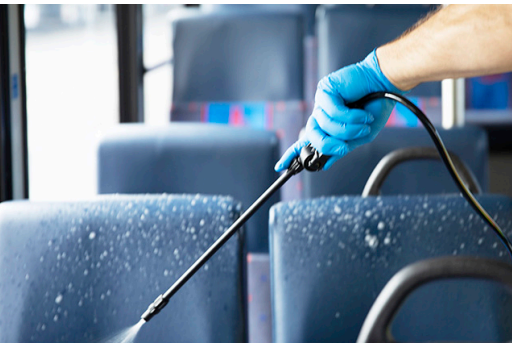


# GOLDEN GATE BRIDGE, HIGHWAY & TRANSPORTATION DISTRICT



## PROPOSED BUDGET FY 2021-2022



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**GOLDEN GATE BRIDGE  
HIGHWAY AND TRANSPORTATION DISTRICT**

**FISCAL YEAR 21/22 PROPOSED BUDGET**

**Denis J. Mulligan, General Manager**

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

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

For the Fiscal Year Beginning

**July 1, 2020**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation award to the Golden Gate Bridge, Highway and Transportation District for its annual budget for the fiscal year beginning July 1, 2020. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.



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## GENERAL MANAGER'S MESSAGE

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

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



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

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

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

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

## General Manager's Message

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

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

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

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

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

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

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

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

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

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

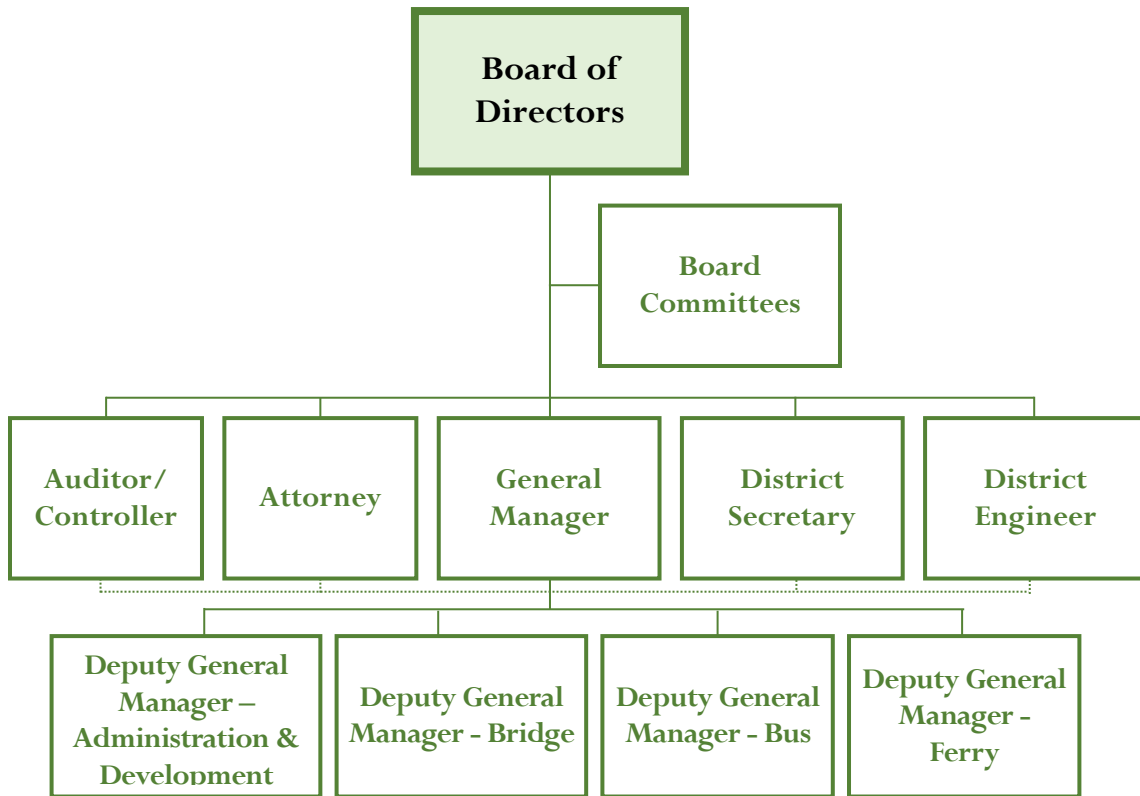
The safety of our employees is also of paramount importance. All district employees with occupational exposure to COVID-19 were given the opportunity to be vaccinated in early March, and the majority of our staff has been fully vaccinated. This was a huge step for our agency in that it provided additional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

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



Denis J. Mulligan  
General Manager

# DISTRICT ORGANIZATIONAL CHART



# GOLDEN GATE BRIDGE, HIGHWAY & TRANSPORTATION DISTRICT PROFILE

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

## Mission Statement

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

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

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

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

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

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





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# COVID-19: DISTRICT OVERVIEW AND STATUS

## National Pandemic Overview

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

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

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

## Pandemic Effect on District Operations

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

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

## **Pandemic Effect on the FY 21/22 Budget**

This section is designed to describe the impact that COVID-19 has on the FY 21/22 Budget. The budget represents the past, present and future of the District at a point in time. That is always true but with the dramatic and fast changing circumstances surrounding COVID-19, an explanation is necessary. The timing of the onset of COVID-19 in 2020, meant that the District's FY 20/21 Budget was completed using pre-COVID assumptions of the present and future. During FY 20/21, the District actively monitored and adjusted the budget to best represent the changing trends to project the year end totals. The estimated actuals for FY 20/21 are projected based on the most current month end of March 30, 2021.

FY 21/22 proposed budget assumes some recovery in all areas and unprecedented one-time funding from the federal government but still shows a significant shortfall. The FY 21/22 proposed 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 unless it receives more one-time funding. Given the uncertainty of this unprecedented time, this section provides the assumptions used in forecasting this year's budget. As of this date this is published, the District has received \$111 million in one-time federal funding as a result of the COVID-19 pandemic. It is expected that additional one-time funding coming to the District in FY 21/22 with American Recovery Plan Act (ARP) funds expected to be allocated to the District in July 2021. These funds may enable the District to balance the FY 21/22 budget.

