll Plaza Buildings																
2020 - Bridge Admin Office Improvements (BR-0063)	72	-	122	-	50	72	-	-	-	-	-	-	-	-	-	122
1820 - Toll Plaza Gantry - Construction (BR-0068)	5,017	-	7,264	1,747	500	3,000	2,017	-	-	-	-	-	-	-	-	7,264
1821 - ISTD Center Systemic Retrofit (BR-0042)	1,941	-	1,941	109	50	1,000	841	-	-	-	-	-	-	-	-	1,941
1921 - Stores Bldg Office Space HVAC Replacement (BR-0051)	14	-	35	-	1	14	-	-	-	-	-	-	-	-	-	35
0000 - Permanent Toll Collection Gantry & Pavement Rehab (BR-0040)	30,000	-	30,000	-	-	-	-	-	-	-	-	-	5,000	15,000	10,000	30,000
0000 - Toll Plaza Administration Bldg Rehab (BR-0040)	2,400	-	3,000	-	-	-	-	1,190	100	860	2,100	-	-	-	-	3,000
0000 - Maintenance Shop Renovation & Roof Rehab (BR-0041)	1,690	-	1,690	-	-	-	500	-	-	-	-	-	-	-	-	1,690
0000 - Round House Roof Rehab (BR-0044)	590	-	590	-	-	-	-	-	-	-	-	-	300	290	-	590
0000 - Purchasing & Stores Bldg & Roof Rehab (BR-0045)	860	-	860	-	-	100	760	-	-	-	-	-	-	-	-	860
0000 - South Visitor Plaza Restroom Improvement - Construction	3,000	-	3,000	-	-	-	-	2,000	1,000	-	-	-	-	-	-	3,000
INFORMATION SYSTEMS/TECHNOLOGY																
1422 - Network Equipment Upgrade (BR-0047)	319	-	1,000	631	50	319	-	-	-	-	-	-	-	-	-	1,000
1525 - Toll System Upgrade (BR-0048)	5,590	-	8,481	2,391	500	1,000	1,000	1,000	2,590	-	-	-	-	-	-	8,481
CAPITAL EQUIPMENT																
Tools and Equipment																
xx29 - Capital Equipment (BR-0001)	20,981	-	22,723	-	1,742	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,981	22,723
TOTAL	985,208	676,735	1,123,508	103,560	34,739	62,723	80,090	101,392	153,696	151,666	152,644	180,718	50,898	32,654	19,507	1,123,508

GGBHTD 10-YEAR CAPITAL PLAN
FY 2022 - FY 2031

KEY: Project Name (IDP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY20 & Prior Years	FY21 Budget	10-Year Projected Capital Need (\$000)										Line Item Total
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
							FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	
BUS DIVISION																	
REVENUE VEHICLES																	
Revenue Vehicle Improvements																	
0000 - Replace Fare Collection Equipment (BUS-0034)	5,500	4,565	935	5,500	-	-	-	-	-	-	-	500	1,000	3,000	1,000	-	5,500
1532 - MO USB Outlets (BUS-0032)	-	-	-	156	156	-	-	-	-	-	-	-	-	-	-	-	156
Revenue Vehicle Replacements																	
0000 - Demand Response Vehicle Replacement (BUS-0039)	1,358	1,154	204	1,358	-	-	-	-	-	-	-	-	1,358	-	-	-	1,358
0000 - 24th Over the Road (OTR) Coaches (BUS-0038)*	79,317	67,419	11,898	79,317	-	-	-	-	9,567	-	24,750	-	-	45,000	-	-	79,317
0000 - Replace Conventional Over-the-Road (OTR) Coaches (BUS-0038)	35,000	29,750	5,250	35,000	-	-	-	-	15,000	-	17,000	-	-	-	-	-	35,000
1730 - Replace 67 Transit Buses with Hybrids (BUS-0036)	5,146	4,682	464	5,146	61,954	500	5,146	-	-	-	-	-	-	-	-	-	67,000
1831 - Replace Twenty (20) Paratransit 22 Gas Cutaways (BUS-002)	1,410	1,170	-	2,160	-	750	1,410	-	-	-	-	-	-	-	-	-	2,160
0000 - Bus Radio Upgrade (BUS-0067)	2,000	-	2,000	2,000	-	-	-	2,000	-	-	-	-	-	-	-	-	2,000
Safety/Security																	
0000 - Security Systems (BUS-0044)	1,000	800	200	1,000	-	-	-	-	-	-	-	-	-	-	1,000	-	1,000
1434 - Security Systems - Bus Security Cameras (BUS-0045)	-	-	-	888	888	-	-	-	-	-	-	-	-	-	-	-	888
Systemwide																	
1532 - Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis (BUS-0055)	185	-	185	235	-	500	185	-	-	-	-	-	-	-	-	-	235
FACILITIES REHABILITATION																	
D-1 San Rafael																	
1431 - RecurSec D1 Employee Parking Lot & Solar Panels (BUS-004)	4,627	3,702	925	5,130	453	50	4,627	-	-	-	-	-	-	-	-	-	5,130
1931 - Bus Division Office Improvements (BUS-0053)	307	-	307	307	88	25	307	-	-	-	-	-	-	-	-	-	420
1934 - San Rafael Senior HVAC Modifications (BUS-0055)	-	-	-	33	33	-	-	-	-	-	-	-	-	-	-	-	33
0000 - San Rafael Card Access Security (BUS-0062)	216	173	43	216	-	-	-	-	-	-	-	-	-	-	-	216	216
2134 - Replace Steam Bay Waste Water Recycling System (FY11) (B)	50	50	50	100	50	-	50	-	-	-	-	-	-	-	-	-	100
0000 - Infectious Room Ventilation (BUS-0016)	35	28	7	35	-	-	-	-	-	-	-	-	-	-	-	35	35
0000 - Elevator/Load Mechanism (FY10-FY11-FY12) (BUS-0019)	115	-	115	115	-	-	-	-	-	-	-	-	-	-	-	115	115
0000 - Elevator for D1 MD Shop Building (BUS-0018)	650	520	130	650	-	-	-	-	-	-	-	-	-	-	-	650	650
0000 - D-1 New Warehouse: Parts and Records Storage (FY10) (BUS-0000)	225	180	45	225	-	-	-	-	-	-	-	-	-	-	-	225	225
0000 - D-1 Main Shop Utility Rehab (BUS-0007)	1,500	1,520	380	2,000	-	-	-	800	-	1,100	-	-	-	-	-	1,900	2,000
0000 - D-1 Main Shop Roof Replacement (BUS-0003)	-	-	-	2,000	-	-	-	-	-	-	-	-	-	-	-	-	2,000
0000 - D-1 IT Dispatch Office Rehab (BUS-0009)	800	640	160	800	-	-	-	-	-	-	-	-	-	-	-	800	800
0000 - D-1 Fuel Island Building Rehab: Concret Apron/Roof/Paint (B)	850	680	170	850	-	-	-	100	750	-	-	-	-	-	-	-	850
0000 - D-1 Fire Alarm System Upgrade (BUS-0041)	300	240	60	300	-	-	-	-	-	-	-	-	-	-	-	300	300
0000 - D-1 Drainage Improvements Warehouse Area (BUS-0014)	25	20	5	25	-	-	-	-	-	-	-	-	-	-	-	25	25
0000 - D-1 Bus Lot Pavement Rehabilitation (BUS-0008)	2,500	2,000	500	2,500	-	-	-	500	1,000	1,000	-	-	-	-	-	-	2,500
0000 - D-1 Bus Lot Campus Rodeo Ph1 Planning Study (BUS-0010)	400	320	80	400	-	-	-	-	-	200	200	-	-	-	-	-	400
0000 - D-1 Bus Lot Campus Rodeo Ph2 Construction (BUS-0011)	25,000	20,000	5,000	25,000	-	-	-	-	-	-	-	1,000	10,000	10,000	4,000	-	25,000
2131 - D-1 Bus Admin Bldg Roof, HVAC & Dispatch Rm (BUS-0040)	1,650	1,100	550	1,700	-	50	100	1,500	50	-	600	500	-	-	-	-	1,700
0000 - D-1 Body Shop Roof and Coating, Storage Bldg (BUS-0006)	880	720	160	880	-	-	-	-	-	-	-	-	-	-	-	-	880
0000 - Bus Main Shop Heaters Replacement (BUS-0015)	91	73	18	91	-	-	-	-	-	-	-	-	-	-	-	91	91
0000 - Bus Lot Landscapes (BUS-0056)	100	100	100	100	-	-	-	-	-	100	-	-	-	-	-	-	100
0000 - Automatic Door/Enclosure by Driver's Room (FY11, FY12) (B)	150	120	30	150	-	-	-	250	1,450	-	-	-	-	-	-	150	1,500
2130 - D-1 ZEB Infrastructure Design (BUS-0059)	1,950	1,560	390	2,000	-	50	1,500	5,000	5,000	5,000	-	-	-	-	-	-	2,000
0000 - D1 ZEB Infrastructure (BUS-0068)	33,960	27,168	6,792	33,960	-	-	-	-	-	-	-	5,000	5,000	2,460	-	-	33,960
D-2 Novato																	
2132 - D-2 Pavement & Remediation (BUS-0032)	1,200	960	240	2,000	-	800	800	400	-	-	-	-	-	-	-	-	2,000
0000 - D-2 Dispatch & Fuel Island Bldg Roof Rehab (BUS-0020)	760	608	152	760	-	-	-	-	-	320	440	-	-	-	-	-	760
0000 - D-2 Pavement Rehabilitation (BUS-0022)	1,700	1,360	340	1,700	-	-	-	-	-	-	-	-	-	800	-	-	1,700
0000 - D-2 Wash Rack Improvements (BUS-0021)	840	672	168	840	-	-	-	-	-	-	-	320	520	-	-	-	840
0000 - D2 ZEB Infrastructure (BUS-0060)	3,000	2,400	600	3,000	-	-	-	3,000	-	-	-	-	-	-	-	-	3,000
2135 - D2 Bus Operator Breakroom, Dispatch Office, and Restroom	30	-	30	80	-	50	30	-	-	-	-	-	-	-	-	-	80

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2022 - FY 2031**

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						Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
						FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031		
BUS DIVISION																	
D-3- Santa Rosa																	
0000 - D-3 Bus Security Improvements (BUS-0046)	1,500	1,200	300	1,500	-	-	-	-	-	-	300	1,200	-	-	-	-	1,500
0000 - D-3 Dispatch & Fuel Island Bldg. Roof and Restroom Rehab (BUS-0047)	900	720	180	900	-	-	-	-	300	600	-	-	-	-	-	-	900
0000 - D-3 Pavement Rehabilitation (BUS-0026)	2,100	1,680	420	2,100	-	-	-	-	-	-	-	-	800	800	500	-	2,100
0000 - D-3 Wash Rack Improvements (BUS-0025)	840	672	168	840	-	-	-	-	-	300	540	-	-	-	-	-	840
0000 - D-3 ZEB Infrastructure (BUS-0061)	3,000	2,400	600	3,000	-	-	-	3,000	-	-	-	-	-	-	-	-	3,000
D-4- San Francisco																	
1933 - 3rd Corp Cut Bus Stop Improvements (BUS-0057)	1,500	1,200	300	1,500	-	-	-	-	-	-	-	-	-	-	-	-	1,500
0000 - D-4 Pavement Rehabilitation (BUS-0028)	3,000	2,400	600	3,000	-	-	-	3,000	-	-	-	-	300	1,200	-	-	3,000
0000 - D-4 ZEB Infrastructure (BUS-0062)																	
A-7- San Rafael Transit Center																	
0000 - SRTC Relocation PS&E/CON (BUS-0029)	45,000	30,000	15,000	45,000	-	-	-	500	2,000	15,000	27,500	-	-	-	-	-	45,000
1717 - SRTC Relocation Design/Env Planning Depts (BUS-0048)	768	654	114	768	977	300	188	-	-	-	-	-	-	-	-	-	2,065
2133 - SRTC Break Room Renovation (BUS-0065)	-	-	-	59	-	39	-	-	-	-	-	-	-	-	-	-	39
Systemwide																	
0000 - Install LED Yard Lighting at Bus Facilities (BUS-0031)	138	138	-	138	-	-	-	-	-	-	-	-	-	-	-	-	138
0000 - ZEB Smart Charging System (BUS-0064)	250	200	50	250	-	-	-	-	250	-	-	-	-	-	-	-	250
INFORMATION SYSTEMS/TECHNOLOGY																	
1715 - Assist Maintenance Upgrade - Santa Rosa Link (BUS-0051)	182	-	182	250	43	25	182	-	-	-	-	-	-	-	-	-	250
0000 - Collision Avoidance System (BUS-0058)	1,050	840	210	1,050	-	-	100	500	450	-	-	-	-	-	-	-	1,050
CAPITAL EQUIPMENT																	
xc39 - Capital Equipment (BUS-0001)	3,262	-	3,262	3,600	-	338	350	350	350	350	350	350	350	350	112	-	3,600
TOTAL	278,957	217,468	61,489	348,606	64,352	3,077	15,637	10,788	46,917	10,900	36,250	20,028	62,710	8,350	3,357	2,000	348,626