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

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

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

## Key COVID-19 Dates

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



# COVID-19: BRIDGE DIVISION OVERVIEW AND STATUS

## Bridge Division Revenues and Expenses

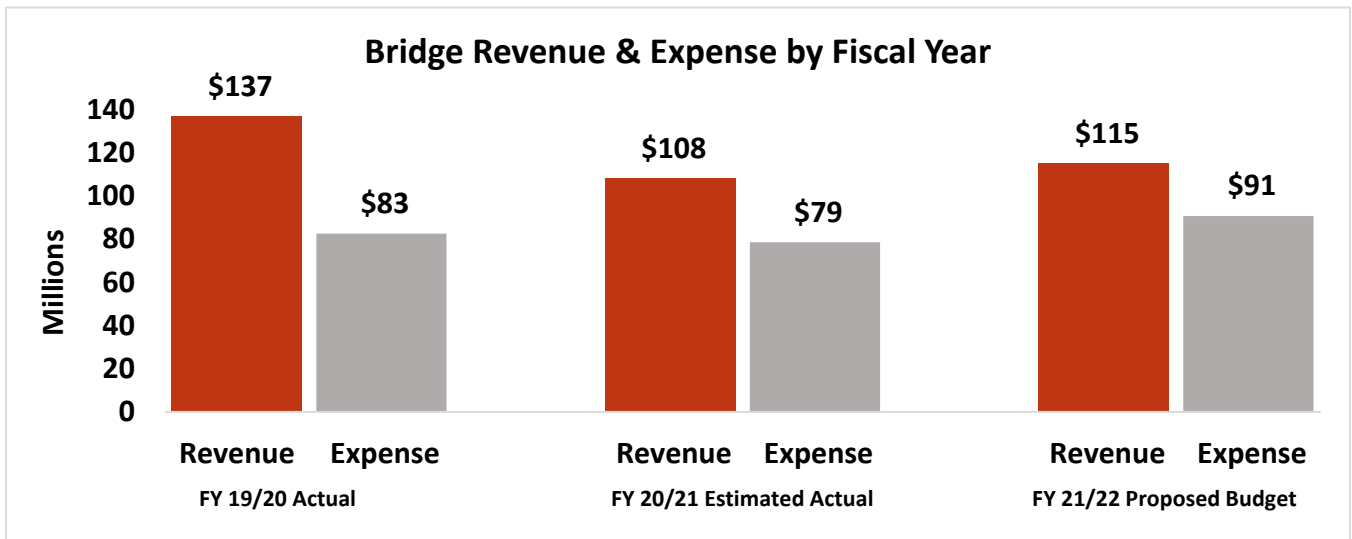
The Bridge Division as well as the majority of the District’s revenues are generated by tolls charged for bridge crossings. Due to the reduced level of travel during the pandemic, Bridge revenues dropped to \$136 million in FY 19/20. For FY 20/21 Bridge Revenues are estimated to further decrease to \$108 million. Of that, FY20/21 toll revenues are estimated to make up \$106 million of total Bridge revenues compared to the pre-COVID projection where toll revenues were expected to be approximately \$150 million.

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

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

### BRIDGE DIVISION REVENUES AND EXPENSES

Bridge Revenues and Expenses	FY 19/20 Actual	FY 20/21 Estimated Actual	FY 21/22 Proposed Budget
Total Bridge Division Revenues	\$136,939,240	\$108,074,147	\$115,066,700
Total Bridge Division Expenses	82,641,791	78,651,140	90,850,700
<b>Revenues Over/(Under) Expenses</b>	<b>\$ 54,297,449</b>	<b>\$ 29,423,007</b>	<b>\$ 24,216,000</b>

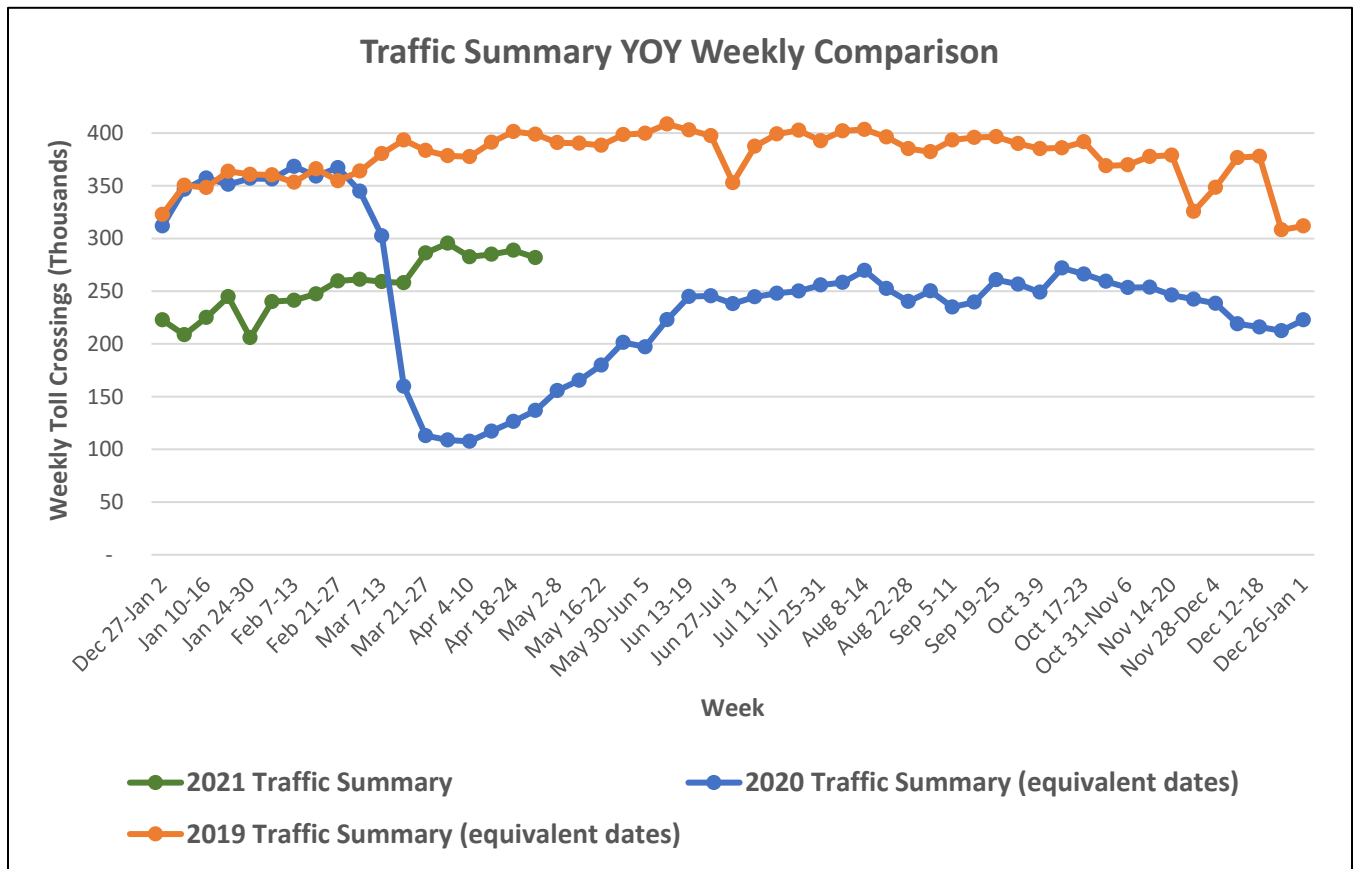


## Impacts on Bridge Traffic Patterns

The following graph shows the weekly change in southbound traffic. Using the first week of the calendar year as a base week, the following table shows southbound traffic for calendar year 2019, 2020, and 2021 through the end of April. Traffic dropped an average of 38% for the year (April 2020 – March 2021).

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

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

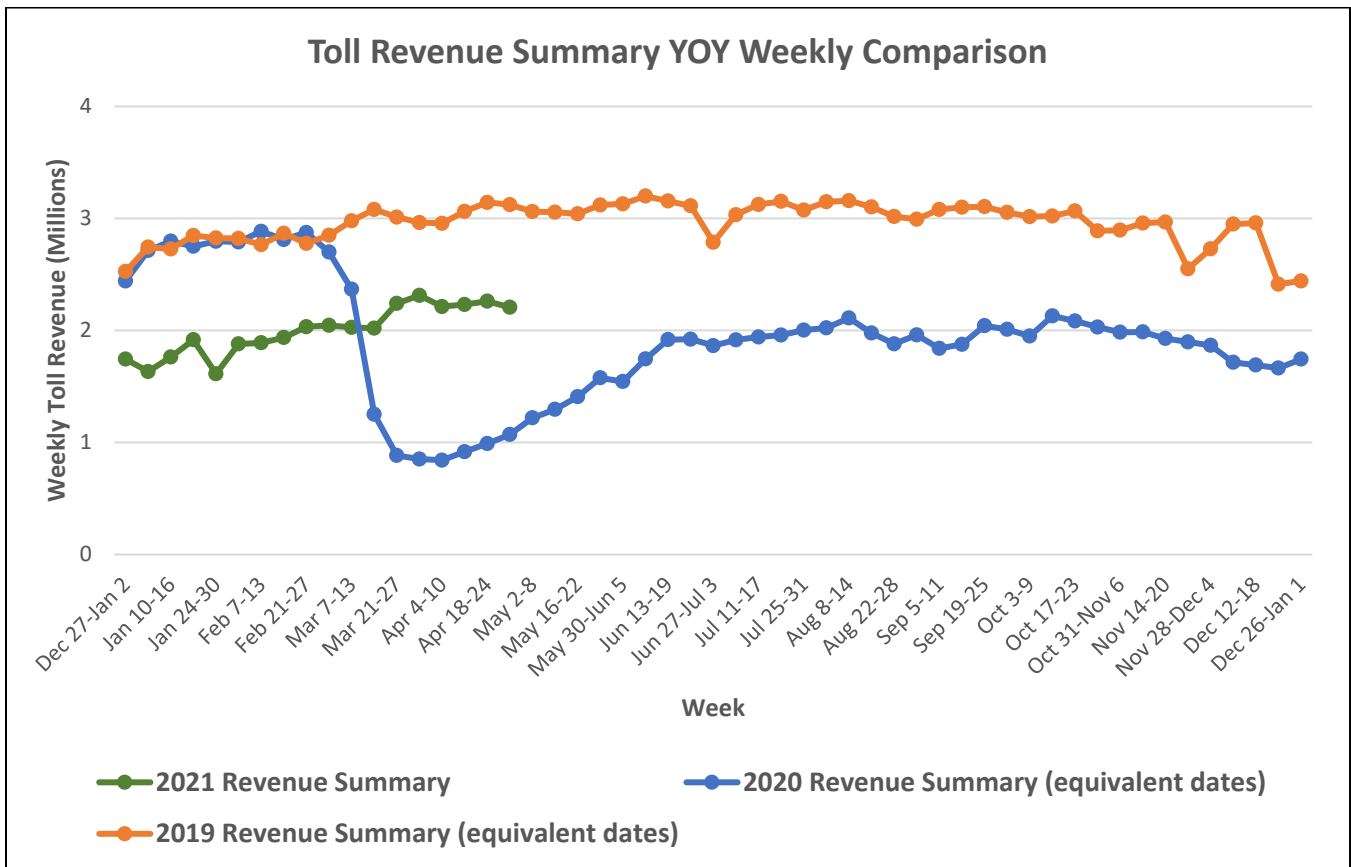




## Impact on Bridge Toll Revenue

The following graph shows the change in bridge toll revenue. The 2019 line represents weekly revenue for the calendar year 2019, the pre-COVID trend. The 2020 line shows the dramatic effect of the shelter in place beginning in March 2020. The 2021 line shows the recovery from the pandemic, but a large gap remains between pre-COVID to current levels. Pre-COVID forecasted toll revenue is calculated using 2019 revenue adjusted for 2020 and 2021 toll rates. The toll revenue collection rate reached its lowest point at approximately 28% of pre-COVID revenue collected and has recovered to approximately 70% of pre-COVID revenue levels.

**COVID-19 BRIDGE REVENUE TRENDS (2019-2021)**



## Bridge Division Recovery Rate Assumptions

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

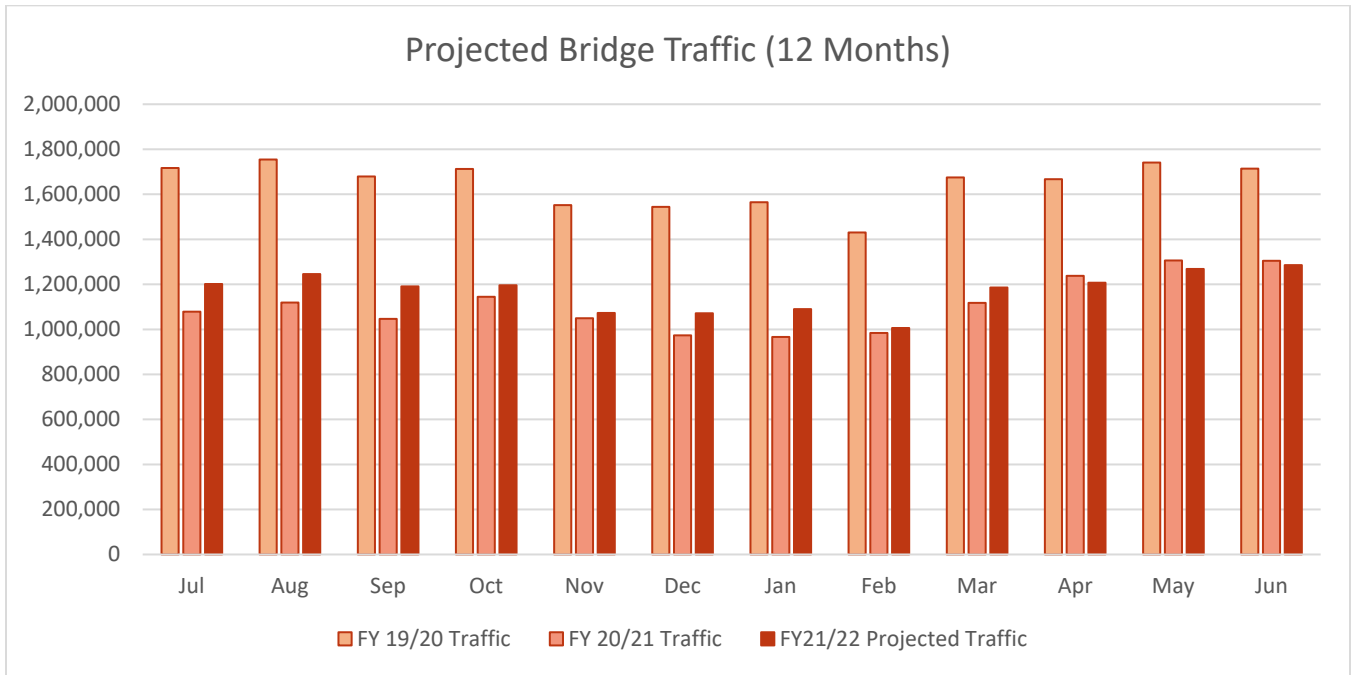
**BRIDGE TRAFFIC (12 MONTHS)**

	July	August	September	October	November	December
<b>FY 19/20 Traffic</b>	1,716,684	1,754,550	1,678,846	1,712,433	1,551,740	1,544,040
<b>FY 20/21 Traffic</b>	1,078,635	1,119,346	1,046,347	1,144,440	1,049,531	973,226
<b>FY21/22 Projected Traffic</b>	1,201,679	1,245,731	1,190,558	1,195,558	1,072,770	1,071,709
<b>FY 21/22 Projected vs Base Year Traffic Rate</b>	<b>70%</b>	<b>71%</b>	<b>71%</b>	<b>70%</b>	<b>69%</b>	<b>69%</b>