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

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2022 - FY 2031**

KEY - Project Name (IDP ID)	10-Year Grants Total (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY20 & Prior Years	FY21 Budget	10-Year Projected Capital Need (\$000)										Line Item Total
						Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
						FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	Future Years
FERRY DIVISION																
REVENUE VEHICLES																
MS San Francisco																
0000 - MS San Francisco Repower & Capital Improvement (FER-000)	5,725	4,590	1,135	7,475	-	-	1,685	-	785	-	785	-	1,885	-	785	1,750
0000 - MS San Francisco: End of Useful Life Replacement (FER-004)	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	25,000
MS Marin																
0000 - M.S. Marin Ramp & Gangway Vessel Modifications (#1640)	1,340	1,072	2,412	1,340	-	-	500	500	340	-	-	-	-	-	-	1,340
0000 - MS Marin: End of Useful Life Replacement (FER-0041)	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	25,000
0000 - MS Marin: Repower & Capital Improvements (FER-0040)	3,440	2,752	6,192	3,440	-	-	-	585	-	1,665	-	585	-	585	-	3,440
1741 - M.S. Marin Repower & Dry Dock (FER-0015)	47	11	58	13,334	12,287	1,000	47	-	-	-	-	-	-	-	-	13,334
MS Sonoma																
1740 - M.S. Sonoma Refurbishment and Repower (FER-0016)	8,095	7,597	15,692	29,137	19,601	1,500	3,095	-	-	-	-	-	-	-	-	29,137
0000 - MS Sonoma: End of Useful Life Replacement (FER-0045)	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	25,000
0000 - MS Sonoma Repower & Capital Improvements (FER-0044)	4,205	3,364	7,569	5,840	-	-	585	-	585	-	1,885	-	585	-	585	1,685
MV Mendocino																
0000 - MV Mendocino: End of Useful Life Replacement (FER-0051)	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	25,000
0000 - MV Mendocino Repower & Capital Improvements (FER-0052)	6,230	4,984	11,214	6,230	-	-	-	1,070	-	3,320	-	920	-	920	-	6,230
MV Del Norte																
0000 - MV Del Norte Q13 (FER-0065)	665	522	1,187	665	-	-	300	365	-	-	-	-	-	-	-	665
0000 - MV Del Norte Repower & Capital Improvements (FER-0046)	8,130	6,504	14,634	16,240	-	-	1,090	-	1,480	-	3,530	-	1,010	-	1,010	8,130
0000 - MV Del Norte: End of Useful Life Replacement (FER-0047)	25,000	20,000	45,000	25,000	-	-	-	-	-	-	-	25,000	-	-	-	25,000
MV Napa																
0000 - MV Napa Capital Improvements & DD (FER-0066)	1,000	800	1,800	1,000	-	-	100	400	500	-	-	-	-	-	-	1,000
0000 - MV Napa Repower & Capital Improvements (FER-0053)	8,630	6,904	15,534	8,630	-	-	1,450	-	1,450	-	1,000	-	3,730	-	1,000	8,630
0000 - MV Napa: End of Useful Life Replacement (FER-0053)	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	25,000
0000 - M.V. Napa Ramp & Gangway's Vessel Modifications (#1641)	1,180	944	2,124	1,180	-	-	200	500	480	-	-	-	-	-	-	1,180
MV Golden Gate																
0000 - MV Golden Gate Repower & Capital Improvements (FER-000)	7,580	6,064	13,644	15,160	-	-	1,050	-	1,000	-	3,530	-	1,000	-	1,000	7,580
0000 - MV Golden Gate: End of Useful Life Replacement (FER-0048)	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	25,000
0000 - MV Golden Gate: Structural Modifications (#1448) (FER-0042)	100	80	180	100	-	-	100	-	-	-	-	-	-	-	-	100
Multiple Vessel																
1941 - M.V. Del Norte, M.V. Napa and M.V. Golden Gate Main Eng	7,385	5,908	13,293	17,245	16,456	789	-	-	-	-	-	-	-	-	-	17,245
2040 - Capital Improvements for Ferry Fleet (FER-0083)	3,000	2,400	5,400	4,000	-	1,000	3,000	-	-	-	-	-	-	-	-	8,385
2140 - FY21 Ferry Vessel Rehab (FER-0088)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,000
Systemwide																
1940 - Purchase New Vessel - Phase 1 (FER-0067)	10,950	9,527	20,477	11,000	-	50	8,000	2,950	-	-	-	-	-	-	-	11,000
0000 - Purchase New Vessel - Phase 2 (FER-0080)	19,000	16,530	35,530	19,000	-	-	8,000	11,000	-	-	-	-	-	-	-	19,000
2043 - Water Jet Replacement (FER-0087)	945	756	1,701	955	-	50	945	-	-	-	-	-	-	-	-	995
1945 - Renewable Diesel Pilot Program (FER-0069)	535	-	535	560	-	25	535	-	-	-	-	-	-	-	-	560
FACILITIES REHABILITATION																
Systemwide																
0503 - Gangway & Piers - Design (FER-0007)	2,357	2,023	4,380	11,863	9,355	150	500	500	1,357	-	-	-	-	-	-	11,863
0000 - Security Systems (FER-0039)	500	400	900	500	-	-	500	-	-	-	-	-	-	-	-	500
0079 - Warehouse Security and Storage Project (FER-0079)	3,670	-	3,670	3,670	-	100	200	1,000	1,000	1,370	-	-	-	-	-	3,670
0084 - Ferry Berthing Area, San Quentin State Prison (FER-0084)	1,190	952	2,142	1,190	-	100	500	500	-	-	-	-	-	-	-	1,190
0086 - New Ferry Slip, Mission Bay (FER-0086)	7,925	6,340	14,265	7,925	-	100	200	7,625	-	-	-	-	-	-	-	7,925

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2022 - FY 2031**

KEY: Project Name (IDP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY20 & Prior Years	FY21 Budget	10-Year Projected Capital Need (\$000)										Line Item Total
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
FERRY DIVISION																	
Larkspur Ferry Terminal																	
0028- Admin Bldg Roof, Paint Exterior, Restroom Rehab (FER-0028)	1,500	1,200	300	1,500	-	-	-	-	-	-	-	-	-	-	-	-	1,500
0000- Design/Install Swing Mooring Apparatus (FER-0057)	86	-	86	86	-	-	300	1,200	-	-	-	-	-	-	-	-	86
0000- Gangways & Piers - Larkspur Construction (FER-0026)	66,000	52,800	13,200	66,000	-	-	-	86	-	-	-	-	-	-	-	-	66,000
0000- LFT Berth and Turning Basin Dredging (FER-0025)	8,000	6,400	1,600	8,000	-	-	-	300	3,000	-	-	-	-	-	-	-	8,000
0000- LFT Channel Dredging (FER-0024)	29,100	23,280	5,820	29,100	-	-	-	500	12,500	-	-	-	-	-	-	-	29,100
0000- LFT Maintenance Facility Rehabilitation (FER-0060)	1,160	-	1,160	1,160	-	-	-	-	-	-	-	-	-	-	-	-	1,160
0000- LFT Parking Garage (FER-0035)	40,000	32,000	8,000	40,000	-	-	-	-	-	-	-	-	-	-	-	-	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
0000- Rehab Overflow Parking Lot Area (FER-0033)	800	640	160	800	-	-	-	800	-	-	-	-	-	-	-	-	800
0000- Rehab Overflow Parking Lot (FER-0034)	1,500	1,200	300	1,500	-	-	-	-	-	-	-	-	-	-	-	-	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 Use and Utilities Rehab (FER-0029)	1,000	800	200	1,000	-	-	-	500	500	-	-	-	-	-	-	-	1,000
0000- LFT Larkspur (FER-0003)	1,201	1,064	137	1,201	-	-	1,201	-	-	-	-	-	-	-	-	-	1,201
1841- Fuel System Rehab (FER-0031)	1,283	-	1,283	1,500	17	200	200	200	500	383	-	-	-	-	-	-	1,500
0000- TV Charger Upgrades (FER-0070)	200	-	200	200	-	-	-	50	50	100	-	-	-	-	-	-	200
0000- Larkspur Ferry Office Partitions and Furniture (FER-0074)	58	-	58	58	-	-	-	58	-	-	-	-	-	-	-	-	58
0075- Modify Slip #3, Larkspur Ferry Terminal (ADA) (FER-0075)	96	-	96	96	-	-	96	-	-	-	-	-	-	-	-	-	96
0076- Larkspur Ferry Kiosk Restoration and Refurbishment (FER-0076)	380	-	380	380	-	-	200	180	-	-	-	-	-	-	-	-	380
0077- Modify/Improve Larkspur Ferry Overflow Parking Lot (FER-0077)	400	-	400	400	-	-	100	300	-	-	-	-	-	-	-	-	400
0042- Larkspur Ferry Service and Parking Expansion Env. Clearance	1,200	-	1,200	1,250	-	-	-	-	-	-	-	-	-	-	-	-	1,250
1141- LFT Fuel System Rehabilitation (FER-0088)	1,975	-	1,975	2,000	-	25	1,975	-	-	-	-	-	-	-	-	-	2,000
0000- Rehabilitate Larkspur Maintenance Facility (FER-0090)	1,200	-	1,200	1,200	-	-	-	400	400	-	-	-	-	-	-	-	1,200
San Francisco Ferry Terminal																	
0000- Gangways & Piers - San Francisco Construction (FER-0036)	30,000	24,000	6,000	30,000	-	-	-	-	-	3,500	-	12,500	-	14,000	-	-	30,000
0000- Rehab Former Ticket Office Bldg (FER-0038)	2,800	2,240	560	2,800	-	-	-	-	-	-	-	2,000	-	800	-	-	2,800
0063- SFT Security Gate (FER-0063)	300	-	300	300	-	-	300	-	-	-	-	-	-	-	-	-	300
0000- Waiting Area Roof Rehab (FER-0037)	1,200	960	240	1,200	-	-	-	-	-	-	-	300	-	900	-	-	1,200
0078- San Francisco Ferry Terminal Improvements (FER-0078)	1,222	-	1,222	1,222	-	-	100	200	200	222	-	-	-	-	-	-	1,222
0000- SF Terminal Roll Down Gates and Passenger Queuing Modification	400	320	80	400	-	-	-	400	-	-	-	-	-	-	-	-	400
Sausalito Ferry Terminal																	
1441- Gangways & Piers - Sausalito Construction (FER-0005)	22,435	17,948	4,487	22,550	25	100	3,000	19,435	-	-	-	-	-	-	-	-	22,550
0000- Sausalito Terminal Environmental Mitigation (FER-0039)	100	-	100	100	-	-	-	100	-	-	-	-	-	-	-	-	100
Corte Madera Marsh																	
9710- Corte Madera Marsh Restoration Design (FER-0002)	81	-	81	2,809	2,678	50	81	-	-	-	-	-	-	-	-	-	2,809
1041- Corte Madera Marsh Restoration Construction (FER-0082)	2,950	-	2,950	3,040	-	50	2,950	-	-	-	-	-	-	-	-	-	3,040
INFORMATION SYSTEMS/TECHNOLOGY																	
944- Ticketing Systems/TVMs/Door Replacement (FER-0073)	2,332	1,866	466	3,220	838	50	500	800	1,032	-	-	-	-	-	-	-	3,220
1842- Automatic Identification System (AIS) (FER-0064)	4	-	4	65	51	10	4	-	-	-	-	-	-	-	-	-	65
CAPITAL EQUIPMENT																	
xx49- Capital Equipment (FER-0001)	562	-	562	2,500	-	1,918	75	75	75	75	75	75	75	75	57	-	2,500
TOTAL	367,360	282,542	84,817	606,366	61,757	8,067	47,192	54,626	31,964	8,108	10,940	33,271	74,706	56,667	30,505	19,380	606,366

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2022 - FY 2031**

KEY: Project Name (LUMP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY20 & Prior Years	FY21 Budget	10-Year Projected Capital Need (\$000)										Line Item Total
							Year 1 FY2022	Year 2 FY2023	Year 3 FY2024	Year 4 FY2025	Year 5 FY2026	Year 6 FY2027	Year 7 FY2028	Year 8 FY2029	Year 9 FY2030	Year 10 FY2031	
DISTRICT DIVISION																	
FACILITIES/REHABILITATION																	
0002 - ASD Admin Bldg Renovation/Rehab (DIST-0002)	1,500	-	1,500	1,500	-	-	200	1,300	-	-	-	-	-	-	-	-	1,500
0000 - Office Facility Renovation/Consolidation (DIST-0003)	960	-	960	6,960	-	-	-	100	100	-	500	-	-	-	-	-	6,000
0000 - Security Systems (DIST-0046)	700	560	-	140	700	-	-	-	-	-	-	-	-	-	-	-	700
2110 - On-Site Medical Trailer Infrastructure (DIST-0080)	200	-	200	250	-	50	200	-	-	-	-	-	-	-	-	-	250
2113 - Trailer B Renovation (DIST-0081)	-	-	-	51	-	51	-	-	-	-	-	-	-	-	-	-	51
0000 - Mobile Conference Room/Emergency Operations Center (DIST-0082)	257	-	257	257	-	-	-	257	-	-	-	-	-	-	-	-	257
0000 - Electric Vehicle and Bike Charging Projects at LPI (DIST-0088)	92	-	92	92	-	-	92	-	-	-	-	-	-	-	-	-	92
INFORMATION SYSTEMS/TECHNOLOGY																	
1513 - Electronic Timekeeping System (DIST-0010)	227	-	227	1,505	1,268	10	227	-	-	-	-	-	-	-	-	-	1,505
1518 - Website Redesign (DIST-0013)	-	-	-	385	385	-	-	-	-	-	-	-	-	-	-	-	385
1711 - Radio System Upgrade (DIST-0005)	-	-	-	1,880	1,880	-	-	-	-	-	-	-	-	-	-	-	1,880
1712 - Transit Scheduling System (DIST-0009)	481	-	481	2,666	1,935	250	481	-	-	-	-	-	-	-	-	-	2,666
1713 - AOS ACIS Data Radio Replacement (DIST-0006)	1	-	1	700	658	41	1	1,000	1,000	960	-	-	-	-	-	-	700
1810 - Financial/HR/Payroll Management System (DIST-0021)	3,460	-	3,460	4,560	540	500	500	1,000	1,000	960	-	-	-	-	-	-	4,560
1811 - Hardware and Software for ACIS/PNT (DIST-0051)	500	-	500	1,005	775	230	250	250	-	-	-	-	-	-	-	-	1,005
1813 - Transportation Statistics Reporting (DIST-0067)	45	-	45	500	500	-	-	-	-	-	-	-	-	-	-	-	500
1815 - Customer Service Incident System (Marketing) (DIST-0056)	566	-	566	800	184	50	566	-	-	45	-	-	-	-	-	-	800
1910 - Intranet Redesign (DIST-0074)	150	-	150	150	-	-	150	-	-	-	-	-	-	-	-	-	150
1911 - Cyber Security Improvements (DIST-0065)	124	-	124	408	234	50	124	-	-	-	-	-	-	-	-	-	408
1912 - Manage Detection and Response Services (DIST-0066)	310	-	310	360	-	50	310	-	-	-	-	-	-	-	-	-	360
1913 - Disaster Recovery Improvements (DIST-0067)	32	-	32	318	236	50	32	-	-	-	-	-	-	-	-	-	318
1914 - Technology Improvements (DIST-0068)	-	-	-	27	27	-	-	-	-	-	-	-	-	-	-	-	27
2013 - Electronic Timekeeping System Upgrade (DIST-0075)	105	-	105	155	-	50	105	-	-	-	-	-	-	-	-	-	155
1916 - San Rafael A&D Admin Office Improvements (DIST-0070)	204	-	204	471	217	50	204	-	-	-	-	-	-	-	-	-	471
2017 - Video Conferencing (DIST-0053)	238	-	238	299	11	50	238	-	-	-	-	-	-	-	-	-	299
0000 - Transit Scheduling System (DIST-0018)	1,200	960	-	240	1,200	-	-	-	-	500	760	-	-	-	-	-	1,200
0000 - Time Keeping System (DIST-0026)	1,055	844	-	211	1,055	-	-	-	-	-	55	1,000	-	-	-	-	1,055
0000 - Telephone System Upgrade (DIST-0019)	2,550	-	2,550	2,550	-	-	250	-	800	-	-	-	50	1,700	-	-	2,550
0000 - Technology Improvements (DIST-0052)	1,250	-	1,250	1,250	-	-	250	-	250	-	250	-	250	-	250	-	1,250
0000 - Replace Server Equipment (DIST-0024)	600	-	600	600	-	-	200	-	200	-	200	-	-	-	200	-	600
0000 - Replace Network Equipment (DIST-0023)	1,480	-	1,480	1,480	-	-	-	740	-	-	-	-	-	740	-	-	1,480
0000 - Redundant Network / Systems (DIST-0017)	650	-	650	650	-	-	-	-	-	150	350	-	130	-	-	-	650
0000 - Radio System Upgrade (DIST-0016)	2,000	-	2,000	2,000	-	-	-	-	-	500	-	500	-	-	-	-	2,000
0000 - Radio Subscriber Upgrade (DIST-0060)	4,000	-	4,000	4,000	-	-	-	3,000	-	-	-	-	1,000	-	-	-	4,000
0000 - Network Security (DIST-0035)	230	-	230	230	-	-	-	-	-	230	-	-	-	-	-	-	230
2012 - Cloud Migration Initiative (DIST-0076)	244	-	244	319	-	75	244	-	-	-	-	-	-	-	-	-	319
0000 - VPR replacement (DIST-0036)	200	-	200	200	-	-	-	-	200	-	-	-	-	-	-	-	200
0000 - Internet of Things for all Divisions (DIST-0050)	750	-	750	750	-	-	-	-	-	-	250	-	-	-	250	-	750
0000 - CAD/AVL System Refresh (DIST-0045)	1,100	-	1,100	1,100	-	-	-	-	50	1,050	-	-	-	-	-	-	1,100
0000 - Indoor and Outdoor Wireless Network Access (DIST-0028)	660	-	660	660	-	-	-	320	-	-	-	-	-	340	-	-	660
1900 - Firewall System Upgrade (DIST-0037)	183	-	183	245	12	50	86	97	-	-	-	-	-	-	-	-	245
2016 - Single Sign On (DIST-0072)	76	-	76	76	-	-	20	20	20	16	-	-	-	-	-	-	76
0000 - Financial/HR/Payroll Management System Procurement (DIST-0030)	2,000	-	2,000	2,000	-	-	-	-	-	-	1,000	-	-	-	1,000	-	2,000
0000 - Ferry Passenger Information Systems (DIST-0040)	250	200	-	50	250	-	-	-	125	-	-	-	-	125	-	-	250
0000 - Exacom Voice Recorder Refresh (DIST-0044)	40	-	40	40	-	-	-	-	-	40	-	-	-	-	-	-	40
0000 - Document Management System (DIST-0025)	540	-	540	540	-	-	-	-	-	-	70	470	-	-	-	-	540
0000 - District Web Site Re-Design w/Mobile App (DIST-0039)	220	-	220	220	-	-	-	-	-	220	-	-	-	-	-	-	220
0000 - Disaster Recovery (DIST-0029)	1,000	-	1,000	1,000	-	-	-	250	-	250	-	250	-	-	-	-	1,000
2014 - IS Strategic Planning (DIST-0073)	1	-	1	150	79	70	1	-	-	-	-	-	-	-	-	-	150
0000 - Data Storage System (DIST-0027)	1,200	-	1,200	1,200	-	-	-	600	-	-	-	-	600	-	-	-	1,200
0000 - Cyber Security (DIST-0033)	805	-	805	805	-	-	-	250	-	-	-	80	260	215	-	-	805
0000 - Business Intelligence (DIST-0059)	1,250	-	1,250	1,250	-	-	-	750	-	-	-	500	-	-	-	-	1,250
0000 - Bus Wifi (DIST-0031)	500	-	500	500	-	-	-	250	-	-	-	-	-	-	-	-	500
0000 - Asset VPGate Refresh (DIST-0043)	20	-	20	20	-	-	-	20	-	-	-	-	-	-	-	-	20
0000 - Asset and Vehicle Fluid Mgmt System (DIST-0054)	750	-	750	750	-	-	-	-	250	-	-	250	-	-	250	-	750
1812 - Asset and Vehicle Fluid Mgmt System (DIST-0022)	475	380	-	95	1,000	125	400	475	-	-	-	-	-	-	-	-	1,000
2011 - Email to Office 365 Migration (DIST-0077)	300	-	300	375	-	75	300	-	-	-	-	-	-	-	-	-	375
2010 - Asset Management Strategic Program (DIST-0078)	285	-	285	985	-	700	100	100	85	-	-	-	-	-	-	-	985
2018 - Financial Management System Upgrade (DIST-0079)	450	-	450	708	8	250	-	-	-	450	-	-	-	-	-	-	708

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2022 - FY 2031**

KEY - Project Name (LDP ID)	10-Year Grants Total (\$000)	10-Year Grants District (\$000)	TOTAL PROJECT	FY20 & Prior Years	FY21 Budget	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total										
						Year 1		Year 2		Year 3		Year 4		Year 5				Year 6		Year 7		Year 8		Year 9		Year 10	
						FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031												
2112 - Video Archive (DST-0082)	-	-	20	-	20	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20	
2111 - Technology Improvements (2021) (DST-0083)	190	-	190	240	50	190	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	240	
0000 - BI Analysis and Transportation Statistics Reporting Solution	550	-	550	550	-	200	200	150	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	550	
CAPITAL EQUIPMENT																											
px19 - Capital Equipment (DST-0001)	1,645	-	1,645	1,755	-	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	150	1,755
TOTAL	40,851	3,056	37,815	58,707	8,575	5,996	9,077	3,947	4,976	1,565	3,455	3,930	4,020	2,100	1,755	6,000	58,707										

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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 19/20 but in actuality it provided an additional \$44.8 million to the District's reserves.

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

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

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

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

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

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

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

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

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

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

Agenda Item No. (7)
Page 3

Next Steps

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

Fiscal Impact

There is no fiscal impact associated with this status report.

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

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Guiding Principles

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

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

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

Development Criteria

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

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

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Background

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

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

Development of the Financial Plan

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

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

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

Objectives of the Strategic Financial Plan

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

Description of Plan Document Structure

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

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)		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
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)	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: (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 Airporter to create an additional 200 parking spaces. Additional bicycle parking added inside the paid area of the Terminal.
41 Evaluate providing direct staff resources to other local public agencies for a fee.					\$-	\$	District is currently providing customer service for Marin Transit and SMART.
43 Take steps to be competitive to provide transportation to local SMART train stations.						\$-	District is providing a shuttle from the SMART station in San Rafael to the Larkspur Ferry.

2019 STRATEGIC FINANCIAL PLAN

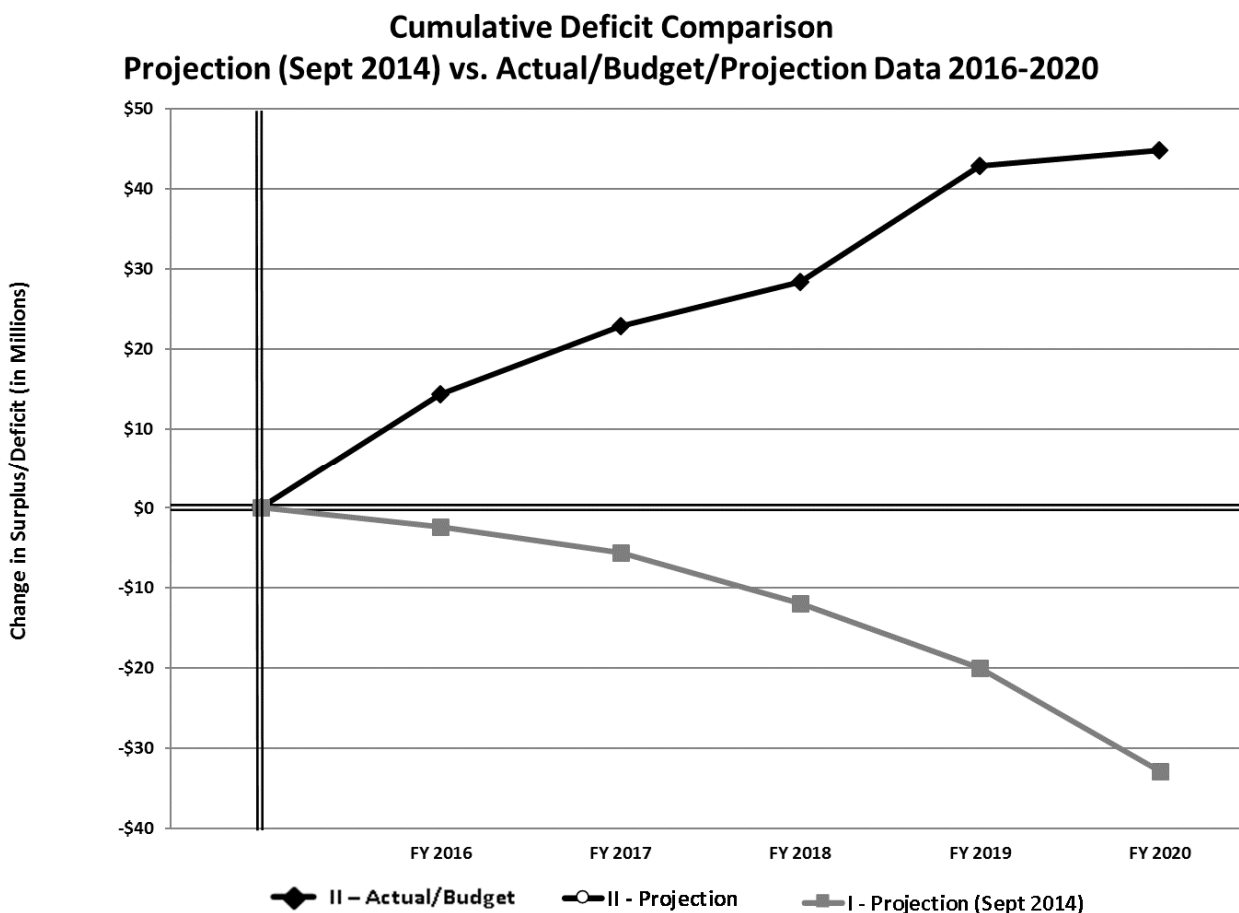
Initiatives (Cumulative \$ in Millions)							Status of Project to Date
YEAR 1 FY 15/16	YEAR 2 FY 15/16- 16/17	YEAR 3 FY 15/16- 17/18	YEAR 4 FY 15/16- 18/19	YEAR 5 FY 15/16- 19/20	10-YR FY 15/16 - 24/25		
Projects Withdrawn or Deferred:							
16 Implement Wi-Fi on the Ferry system. Increase ridership 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	\$0.1	\$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 20/21 through FY 29/30. The projection reflects the maintenance of all current policy decisions, current operating service levels, the current capital project schedule, and current revenue assumptions over the period of the projection. It assumes that the cost will change over time with inflation and that revenues will change according to projections of traffic and transit patronage. *Future* policy decisions to change tolls, fares, and/or service levels are *not* included in this projection.