	January	February	March	April	May	June
<b>FY 19/20 Traffic</b>	1,565,042	1,430,668	1,674,526	1,666,954	1,740,947	1,714,051
<b>FY 20/21 Traffic*</b>	965,695	984,248	1,177,590	1,238,086	1,305,810	1,304,393
<b>FY21/22 Projected Traffic</b>	1,090,180	1,005,774	1,185,659	1,206,876	1,268,301	1,285,538
<b>FY 21/22 Projected vs Base Year Traffic Rate</b>	<b>70%</b>	<b>70%</b>	<b>71%</b>	<b>72%</b>	<b>73%</b>	<b>75%</b>

\*May – June projected, not actuals



## COVID-19: TRANSIT OVERVIEW AND STATUS

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

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

The District implemented a five-year fare plan for transit on July 1, 2017. Pre-COVID transit fares were flat at \$35.7 million due to declining ridership made up by annual fare increases. The revenues from transit fares began declining due to the pandemic for FY 19/20 with the overall transit fares generating \$26.5 million, \$12 million Bus fares and \$14.5 million for Ferry fares, respectively. The estimated FY 20/21 transit fare revenues are even more extremely affected by customer behavior and are projected to drop to generate \$3.7 million, \$2.9 million in Bus fares and \$817,000 in Ferry fares respectively.

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

In addition, the District received additional one-time funding from the second federal government emergency funding bill, CRRSAA with the first tranche being awarded in January 2021 in the amount of \$20.3 million. An additional \$39.4 million was awarded in March as a second tranche. The first tranche was completely utilized in FY 20/21 to help balance current District expenses. The second tranche of \$39.4 million will be used to balance the FY 20/21 budget. An estimated \$13.9 million will be spent in FY 20/21 and the remaining \$25.5 million will be rolled over to FY 21/22.

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

## Impact on Bus Division

The Bus Division’s main sources of revenue have significantly declined as a result of the pandemic and the slow economic recovery in the region. Typically, 50% of the Bus Division is funded by bridge toll revenue. However, with advent of COVID-19, the District has experienced a precipitous drop in that revenue source. In FY 18/19 Bus Fare revenue was \$15.5 million. In FY 19/20, Bus Fare revenue dropped to \$11.9 million due to the effect of COVID. Fare revenue in FY 20/21 is estimated to be only \$2.9 million.

The remaining CARES Act funding allocation for the Bus Division of \$5.5 million was expensed by December 2020. The first tranche of \$14.1million in CRRSAA funding allocated to the Bus Division is estimated to have been expensed completely by April 2021. The second tranche of CRRSAA funding, \$24 million, allocated to the Bus Division will be split between FY 20/21 and FY 21/22, \$8 million in FY 20/21 and \$16 million in FY 21/22.

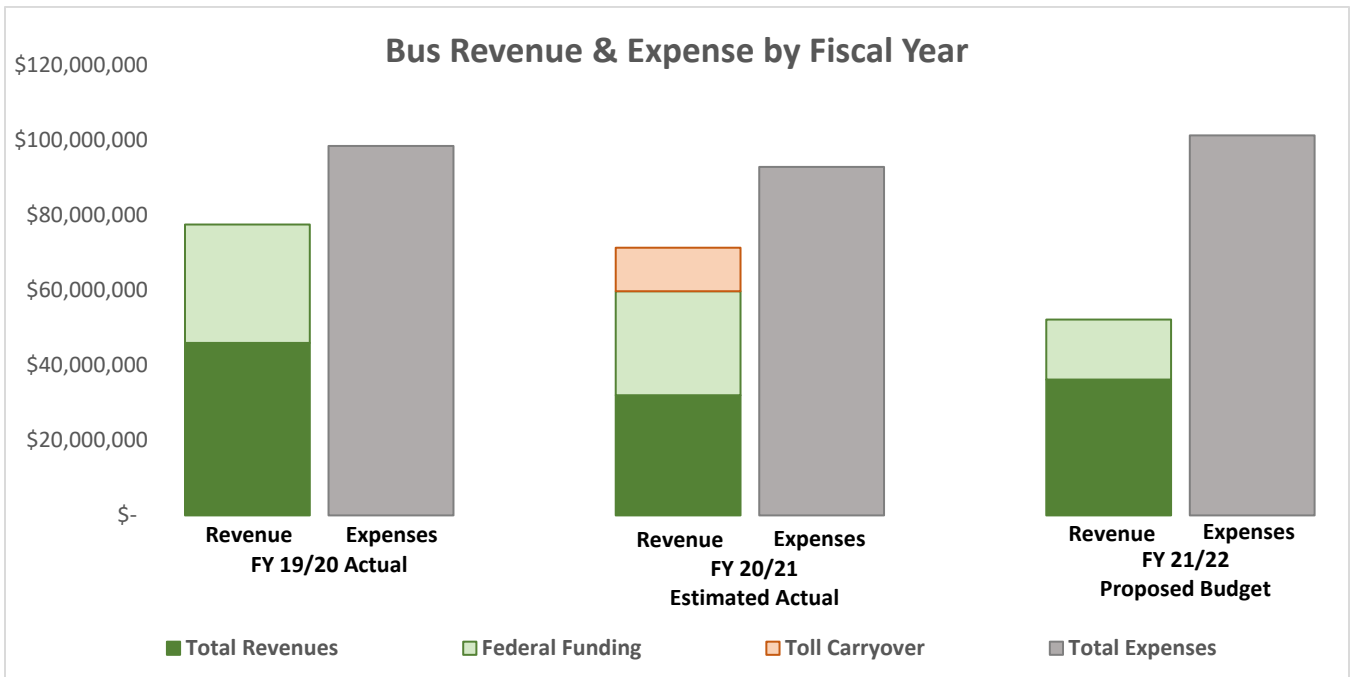
Bus Expenses for FY 20/21 are estimated to be \$92.8 million. This is lower than budgeted due to the reduction of service from the shelter in place activities and lack of customer demand for bus service. The FY 21/22 proposed budget assumes that service will grow from 50% to approximately 75% of pre-pandemic service levels. Again, it is assumed that the ridership percentage will grow at a slower rate than the rate of service restoration.

The FY 20/21 Estimated Actual shortfall will be funded through a series of one-time funding consisting of CARES Act, CRRSAA, and District reserves. The FY 21/22 Proposed Budget projects a \$65 million shortfall. To balance the budget, the District will spend the remaining CRRSAA funds of approximately \$16 million, any additional federal one time ARP funding and examine ways to further reduce expenses.