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

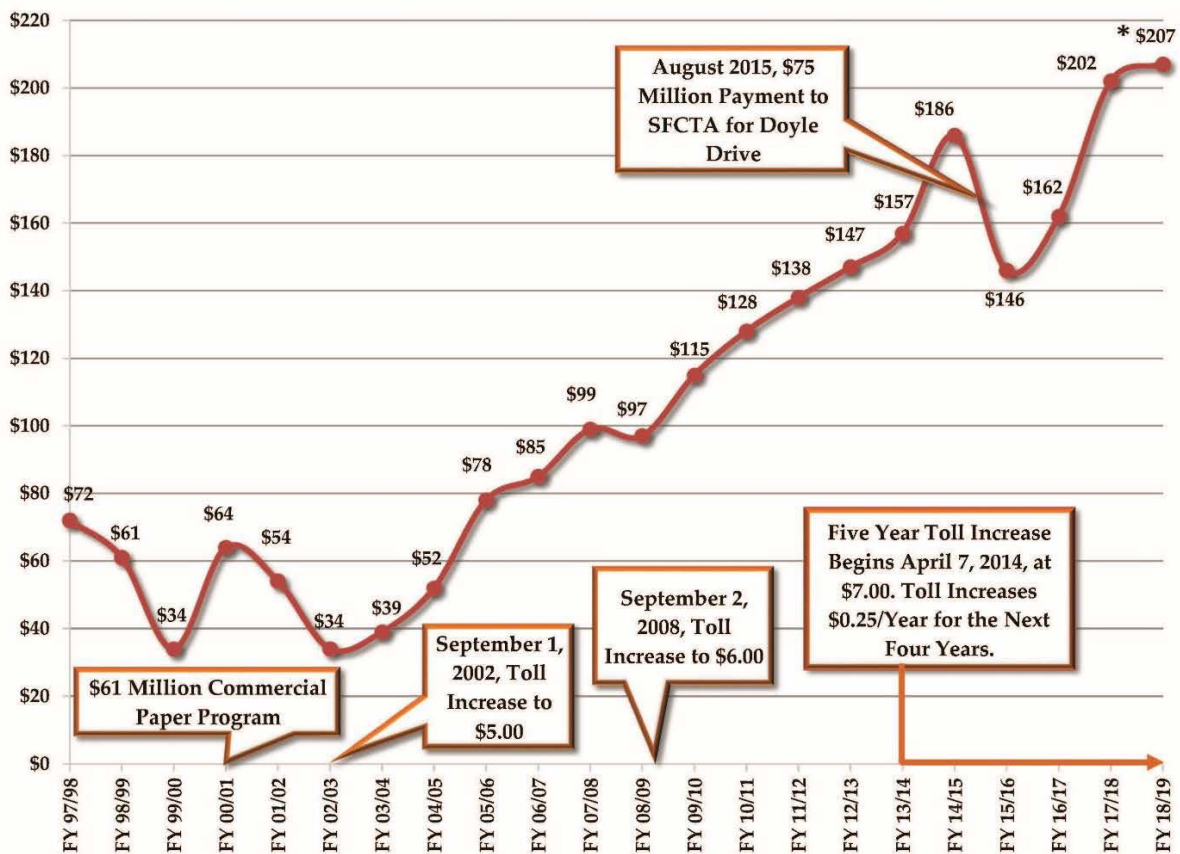
II. Fiscal Strength of the District**Summary**

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

Reserve Level

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

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



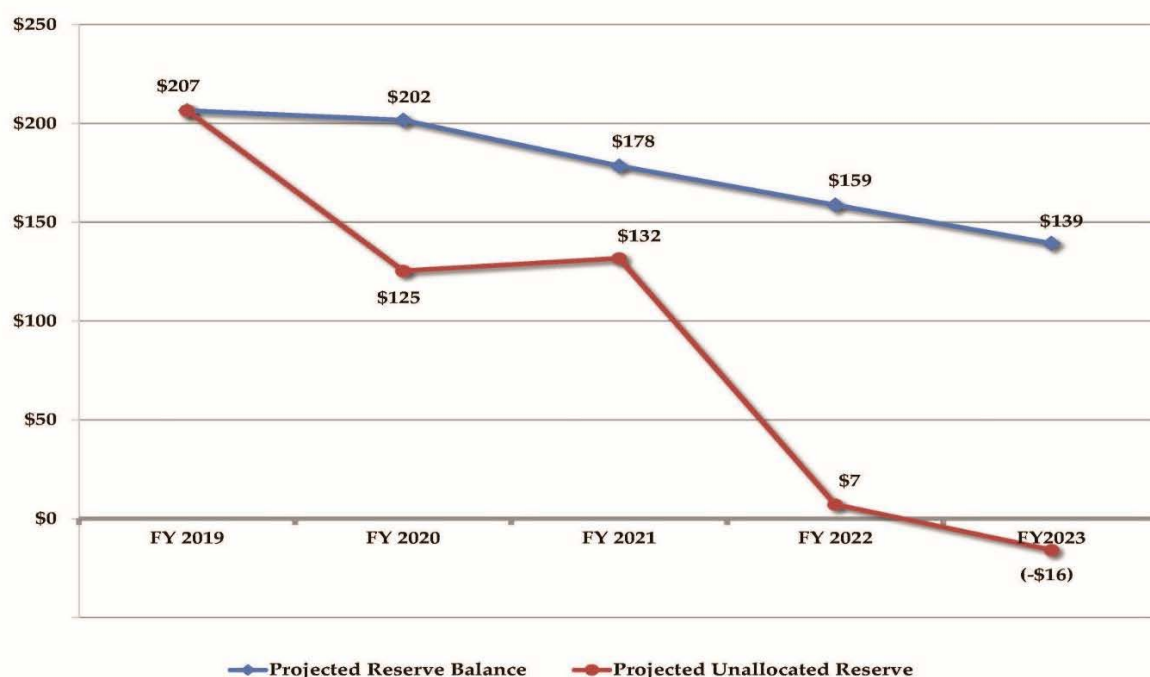
*Note: Graph amounts represent beginning of the year balances. See Appendix E for more details.

Use of Capital Reserves to Fund Capital Projects

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

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

The District accumulates reserves through its operating budget. Those reserves are set aside until the Board allocates them to fund the District's share of the capital projects or to cover temporary operating budget shortfalls. After funds are allocated by the Board, they are spent out over one to several years depending on the particular capital project. The following graph represents a projection of how the current total of capital reserves, as presented in the District's FY 19/20 Budget, would be allocated (Projected Unallocated Reserve line) and spent out (Projected Reserve Balance line) if capital projects are undertaken as laid out in the 10-Year Capital Plan.



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

How Reserves Are Funded

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

III. Projection Findings

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

	Year 1 FY 20/21 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 20/21 through FY 29/30 Ten-Year Capital Projection, provided in Appendix C, identifies a \$1.6 billion capital need over the next ten years requiring a District contribution of \$475 million. This plan has been structured to systematically maintain and sustain existing Bridge, Bus, and Ferry capital investments within existing staff resources.

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

Alternative Capital Revenue Assumption Scenarios

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

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

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

Fiscal Impact

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

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

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

All Figures Rounded to (\$000)

80% Grant Funded

	Year 1 FY 2021 Estimate	Year 2 FY 2022 Estimate	Year 3 FY 2023 Estimate	Year 4 FY 2024 Estimate	Year 5 FY 2025 Estimate	Year 6 FY 2026 Estimate	Year 7 FY 2027 Estimate	Year 8 FY 2028 Estimate	Year 9 FY 2029 Estimate	Year 10 FY 2030 Estimate	Total 5 Year Estimate	Total 10 Year Estimate
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	7,100	7,200	7,400	7,500	7,700	7,900	8,000	8,200	35,200	74,500
Purchased Transportation	2,000	2,100	2,100	2,200	2,200	2,300	2,300	2,400	2,500	2,500	10,600	22,600
Staff Development	1,400	1,400	1,500	1,500	1,500	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/Fringe-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	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	\$ 998,900
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 20/21 – FY 29/30**

CATEGORY ASSUMPTIONS

Operating Revenue

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

Bridge Tolls

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

Bus Transit

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

Ferry Transit

Ferry ridership is projected to remain flat over 10 years. The Board of Directors approved a new five-year fare plan effective July 2017. Though Ferry passengers remain flat, the revenue is projected to increase 2% in the first two years and remain flat for all the other years.

Local Funds

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

State Funding

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

Federal Funding

No Federal operating funding is assumed for this projection.

Investment Income

Interest on investment is projected to be 2.35% for the first year, increasing slightly to a maximum of 4.5% based on current rate trends. Projected account balance is net of operating deficit excluding capital contribution, bridge self-insurance reserve and depreciation and includes projected capital spending plan

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

CATEGORY ASSUMPTIONS

Other Revenue

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

Known Changes

Bridge toll revenue

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

Means-Based Fare

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

Operating Expense

CPI Rates

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

Salaries

Salary increases for non-Bus Operators are based on CPI rate projections. No salary increase is included for ATU-represented employees. CPI rates are used for the Bus Operators projections. Capitalized labor and ICAP (Indirect Cost Allocation Plan) are itemized and reported separately as “Known Changes” (See Known Changes category below for detail on Capitalization and ICAP).

Pension

PERS Pension (Employer Responsibility) is based on CalPERS actuarial estimates of 34.6%, 35.8%, 36.5%, 36.4%, 36.7% and 32.5% for the years FY20/21 through FY25/26 respectively. This projection assumes that pension cost continues to remain flat for the years of FY 26/27 - FY 29/30. Pension rate for Bus Operator (ATU) is 22.165% for FY 19/20. This projection assumes that the ATU pension rates continue to remain flat for the years of FY 20/21 - FY 29/30.

Medical Insurance

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

Workers’ Compensation

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

Debt Service Payment

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

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

CATEGORY ASSUMPTIONS

Depreciation

Based on the 10-Year Capital Expenditure Plan, major projects that are projected to be complete for the first five years are as follows: Suicide Deterrent, Main Cable Access, ZEB Infrastructure, Refurbishment, Engine Rebuilt, Repower and Capital Improvements of various vessels, Purchase New Ferry Vessel, Channel Dredging, Gangway & Piers-Design, Sausalito Gangway & Piers and IS related projects. For the last five years, major capital projects that are assumed completed are Bridge Pavement Repair, Bus Lot Campus Redevelopment, SRTC Relocation, MV Del Norte-End of Useful Life Replacement, Warehouse Security & Storage Project, Gangway & Piers-Larkspur/San Francisco and SF Ferry Terminal Improvements.

All other expenses not mentioned above

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

Known Changes

Salary/Fringe Benefits

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

Capitalized Labor and Benefits

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

ICAP (Indirect Cost Allocation Plan)

ICAP is estimated at approximately 67.88% of Engineering capitalized labor expense.

Medical and Workers Compensation Benefits

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

ACA

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

Commercial Paper Principal

Payments to the Commercial Paper Debt Principal will begin in FY 29/30, following completion of the Seismic Retrofit project. Per the original indenture agreement, projected payments are based on the payment of \$1.4 million.

Commercial Paper Savings

Cost savings on Commercial Paper debt service expense calculated at the 2.0% difference between the projected interest rate of approximately 3.54% and the 5.0% interest rate cap.

Depreciation Adjustment

Reduction in depreciation cost due to the delay in the completion of capital projects and acquisition of capital equipment.