### BUS DIVISION REVENUES AND EXPENSES

Bus Revenues and Expenses	FY19/20 Actual	FY20/21 Estimated Actual	FY21/22 Proposed Budget
Total Bus Division Revenues	\$45,919,893	\$32,004,491	\$36,181,000
Total Bus Division Expenses	98,376,853	\$92,801,280	\$101,211,200
<b>Revenues Over/(Under) Expenses (*)</b>	<b>(\$52,456,960)</b>	<b>(\$60,796,789)</b>	<b>(\$65,030,200)</b>
CARES Act	31,533,334	5,517,981	0
CRRSAA-1st tranche		14,101,168	0
CRRSAA-2nd tranche		8,050,069	15,975,700
Toll Carryover		11,604,560	
<b>Subtotal</b>	<b>31,533,334</b>	<b>39,273,778</b>	<b>15,975,700</b>
<b>Adjusted Revenues Over/(Under) Expenses (*)</b>	<b>\$ (20,923,626)</b>	<b>\$ (21,523,010)</b>	<b>\$ (49,054,500)</b>

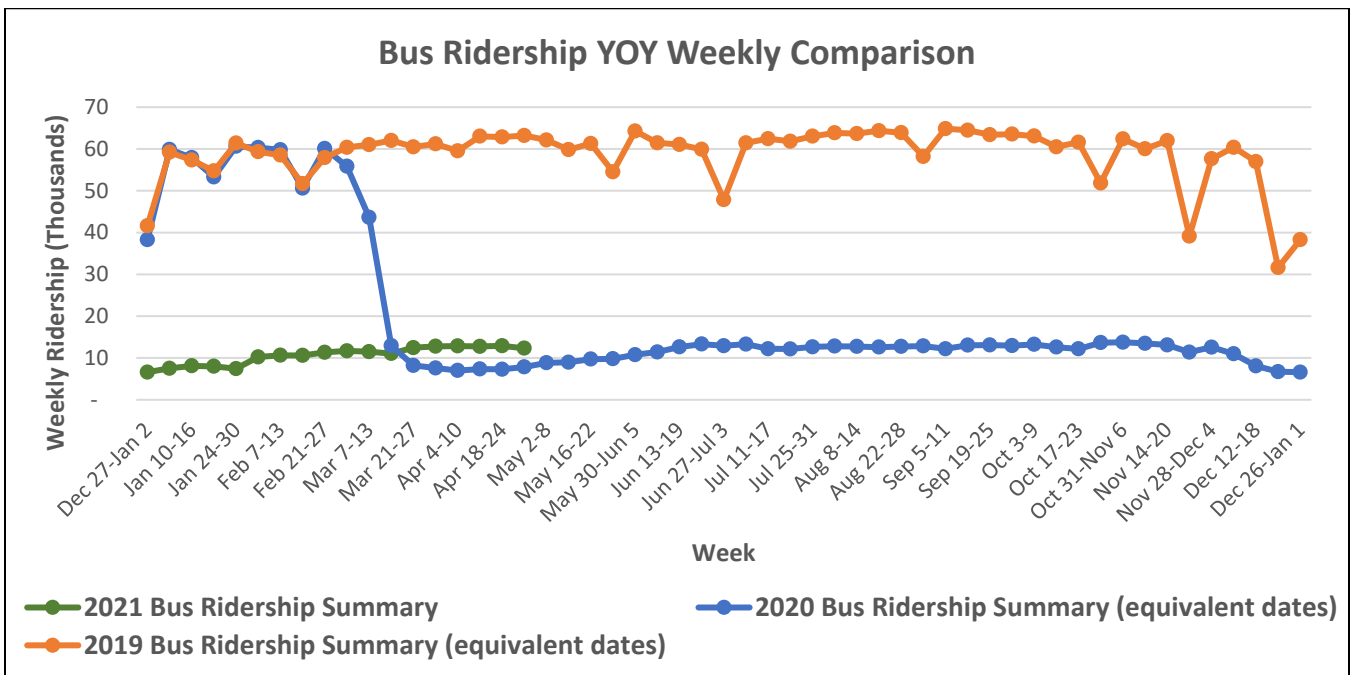
\* The remaining balance for FY 19/20 and FY 20/21 are covered by excess funds provided by the Bridge Division.



### Impacts on Bus Ridership

The following graph shows Bus ridership for 2019, 2020, and 2021 through April 2021. In FY 20/21 Bus ridership dropped as low as 12% of pre-COVID ridership and has recovered to 22% of pre-COVID ridership by the end of the fiscal year with the average bus ridership rate at 19% for the year (April 2020 – March 2021). The 2019 line serves as the pre-COVID weekly comparison. The 2020 line shows the dramatic drop in ridership corresponding to the March 2020 shelter in place orders. The 2021 line shows the stagnant recovery in bus ridership so far through April 2021.

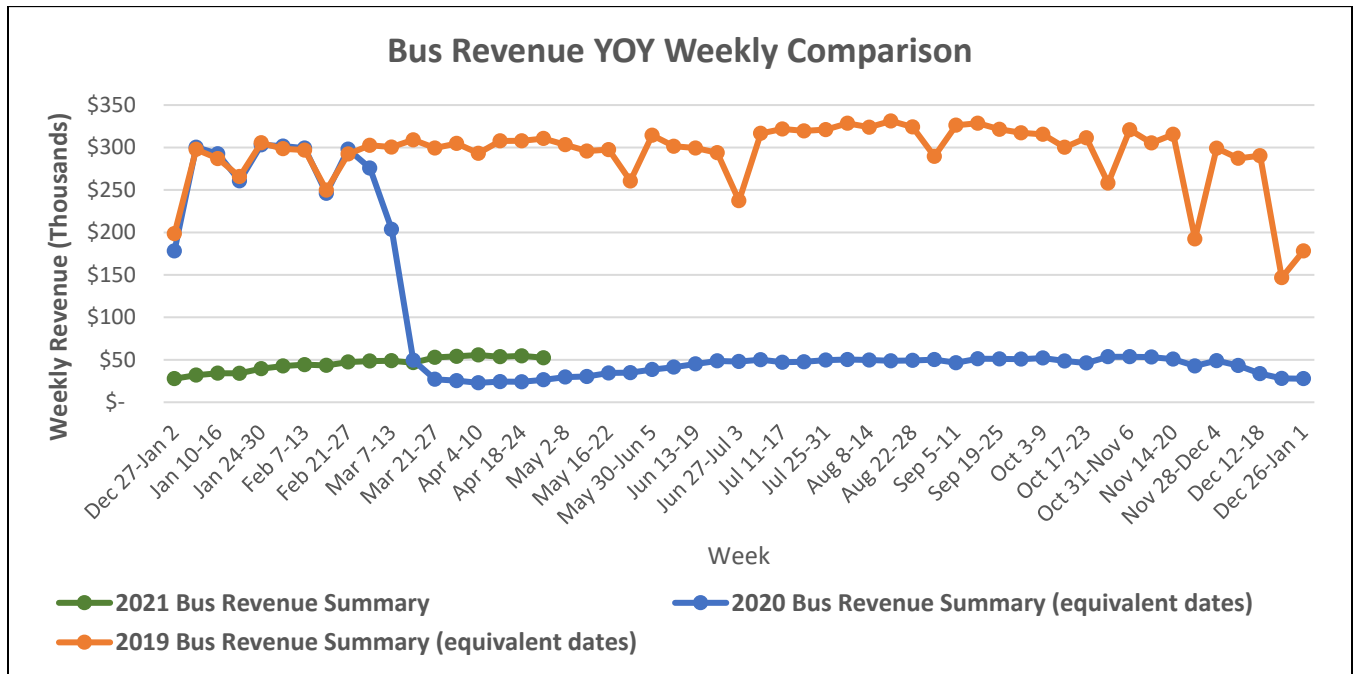
### COVID-19 BUS RIDERSHIP TRENDS (2019-2021)



### Impacts on Bus Fare Revenue

The following graph shows the shift in weekly bus fare revenue for 2019, 2020, and 2021 through the end of April. Bus fare revenue has dropped to as low as 8% of pre-COVID revenue and then recovered to 17% of pre-COVID revenue by the end of FY 20/21. It has remained at that level through April 2021. The average bus revenue collection rate is 15% for the year (April 2020 – March 2021).