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**GGBHTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030**

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**

								10-Year Projected Capital Need (\$000)											
		10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY19 & Prior Years	FY20 Budget	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Year 10			
JLKEY - Project Name (10YF ID)		10-Year Total (\$000)															Line Item Total		
BRIDGE DIVISION																			
GGB SEISMIC RETROFIT																			
Seismic: Design																			
1923 - Seismic Phase IIB CM/GC (BR-0064)		7,862	7,862	-	9,862	-	2,000	7,862	-	-	-	-	-	-	-	-	9,862		
Seismic: Construction																			
1528 - GGB Wind Retrofit (BR-0027)		2,321	2,321	-	11,860	4,539	5,000	2,321	-	-	-	-	-	-	-	-	11,860		
0000 - Seismic Phase IIB Construction (BR-0023)		621,000	509,220	111,780	621,000	-	-	20,000	80,000	130,000	130,000	130,000	131,000	-	-	-	621,000		
0000 - Seismic Phase IIB Construction (Financing) (BR-0059)		35,000	28,000	7,000	35,000	-	-	3,200	2,000	2,056	2,846	6,034	7,136	5,687	4,014	2,026	35,000		
BRIDGE IMPROVEMENTS/REHABILITATION																			
Safety/Security Enhancements																			
0805 - South Approach & Pier Security Improvements (BR-0020)		3,738	2,991	748	5,000	1,162	1,000	1,000	1,738	-	-	-	-	-	-	-	5,000		
1118 - Suicide Deterrent - Design (BR-0018)		27	-	27	5,543	5,466	50	27	-	-	-	-	-	-	-	-	5,543		
1524 - North Anchorage House Security (BR-0016)		770	-	770	1,000	155	75	300	470	-	-	-	-	-	-	-	1,000		
1526 - Suicide Deterrent - Construction (BR-0019)		92,898	63,937	28,962	192,335	49,437	50,000	76,000	16,898	-	-	-	-	-	-	-	192,335		
0000 - Fixed CMS North Approach (#1620) (BR-0015)		1,560	-	1,560	1,560	-	-	60	500	1,000	-	-	-	-	-	-	1,560		
Bridge Access Systems																			
1922 - Technical Svcs for Bridge Access Systems (BR-0062)		400	-	400	400	-	-	50	50	50	50	50	50	50	-	-	400		
9826 - Main Cable Access (BR-0003)		9,614	-	9,614	13,180	2,066	1,500	4,000	1,614	-	-	-	-	-	-	-	13,180		
0000 - South Approach & Arch Access Systems (#1521) (BR-0002)		19,992	-	19,992	20,000	8	-	-	-	500	5,000	12,000	2,492	-	-	-	20,000		
0000 - North End Access Systems (#1522) (BR-0030)		20,000	-	20,000	20,000	-	-	-	-	-	-	500	5,000	12,000	2,500	-	20,000		
Improvements/Rehab																			
0000 - Electrical Service to North Approach (BR-0007)		3,960	-	3,960	3,960	-	-	-	-	-	-	160	1,290	1,660	850	-	3,960		
0000 - Roadway Lighting (BR-0008)		100	-	100	100	-	-	-	-	-	-	-	100	-	-	-	100		
Paint/Erosion Rehab																			
1822 - North Tower Pier Shore Protection Des/Env (BR-0051)		399	-	399	500	1	100	399	-	-	-	-	-	-	-	-	500		
0000 - North Tower Paint Rehab (BR-0009)		30,000	24,000	6,000	30,000	-	-	-	-	-	-	500	10,000	15,000	4,500	-	30,000		
0000 - Fort Point Arch Paint Rehab (BR-0010)		7,500	6,000	1,500	7,500	-	-	-	-	-	-	1,000	4,500	2,000	-	-	7,500		
0000 - North Tower Pier Shore Protection Construction (BR-0052)		1,000	-	1,000	1,000	-	-	1,000	-	-	-	-	-	-	-	-	1,000		
Roadway Rehab																			
1722 - Toll Plaza Pavement Overlay (BR-0057)		2,905	-	2,905	3,500	95	500	1,000	1,000	905	-	-	-	-	-	-	3,500		
1424 - Deck Paving Investigation (BR-0013)		150	-	150	150	-	-	75	75	-	-	-	-	-	-	-	150		
0000 - Bridge Pavement Repair (BR-0011)		30,000	15,000	15,000	30,000	-	-	-	500	15,000	14,500	-	-	-	-	-	30,000		
Structure Rehab																			
0000 - Cable Band Rehab Construction (BR-0022)		8,200	6,560	1,640	8,200	-	-	-	-	-	-	2,000	3,500	2,700	-	-	8,200		
0000 - Cable Band Rehab Design (BR-0021)		400	320	80	400	-	-	-	-	200	200	-	-	-	-	-	400		
FACILITIES REHABILITATION																			
Grounds and Roads																			
1920 - Alexander Avenue Slope Strengthening Des/Env (BR-0060)		400	-	400	500	-	100	400	-	-	-	-	-	-	-	-	500		
0000 - Alexander Avenue Pavement Rehabilitation (#1421) (BR-0033)		2,987	-	2,987	3,000	13	-	-	-	200	200	1,000	1,587	-	-	-	3,000		
0000 - Alexander Avenue Slide Repair - Design/Env (BR-0054)		500	-	500	500	-	-	100	100	300	-	-	-	-	-	-	500		
0000 - Employee Parking Lots & Tunnel Rehab (BR-0032)		2,300	-	2,300	2,300	-	-	-	-	-	-	400	1,300	600	-	-	2,300		
0000 - Merchant Road Rehabilitation (BR-0031)		1,800	-	1,800	1,800	-	-	-	-	-	400	1,400	-	-	-	-	1,800		
0000 - Alexander Avenue Slide Repair - Construction (BR-0055)		850	-	850	850	-	-	-	-	-	200	200	450	-	-	-	850		

**GGBHTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030**

							10-Year Projected Capital Need (\$000)											
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY19 & Prior Years	FY20 Budget	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	Future Years	Line Item Total	
BRIDGE DIVISION																		
Maintenance Facilities																		
	820	410	820	-	-	-	100	720	-	-	-	-	-	-	-	-	820	
0000 - Fuel Station Upgrade and Rehabilitation (BR-0037)	9,150	9,150	9,150	-	-	-	-	-	-	-	-	350	800	3,500	4,500	-	9,150	
0000 - Maintenance Facility Relocation (BR-0038)	755	378	755	-	-	-	-	-	-	-	300	455	-	-	-	-	755	
0000 - Wash Rack Replacement (BR-0036)																		
Toll Plaza Buildings																		
	-	-	122	-	122	-	-	-	-	-	-	-	-	-	-	-	122	
2020 - Bridge Admin Office Improvements (BR-0063)	5,398	-	5,398	1,116	750	3,000	2,398	-	-	-	-	-	-	-	-	-	7,264	
1820 - Toll Plaza Gantry - Construction (BR-0058)	1,293	-	1,293	57	150	1,000	293	-	-	-	-	-	-	-	-	-	1,500	
1821 - IS Data Center Seismic Retrofit (BR-0042)	15	-	15	35	20	15	-	-	-	-	-	-	-	-	-	-	35	
1921 - Stores Bldg Office Space HVAC Replacement (BR-0061)																		
0000 - Permanent Toll Collection Gantry & Pavement Rehab (BR-0056)	30,000	-	30,000	-	-	-	-	-	-	-	-	-	5,000	15,000	10,000	-	30,000	
0000 - Toll Plaza Administration Bldg Rehab (BR-0040)	3,000	2,400	600	3,000	-	-	-	-	100	800	2,100	-	-	-	-	-	3,000	
0000 - Maintenance Shop Retrofit & Roof Rehab (BR-0041)	1,690	-	1,690	-	-	-	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																		
	-	-	1,000	619	381	-	-	-	-	-	-	-	-	-	-	-	1,000	
1422 - FASTRAK Equipment Upgrade (BR-0047)	4,224	-	4,224	1,218	500	1,000	1,000	1,000	1,224	-	-	-	-	-	-	-	5,942	
1525 - Toll System Upgrade (BR-0048)																		
CAPITAL EQUIPMENT																		
Tools and Equipment																		
	20,000	-	20,000	22,723	-	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	-	22,723	
X029 - Capital Equipment (BR-0001)																		
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**

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**GGBHTD 10-YEAR CAPITAL PLAN
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**GGBHTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030**

ILKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY19 & Prior Years	FY20 Budget	10-Year Projected Capital Need (\$000)										Future Years 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	
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	-	-	-	50	50	100	-	-	-	-	-	-	200
0000 - Larkspur Ferry Office Partitions and Furniture (FER-0074)	58	-	58	58	-	-	58	-	-	-	-	-	-	-	-	-	58
0000 - Modify Slip #3, Larkspur Ferry Terminal (ADA Compliance) (FER-0075)	96	-	96	96	-	-	96	-	-	-	-	-	-	-	-	-	96
0000 - Larkspur Ferry Kiosk Restoration and Refurbishment (FER-0076)	380	-	380	380	-	-	200	180	-	-	-	-	-	-	-	-	380
0000 - Modify/Improve Larkspur Ferry Overflow Parking Lot (FER-0077)	400	-	400	400	-	-	100	300	-	-	-	-	-	-	-	-	400
2042 - Larkspur Ferry Service and Parking Expansion Env. Clearance and Prelim. Design Study (FER-0081)	1,100	-	1,100	1,250	-	150	1,100	-	-	-	-	-	-	-	-	-	1,250
San Francisco Ferry Terminal																	
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**

10-Year Total (\$000)		10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY19 & Prior Years	FY20 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
DISTRICT DIVISION																		
FACILITIES REHABILITATION																		
00000 - A&D Admin Building Remodel/Rehab (DIST-0002)																		
750 - Office Facility Renovation/Consolidation (DIST-0003)																		
700 - Security Systems (DIST-0046)																		
INFORMATION SYSTEMS/TECHNOLOGY																		
1513 - Electronic Timekeeping System (DIST-0010)																		
122 - Website Redesign (DIST-0013)																		
1711 - Radio System Upgrade (DIST-0005)																		
545 - Transit Scheduling System (DIST-0009)																		
36 - ADS Data Radio Replacement (DIST-0006)																		
4,022 - Financial/HR/Payroll Management System (DIST-0021)																		
1811 - Hardware and Software for ACIS/INIT (DIST-0051)																		
500 - Transportation Statistics Reporting (DIST-0061)																		
45 - Customer Service Incident System (Marketing) (DIST-0056)																		
502 - Document Management System (DIST-0057)																		
100 - Intranet Redesign (DIST-0074)																		
1911 - Cyber Security Improvements (DIST-0065)																		
210 - Manage Detection and Response Services (DIST-0066)																		
92 - Disaster Recovery Improvements (2019) (DIST-0067)																		
75 - Technology Improvements (2019) (DIST-0068)																		
1916 - San Rafael A&D Admin Office Improvements (DIST-0070)																		
299 - Video Conferencing (DIST-0053)																		
1,200 - Transit Scheduling System (DIST-0018)																		
1,055 - Time Keeping System (DIST-0026)																		
2,550 - Telephone System Upgrade (DIST-0019)																		
1,250 - Technology Improvements (DIST-0052)																		
600 - Replace Server Equipment (DIST-0024)																		
1,480 - Replace Network Equipment (DIST-0023)																		
650 - Redundant Network / Systems (DIST-0017)																		
2,000 - Radio System Upgrade (DIST-0016)																		
4,000 - Radio Subscriber Upgrade (DIST-0060)																		
230 - Network Security (DIST-0035)																		
169 - Cloud Migration Initiative (DIST-0076)																		
200 - IVR replacement (DIST-0036)																		
750 - Internet of Things for all Divisions (DIST-0050)																		
1,100 - CAD/AVL System Refresh (DIST-0045)																		
660 - Indoor and Outdoor Wireless Network Access (DIST-0028)																		
245 - Farebox System Upgrade (DIST-0037)																		
76 - Single Sign On (DIST-0072)																		
2,000 - Financial/HR/Payroll Management System Procurement (DIST-0058)																		
250 - Ferry Passenger Information Systems (DIST-0030)																		
40 - Exacom Voice Recorder Refresh (DIST-0044)																		
540 - Document Management System (DIST-0025)																		
220 - District Web Site Re-Design w/Mobile App (DIST-0039)																		
1,000 - Disaster Recovery (DIST-0029)																		
75 - IS Strategic Planning (DIST-0073)																		
1,200 - Data Storage System (DIST-0027)																		
805 - Cyber Security (DIST-0033)																		
1,250 - Business Intelligence (DIST-0059)																		
500 - Bus WiFi (DIST-0031)																		
20 - Avtec VPGate Refresh (DIST-0043)																		
750 - Asset and Vehicle Fluid Mgmt System (DIST-0054)																		
372 - Asset and Vehicle Fluid Mgmt System (DIST-0022)																		
125 - Email to Office 365 Migration (DIST-0077)																		
785 - Asset Management Strategic Program (DIST-0078)																		
CAPITAL EQUIPMENT																		
1,500 - XX19 - Capital Equipment (DIST-0001)																		
39,162 - TOTAL																		

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 19/20 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 E – NOTES

- Note 1: Adjusted to exclude funded capital contributions, Bridge self insurance reserves and restricted Local, State and Federal grant funds for capital projects.
- Note 2: In 2015, the District restated its Net Position as a result of the new reporting requirements of GASB 68: Accounting and Financial Reporting for Pensions and GASB 75: Accounting and Financial Reporting for Post-employment Benefits Other than Pensions respectively. GASB 68 requires agencies to report the deferred outflows, net pension liabilities and deferred inflows on the financial statements even in cases whereas the agency is not legally responsible for them. The District is not legally responsible for the Golden Gate Transit Amalgamated Retirement Plan.
- Note 3: Board policy funds the operating reserve at 7.5% of budget or to cover the expected operating deficit, whichever is larger.
- Note 4: Board policy funds the emergency reserve at 3.5% of the operating budget to enable the amount kept in reserve for emergencies to remain relative to the size of District's operations.
- Note 5: Fiscal Year (FY) 19/20 budgeted net operating income/loss is adjusted to exclude funded capital contributions Bridge self- insurance reserves and restricted Local, State and Federal grant funds for capital projects.
- Note 6: Change in Operating Reserve is calculated by multiplying FY19/20's operating budget with 7.5% less FY18/19's Operating Reserve.
- Note 7: Change in Emergency Reserve is calculated by multiplying FY19/20's operating budget with 3.5% less FY1/19's Emergency Reserve.
- Note 8: Change in Bridge Self-Insurance Loss Reserve is calculated by subtracting FY19/20's reserve from FY18/19's reserve.

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 breath-taking views of the San Francisco skyline, Alcatraz Island and the Marin headlands. The best time to visit the Bridge is in the fall and winter months, as the summer months bring the famous San Francisco fog, which veils the Bridge most of the season.

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

Bridge construction began January 5, 1933, and the span was opened for Pedestrian Day on May 27, 1937. The entire roadway was opened exclusively to pedestrians from dawn to dusk. By 6:00 pm, thousands of visitors were waiting to cross. A number of “firsts” took place that day with people competing to be the first to walk, run, roller skate, tap dance, ride a unicycle or cross on stilts. This proved to be a memorable event, with news reports estimating up to as many as 200,000 people. This was topped in 1987, the Golden Gate Bridge’s 50th anniversary, when more than 300,000 people surged onto the span with more than 400,000 spectators gathered in the surrounding areas and hillsides.

In 1969, the California State Legislature authorized GGBHTD to use bridge tolls to develop transit service in the U.S. Highway 101 (US 101) Golden Gate Corridor as a means of managing traffic congestion and avoiding costly highway expansion. In August 1970, GGBHTD inaugurated ferry service between Sausalito and the San Francisco Ferry Building. In December 1970, GGBHTD initiated a shuttle bus service to Sausalito Ferry using five leased Greyhound coaches and four drivers on four bus routes. In September 1971, GGBHTD received 20 of 132 newly purchased buses and hired 30 experienced Greyhound drivers. Local Marin County bus service was initiated in December 1971, under contract to Marin County Transit District. In January 1972, GGBHTD established Golden Gate Transit (GGT) Transbay commute service with 152 buses and facilities in Novato and Santa Rosa and a temporary facility in San Rafael. Golden Gate Transit Bus and Ferry services are subsidized using “surplus” Golden Gate Bridge toll revenue.

Statistical Data

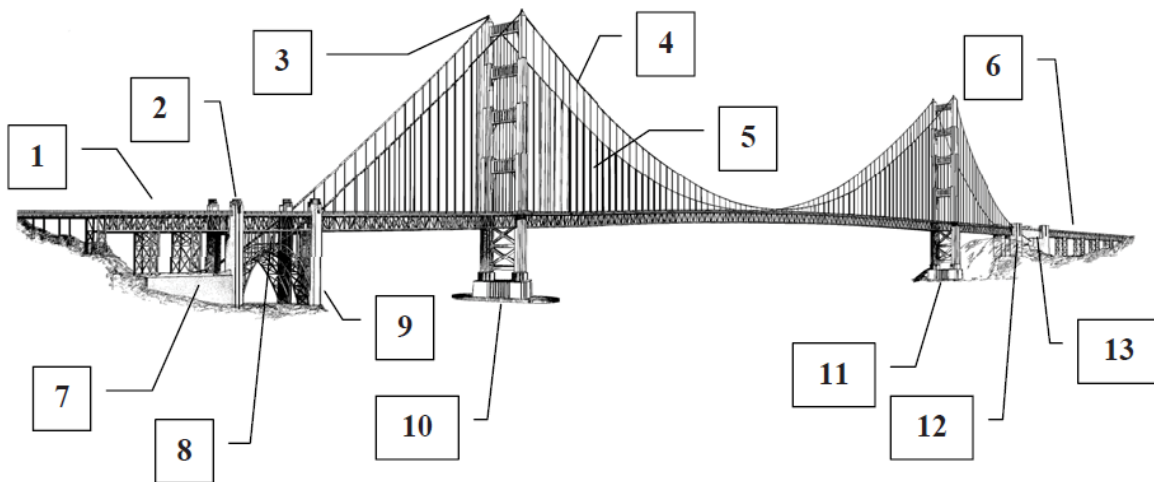
The total construction cost of the Golden Gate Bridge was \$35 million, which included \$27 million for construction of the structure. This \$27 million was \$3 million higher than the original construction bids as other items were added such as the toll plaza, toll collection equipment, tower elevators and miscellaneous military replacements and improvements. The remaining \$8 million was for engineering and inspection, financing costs and administration.

Appendix H

The Golden Gate Bridge spans 1.7 miles and consists of six main structures:

4. San Francisco (south) approach viaduct
5. San Francisco (south) anchorage housing and pylons
6. Fort Point arch
7. Main suspension bridge
8. Marin (north) approach viaduct
9. 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.



- | | |
|-----------------------------|--------------------------------|
| 10. South Viaduct | 17. Fort Point Arch |
| 11. Pylon S2 | 18. Pylon S1 |
| 12. Saddle | 19. South Tower, 746 feet tall |
| 13. Main Cables | 20. North Tower, 746 feet tall |
| 14. Suspender Ropes | 21. Pylon N1 |
| 15. North Viaduct | 22. North Anchorage Housing |
| 16. South Anchorage Housing | |

The length of Bridge deck between a pylon and a tower is referred to as a Side Span. The Bridge Side Spans measure 1,125 feet across.

The length of Bridge deck between the two towers is referred to as the Main Span. The Bridge Main Span measures 4,200 feet across.

The length of Bridge deck between Pylon S1 and Pylon N1 is referred to as the Suspension Span. The Bridge Suspension Span measures 6,450 feet across.

Depending upon tidal conditions, the distance between the deck at the center of the Main Span and the water below is roughly 220 feet.

TRAFFIC BY FISCAL YEAR SINCE BRIDGE OPENING ON MAY 28, 1937

Fiscal Year July 1 - June 30	Avg. Vehicles Per Day	Total Vehicles	% of Increase	Total Revenue
May & June 1937	17,339	582,607	-	\$312,818
1937-38	9,073	3,326,521	-	\$1,594,958
1938-39	11,045	4,047,224	21.67%	\$1,903,372
1939-40	11,792	4,332,785	7.06%	\$2,124,158
1940-41	13,054	4,780,585	10.34%	\$2,282,213
1941-42	14,169	5,187,168	8.50%	\$2,292,945
1942-43	14,711	5,382,282	3.76%	\$2,579,981
1943-44	13,214	4,849,300	-9.90%	\$2,495,220
1944-45	13,106	4,799,989	-1.02%	\$2,710,710
1945-46	18,198	6,674,825	39.06%	\$3,579,521
1946-47	20,434	7,506,144	12.45%	\$3,864,817
1947-48	21,978	8,091,289	7.80%	\$4,077,231
1948-49	23,309	8,552,514	5.70%	\$4,186,815
1949-50	25,518	9,356,348	9.40%	\$4,519,515
1950-51	27,701	10,153,493	8.52%	\$3,985,673
1951-52	30,589	11,240,410	10.70%	\$4,251,913
1952-53	31,982	11,723,318	4.30%	\$4,427,194
1953-54	33,461	12,267,508	4.64%	\$4,511,025
1954-55	36,059	13,220,641	7.77%	\$4,517,603
1955-56	40,298	14,749,185	11.56%	\$4,112,357
1956-57	42,951	15,676,971	6.29%	\$4,123,161
1957-58	44,955	16,408,399	4.67%	\$4,219,181
1958-59	48,198	17,592,396	7.22%	\$4,509,698
1959-60	51,396	18,810,807	6.93%	\$4,773,623
1960-61	54,825	20,011,302	6.38%	\$4,885,762
1961-62	56,861	21,377,944	6.83%	\$4,820,046
1962-63	61,683	22,514,356	5.32%	\$5,040,421
1963-64	65,637	24,023,128	6.70%	\$5,358,257
1964-65	69,267	25,282,353	5.24%	\$5,545,875
1965-66	74,023	27,018,462	6.87%	\$5,802,084
1966-67	77,673	28,350,598	4.93%	\$6,308,081
1967-68	82,700	30,293,793	6.85%	\$6,428,332
1968-69	85,622	31,251,968	3.16%	\$6,583,074
1969-70	89,657	32,725,026	4.71%	\$7,320,561
1970-71	91,773	33,497,080	2.36%	\$7,978,283
1971-72	94,086	34,435,542	2.80%	\$8,384,443

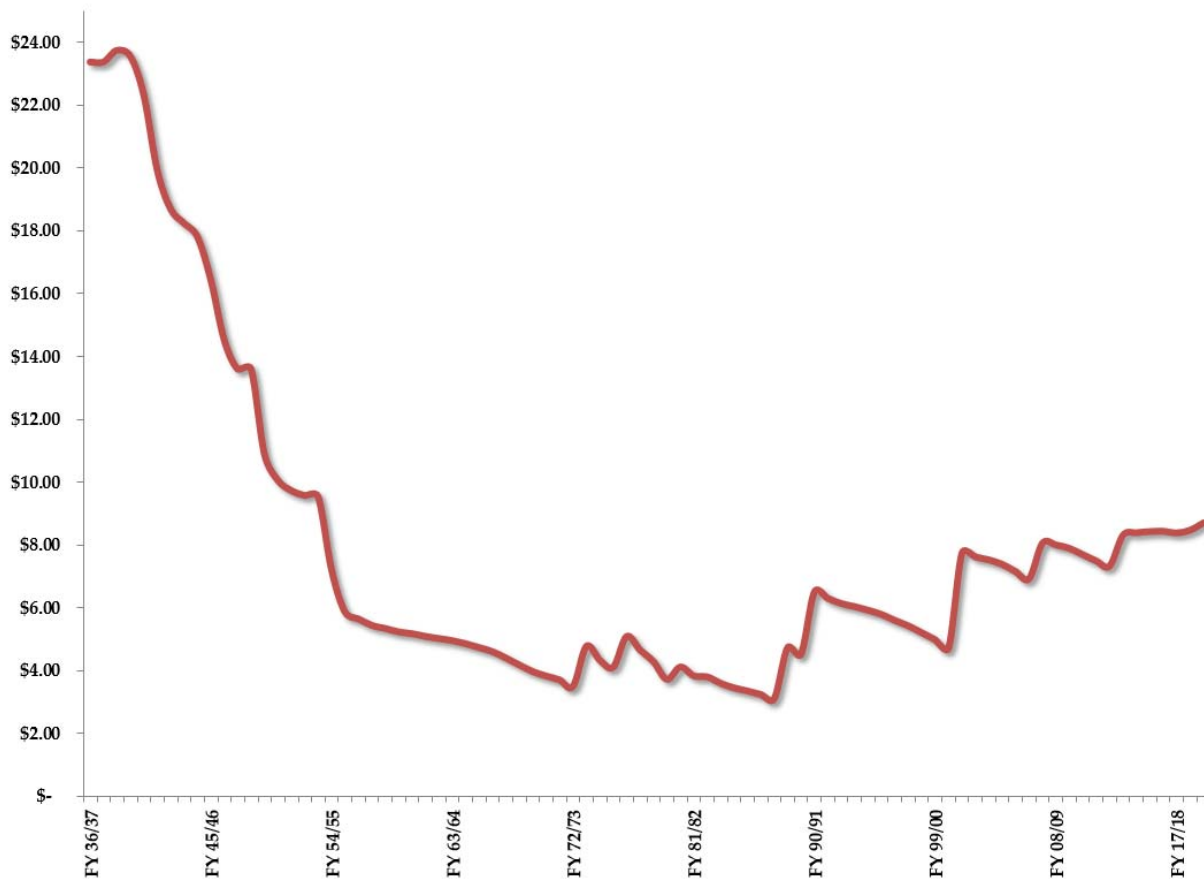
Appendix H

Fiscal Year July 1 - June 30	Avg. Vehicles Per Day	Total Vehicles	% of Increase	Total Revenue
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
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

Fiscal Year July 1 - June 30	Avg. Vehicles Per Day	Total Vehicles	% of Increase	Total Revenue
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
Total Since Inception:		2,429,704,240		\$3,132,933,405