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



## Bus Division Recovery Rate Assumptions

The following table and graph show the current assumption for growth of bus ridership and is the basis for the proposed fare revenue in the FY 21/22 Proposed Budget. The growth projections assume bus ridership at 25% of pre-COVID ridership in July 2021 and growing to 60% of pre-COVID ridership by end of FY 21/22. Currently for FY 20/21, it is estimated that ridership will recover to 25% by the end of the fiscal year.

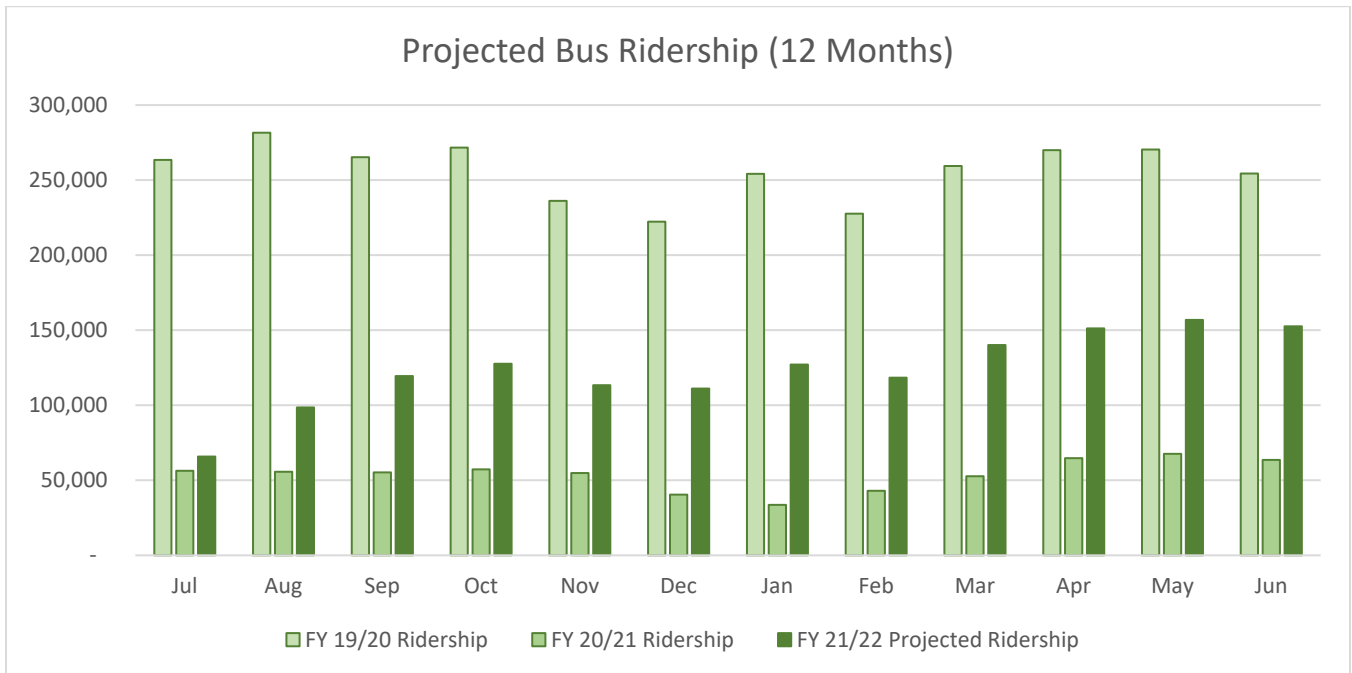
### BUS RIDERSHIP (12 MONTHS)

	July	August	September	October	November	December
<b>FY 19/20 Ridership</b>	263,448	281,582	265,337	271,683	236,152	222,284
<b>FY 20/21 Ridership</b>	56,326	55,660	55,273	57,323	54,811	40,474
<b>FY 21/22 Projected Ridership</b>	65,862	98,554	119,402	127,691	113,353	111,142
<b>FY 21/22 Projected vs Base Year Ridership Rate</b>	25%	35%	45%	47%	48%	50%

	January	February	March	April	May	June
<b>FY 19/20 Ridership</b>	254,220	227,626	259,460	270,004	270,381	254,403
<b>FY 20/21 Ridership*</b>	33,663	43,050	52,674	64,801	67,595	63,601
<b>FY 21/22 Projected Ridership</b>	127,110	118,366	140,108	151,202	156,821	152,641
<b>FY 21/22 Projected vs Base Year Ridership Rate</b>	50%	52%	54%	56%	58%	60%

\*April – June projected not actuals



## Impact on Ferry Division

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

The remaining CARES Act funding allocation for the Ferry Division of \$2.2 million was expensed by December 2020. The first tranche of \$6.2 million in CRRSAA funding allocated to the Ferry Division is estimated to have been expensed completely by April 2021. The second tranche of CRRSAA funding, \$15.4 million, allocated to the Ferry Division will be split between FY 20/21 and FY 21/22, 5.9 million in FY 20/21 and \$9.5 million in FY 21/22.

Ferry Expenses for FY 20/21 are estimated to be \$34.1 million. This is lower than budgeted due to the reduction of service from the shelter in place activities and lack of customer demand for ferry service. The FY 21/22 proposed budget assumes that service will grow from 25% to approximately 65% of pre-pandemic service levels. Again, it is assumed that the ridership percentage will grow at a slower rate than the rate of service restoration.