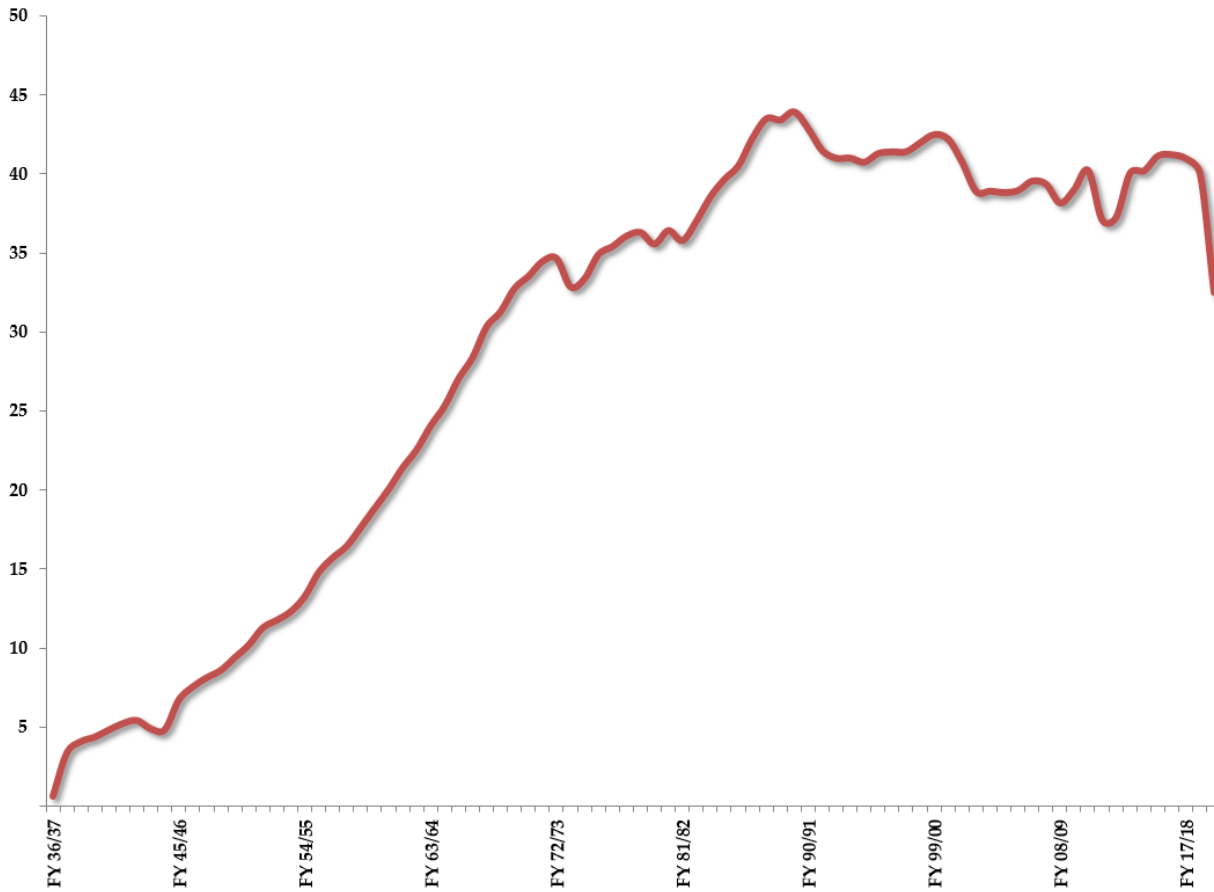
Historical Trends in Bridge Traffic and Tolls

BRIDGE TOLLS ADJUSTED FOR INFLATION

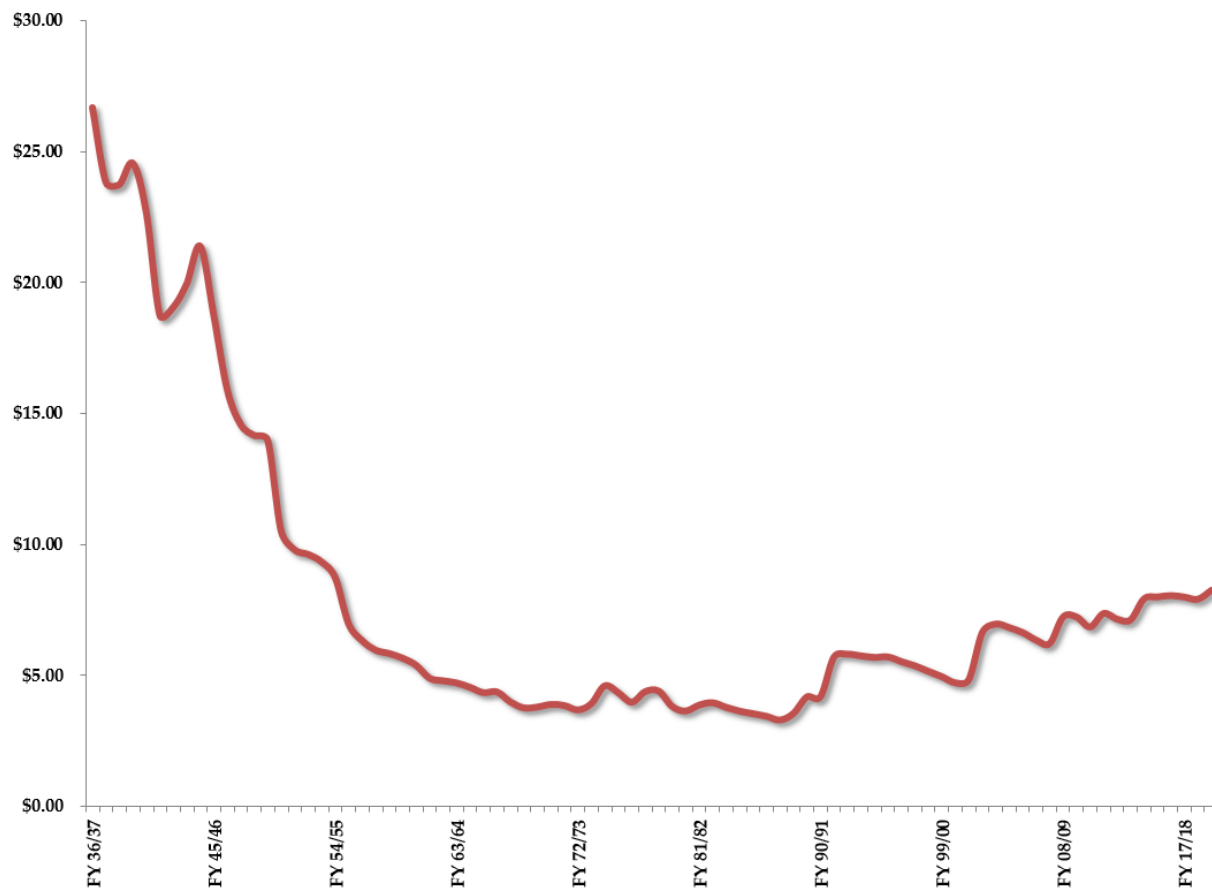


The above chart applies the Bay Area Region Consumer Price Index to the historical cost of a Golden Gate Bridge toll. All prices shown are in 2020 dollars.

CPI data courtesy of the Bureau of Labor Statistics.

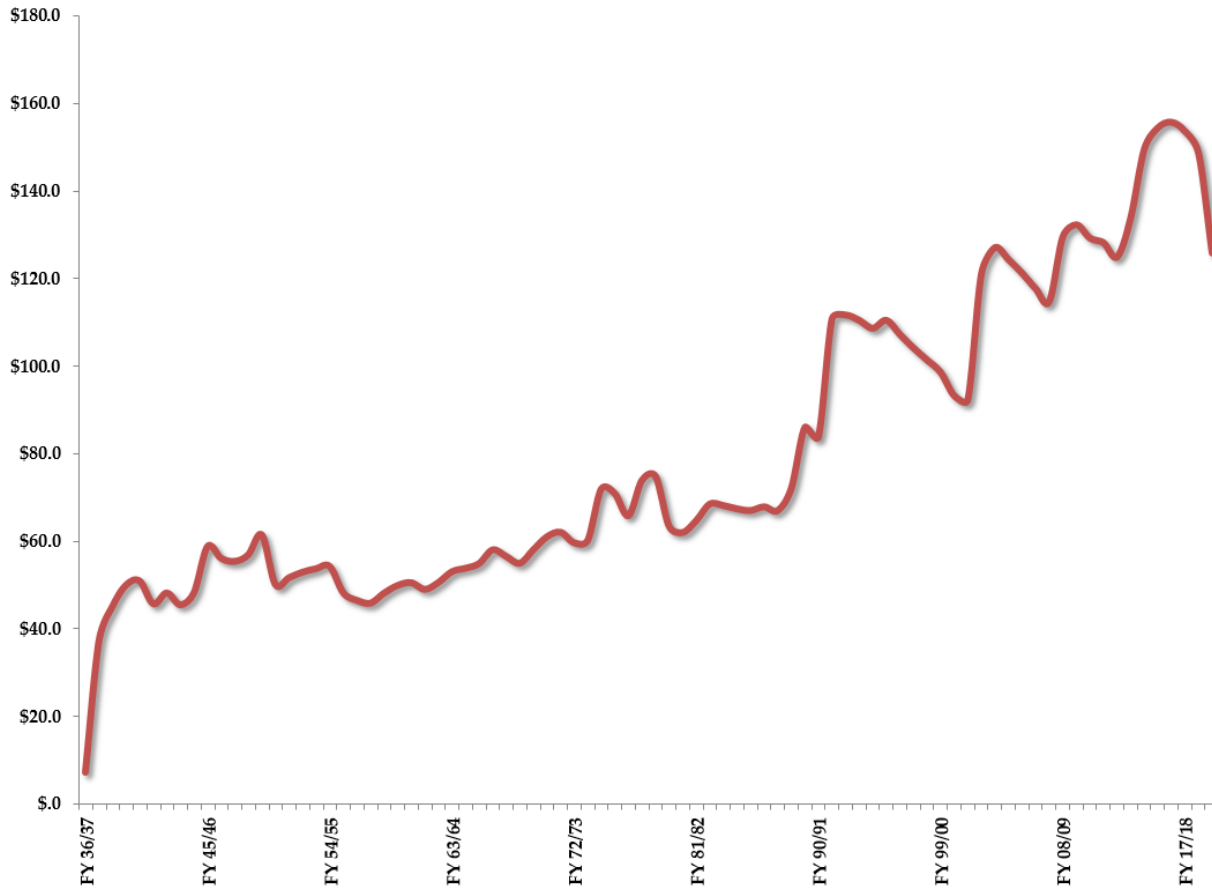
**TOTAL ANNUAL VEHICLE CROSSINGS
(ALL NUMBERS IN MILLIONS)**

The above chart illustrates the total annual vehicle crossings for the Golden Gate Bridge. This total includes all South and North-bound crossings.

REVENUE PER SOUTHBOUND VEHICLE ADJUSTED FOR INFLATION

Southbound vehicles currently represent 47% of the total traffic on the Bridge. If we apply this percentage to the historical revenue per vehicle data, and then adjust the results for inflation using the Bay Area Region Consumer Price Index, the above chart is the result. All prices shown are in 2020 dollars.

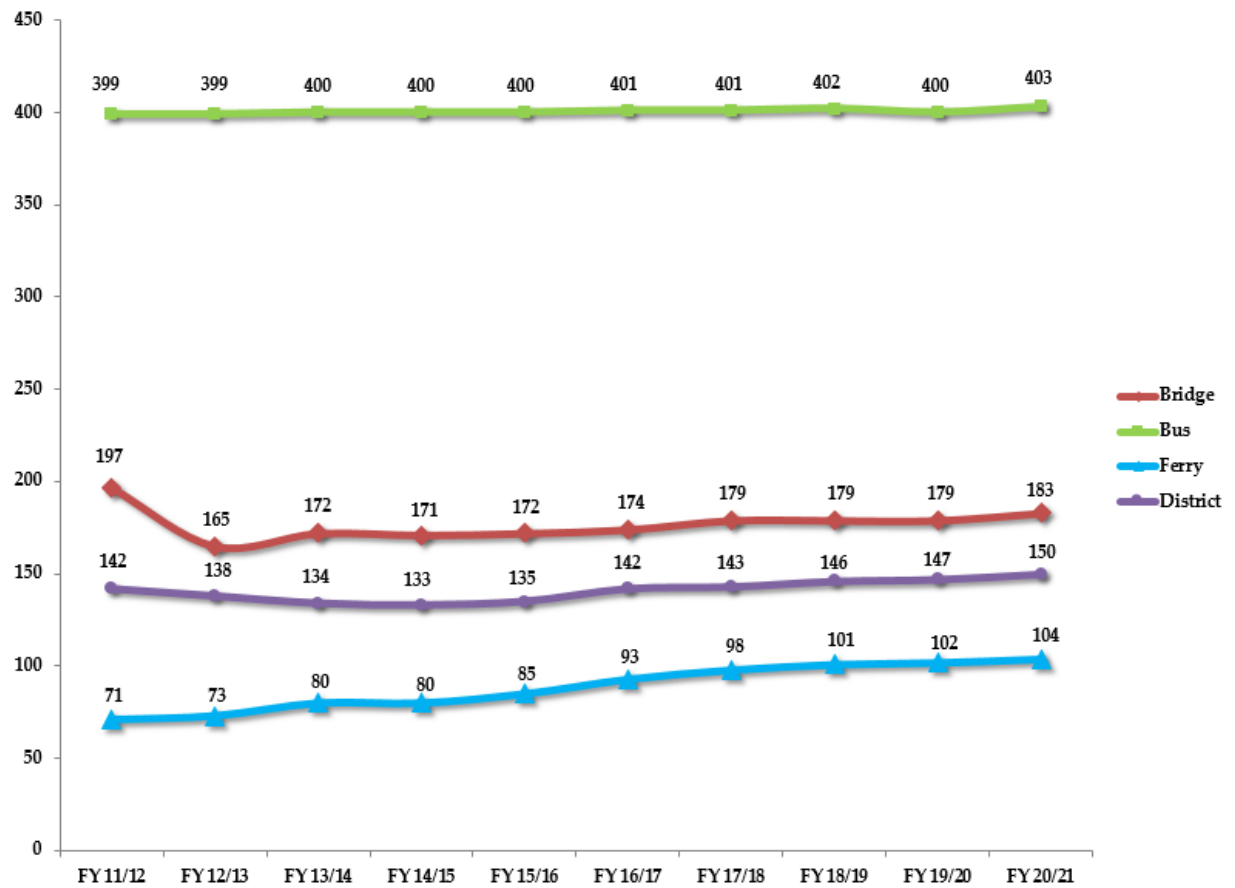
CPI data courtesy of the Bureau of Labor Statistics.

**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 2020 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	Carpools (3 or more people in auto) free from 6 am to 10 am on weekdays.
October 10, 1977	Van Pools start.
November 1, 1977	Bridge Auto Toll increased to \$1.00 southbound. Auto and Trailer toll \$1.50. 20 Trip Convenience Book for \$20.00 (\$1.00 per trip) and 20 ticket Truck Convenience Book for \$30.00 (1.50 per ticket)
July 1, 1978	Started Handicap Discount Book at \$10.00 for 20 trips (\$0.50 per trip).
November 17, 1978	Additional Carpool hours from 4 pm to 6 pm, weekdays, no toll for 3 or more people in auto.
September 14, 1979	Changed morning Carpool hours, 6 am to 9 am. Added motorcycles.

Appendix H

Date	Adjustment to Tolls
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 Carpool 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	Carpool 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.
July 1, 2012	The second increase on GGB toll rates for vehicles with more than 2-axes, as adopted by the Board of Directors, went into effect on July 1, 2012.

Date	Adjustment to Tolls
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.

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	Unavailable	Unavailable	2.0%

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	883,305	112,447,995	127,304	2.6%
2019	887,463	116,222,759	130,961	2.3%

1. County of Marin June 30, 2019, CAFR, with additional information as follows:
 - a. Population estimate for 2019 provided by US Census Bureau
2. City and County of San Francisco June 30, 2019, CAFR.

Sonoma County ³				
	Population	Personal Income (In Thousands)	Per Capita Personal Income	Average Unemployment Rate
2009	486,630	\$22,787,716	\$46,828	10.1%
2010	493,285	21,701,296	43,993	10.6%
2011	487,125	21,142,471	43,403	10.1%
2012	487,011	21,417,425	43,977	9.0%
2013	490,423	22,126,957	45,118	7.1%
2014	490,486	23,548,182	48,010	5.7%
2015	496,253	24,606,709	49,585	4.3%
2016	501,959	26,874,652	53,540	4.1%
2017	505,120	27,034,022	53,520	3.6%
2018	503,332	28,457,348	56,538	2.4%
2019	500,675	30,183,693	60,286	2.8%

3. County of Sonoma June 30, 2019, CAFR.

Appendix H

PRINCIPAL EMPLOYERS, CURRENT AND PREVIOUS PERIOD COMPARISON

Marin County							
Principal Employers ¹	Type of Entity	Employees in 2018	Rank	% of Total County Employment	Employees in 2009	Rank	% of Total County Employment
County of Marin	Government	2,317	1	1.68%	2,223	1	1.84%
Kaiser Permanente Med. Ctr.	Hospital	2,014	2	1.46%	1,331	3	1.10%
Bio Marin Pharmaceutical	Pharmaceutical Company	1,765	3	1.28%	632	8	.52%
San Quentin State Prison	Government	1,614	4	1.17%	1,813	2	1.5%
Marin General Hospital	Hospital	1,279	5	.93%	975	5	.81%
Glassdoor	Technology	875	6	0.64%	-	-	-
San Rafael City Schools	School	865	7	0.63%	-	-	-
Novato Unified School District	School	800	8	0.58%	683	7	0.56%
Marin Cty Office Education	School	656	9	0.48%	-	-	-
Dominican University	School	421	10	0.31%	-	-	-
Total		12,606		9.15%	7,657		6.33%

City/County of San Francisco (SF)							
Principal Employers ²	Type of Entity	Employees in 2018	Rank	% of Total County Employment	Employees in 2009	Rank	% of Total County Employment
University of Calif, SF	School	34,690	1	6.09%	24,759	2	5.79%
City and County of SF	Government	32,749	2	5.75%	26,554	1	6.20%
SF Unified School District	School	10,506	3	1.84%	5,313	7	1.24%
Salesforce	Software	8,000	4	1.40%	-	-	-
Wells Fargo & Co	Banking	7,747	5	1.36%	9,214	3	2.15%
Kaiser Permanente	Hospital	6,659	6	1.17%	5,629	5	1.32%
Sutter Health	Hospital	5,359	7	.94%	-	-	-
Uber Technologies, Inc.	Transportation	5,000	8	.88%	-	-	-
Gap, Inc.	Retail	4,000	9	0.70%	3,804	10	0.89%
PG&E Corporation	Utility	3,800	10	0.67%	4,394	9	1.03%
California Pacific Med. Ctr	Hospital	-	-	-	6,800	4	1.59%
State of California	Government	-	-	-	5,555	6	1.30%
United States Postal Service	Government	-	-	-	4,697	8	1.10%
Total		118,510		20.80%	96,719		22.61%

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, 2019, CAFR.
2. Data Source: City and County of San Francisco, June 30, 2019, CAFR.

Sonoma County							
Principal Employers ³	Type of Entity	Employees in June 30, 2019	Rank	% of Total County Employment	Employees in June 30, 2010	Rank	% of Total County Employment
County of Sonoma	Government	3,835	1	1.50%	-	-	-
Kaiser Permanente Med. Ctr	Hospital	3,671	2	1.44%	2,400	1	.93%
Santa Rosa Junior College	School	1,644	3	.64%	-	-	-
St. Joseph Health System	Health Care	1,640	4	.64%	1,781	2	0.69%
Keysight Technologies	Technology	1,500	5	.59%	1,350	3	.52%
City of Santa Rosa	Government	1,307	6	0.51%	-	-	-
Kendall Jackson Wine Estates	Winery	1,071	7	.42%	640	10	0.27%
Sutter Santa Rosa Regional Hospital	Hospital	1,045	8	.41%	1,097	5	.43%
Amy's Kitchen	Retail	1,022	9	.40%	900	7	0.38%
Oliver's Market	Grocery Store	783	10	.31%			
Medtronic Cardiovascular	Hospital	-	-	-	-	-	-
Safeway	Grocery Store	-	-	-	-	-	-
River Rock Casino	Casino	-	-	-	-	-	-
Wal-Mart Stores	Retail	-	-	-	-	-	-
Total		17,518		6.86%	8,168		3.22%

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.

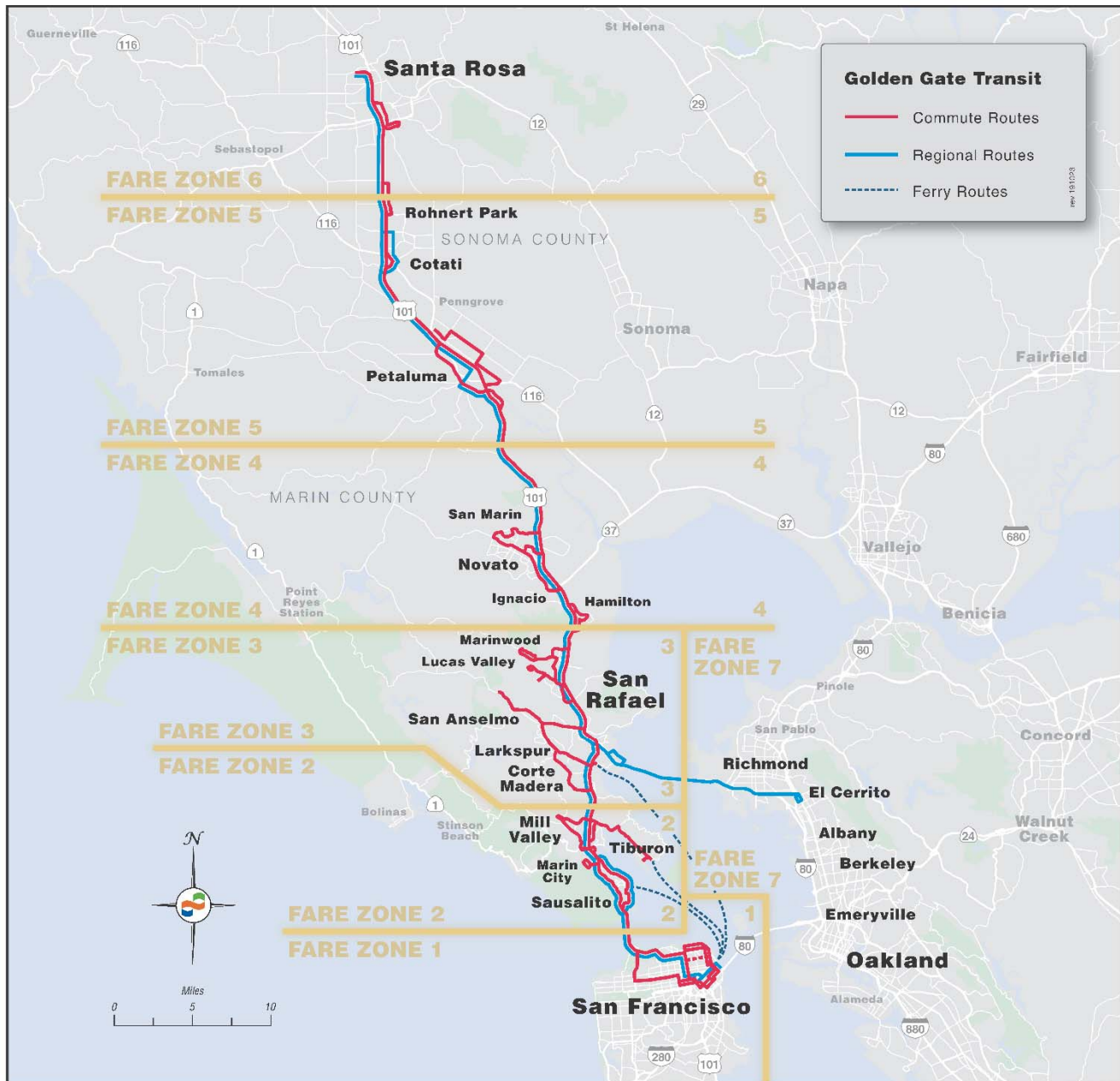
3. Data Source: County of Sonoma, June 30, 2019, CAFR.

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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
BSIR	Bridge Self-Insurance Reserve
BUS	Bus Division
CAD	Computed aided dispatch
CAFR	Comprehensive Annual Financial Report
CalPERS	California Public Employees Retirement System
Caltrans	California Department of Transportation
CARB	California Air Resources Board
CFO	Chief Financial Officer
CMER	Corte Madera Ecological Reserve
CMS	Changeable Message Sign
COLA	Cost of Living Adjustment
COVID-19	Coronavirus Disease of 2019
CPI	Consumer Price Index
CP Program	Commercial Paper Program
D-1	Division One (District Bus Maintenance Facilities, located in San Rafael, CA)
D-2	Division Two (District Bus Facilities, located in Novato, CA)
D-3	Division Three (District Bus Facilities, located in Santa Rosa, CA)
D-4	Division Four (District Bus Facilities, located in San Francisco, CA)
DBE	Disadvantaged Business Enterprise
DGM	Deputy General Manager

Appendix J

DOT	U.S. Department of Transportation.
EEO/AAP	Equal Employment Opportunity/ Affirmative Action Program
ENG	Engineering Department.
FHWA	Federal Highway Administration
FIN	Finance Department.
FLSA	Fair Labor Standards Act
FTA	Federal Transit Administration
FTE	Full Time Equivalent
FY	Fiscal Year
GASB	Governmental Accounting Standards Board
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
SFFT	San Francisco Ferry Terminal
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. This does not define AET, it explains how it works.

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. I don't think you need to define Caltrans.

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.

Cost of Living Adjustment: An increase in wages to cover increased cost of living.

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.

Appendix J

Depreciation: Allocation of the cost of an asset over its useful life. A means to budget for future maintenance expenditures.

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.

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.

Fare Media: Passes which may be purchased and used in lieu of cash when purchasing a ride on a bus or ferry.

Farebox Recovery Ratio: A standard by which a public transit agency can be evaluated for financial health. The farebox revenue divided by operating costs.

FasTrak®: An electronic toll system residing on all Bay Area bridges. FasTrak® receivers are set up on toll plazas to read and account for transponders placed in a customer's car. FasTrak® provides convenience to customers by electronically billing their tolls directly to a customer account, thus removing the need for the customer to stop and make a cash payment at any local toll facility.

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.

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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