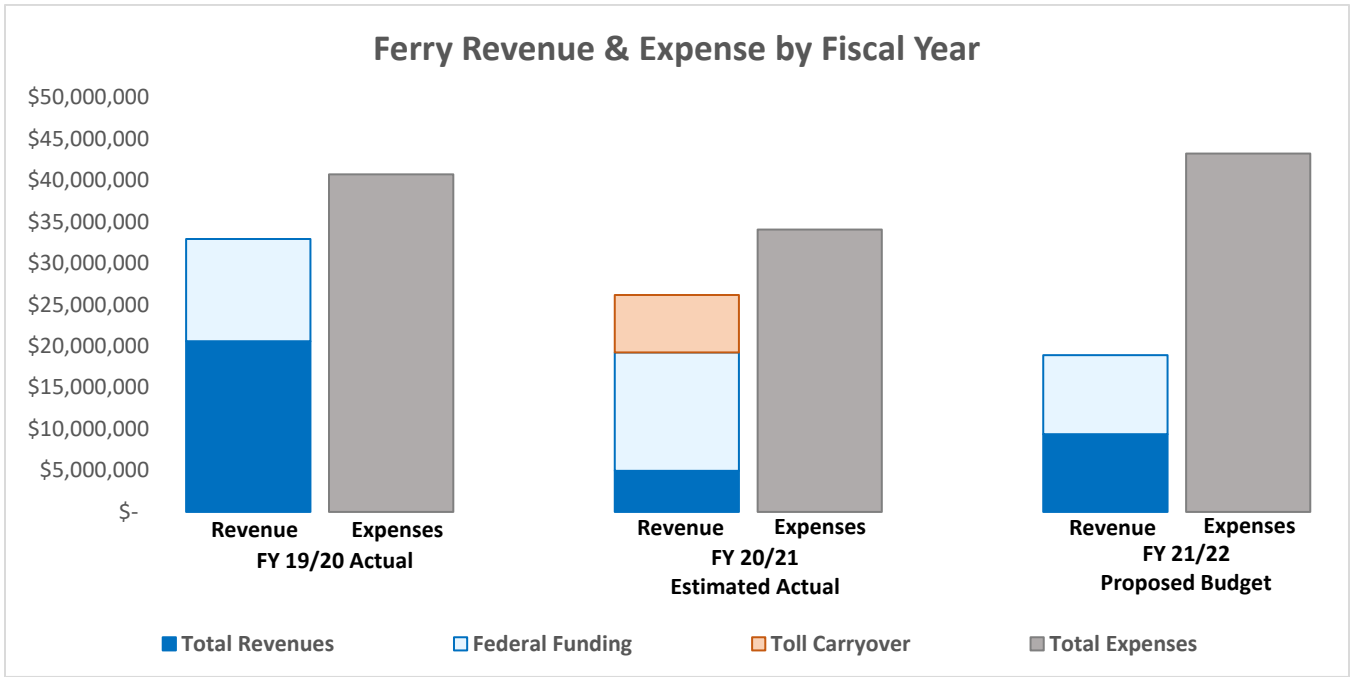
The FY 20/21 Estimated Actual shortfall will be funded through a series of one-time funding consisting of CARES Act, CRRSAA, and District reserves. The FY 21/22 Proposed Budget projects a \$33.8 million shortfall. To balance the budget, the District will spend the remaining CRRSAA funds of approximately \$9.5 million, any additional federal one time ARP funding allocated to the District and examine ways to further reduce expenses.

### FERRY DIVISION REVENUE AND EXPENSES

Ferry Revenue	FY 19/20 Actual	FY 20/21 Estimated Actual	FY 21/22 Proposed Budget
Total Ferry Division Revenues	\$20,594,322	\$4,950,087	\$9,376,500
Total Ferry Division Expenses	\$40,704,166	\$34,062,609	\$43,225,500
<b>Revenues Over/(Under) Expenses (*)</b>	<b>(\$20,109,844)</b>	<b>(\$29,112,522)</b>	<b>(\$33,849,000)</b>
CARES Act	12,329,673	2,199,475	0
CRRSAA-1st tranche	-	6,218,791	0
CRRSAA-2nd tranche	-	5,866,548	9,537,200
Toll Carryover	-	6,927,711	0
<b>Subtotal</b>	<b>\$12,329,673</b>	<b>\$21,212,525</b>	<b>\$9,537,200</b>
<b>Adjusted Revenues Over/(Under) Expenses (*)</b>	<b>(\$7,780,171)</b>	<b>(\$7,899,996)</b>	<b>(\$24,311,800)</b>

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

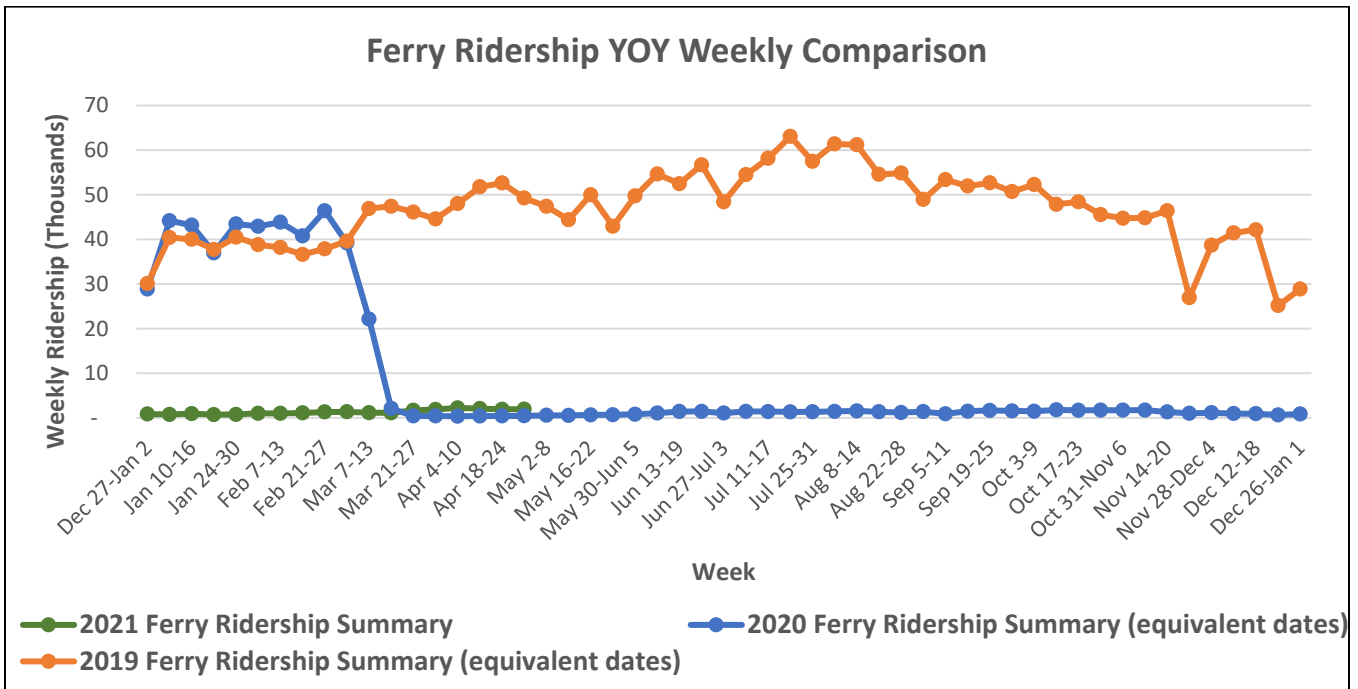




### Impacts on Ferry Ridership

The following graph shows Ferry ridership for 2019, 2020, and 2021 through April 2021. In FY 20/21 Ferry ridership had dropped as low as less than 0.8% of pre-COVID ridership before recovering to 3.3% of pre-COVID ridership by the end of the fiscal year. The average ferry ridership rate was 2.5% for the year (April 2020 – March 2021). The 2019 line serves as the pre-COVID weekly comparison. The 2020 line shows the dramatic drop in ridership corresponding to the March 2020 shelter in place orders. The 2021 line shows the stagnant recovery in ferry ridership so far through April 2021.

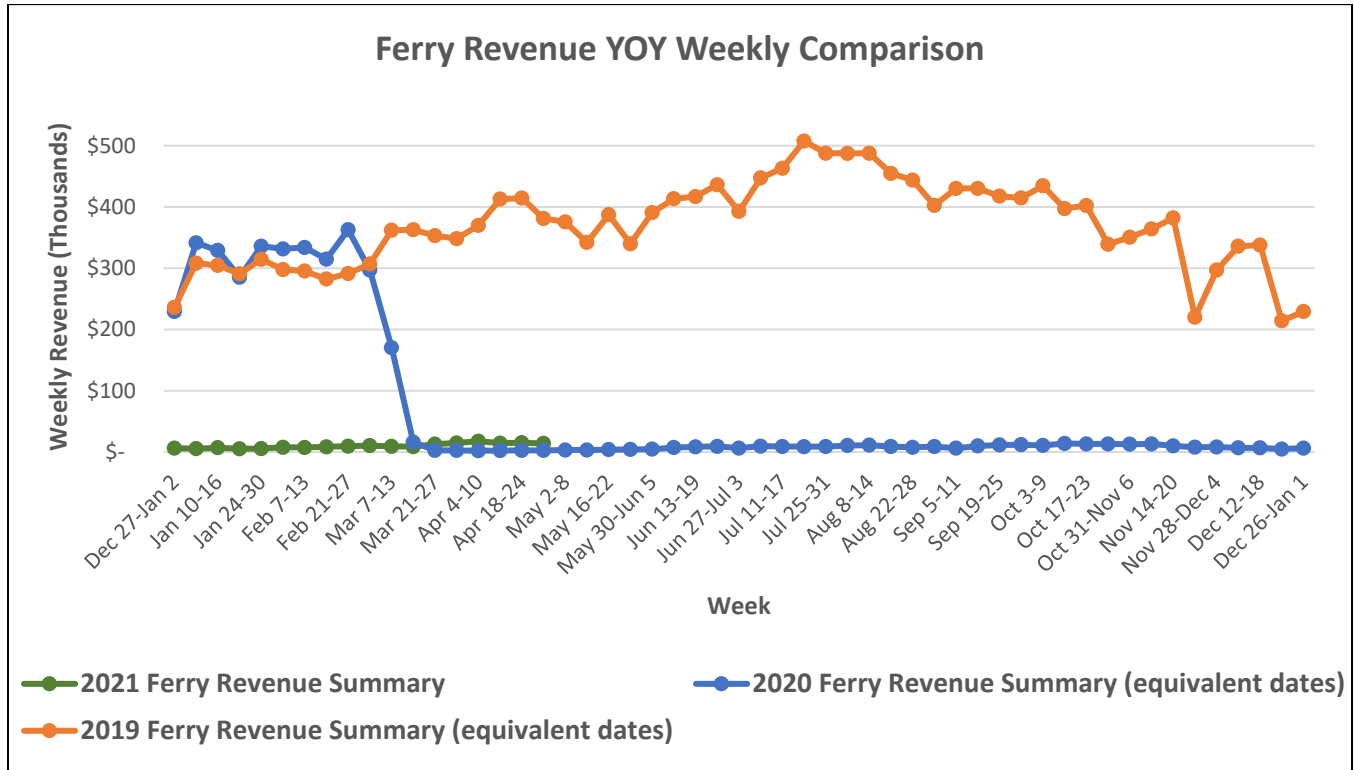
### FERRY RIDERSHIP TRENDS (2019-2021)



### Impacts on Ferry Fare Revenue

The following graph shows the shift in weekly revenue from 2019, 2020, and 2021 through the end of April. The Ferry revenue had dropped as low as 0.5% of pre-COVID revenue and then slightly recovered to 3.3% of pre-COVID revenue by the end of FY 20/21. It has remained relatively stagnant through April 2021. The average ferry revenue collection rate was 2.2% for the year (April 2020 – March 2021).

**FERRY REVENUE TRENDS (2019-2021)**



## Ferry Division Recovery Rate Assumptions

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

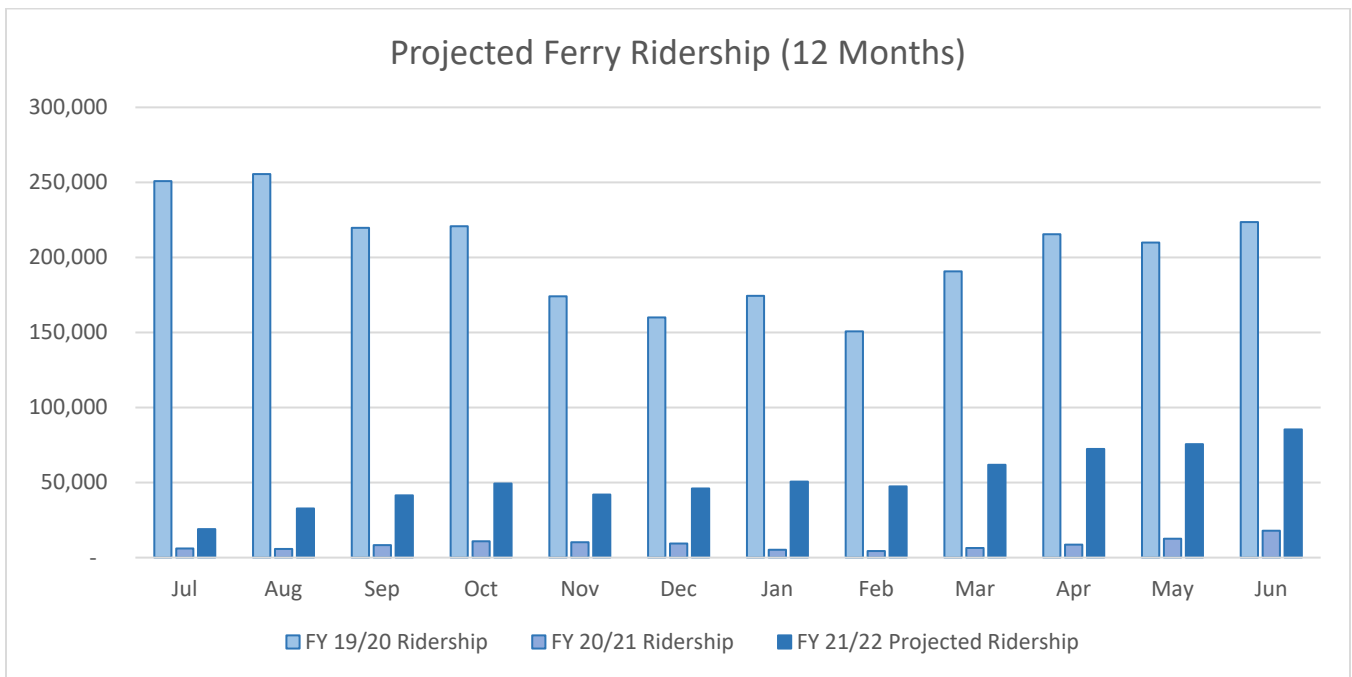
### FERRY RIDERSHIP TRENDS (12 MONTHS)

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

	January	February	March	April	May	June
<b>FY 19/20 Ridership</b>	174,437	150,792	190,688	215,436	209,932	223,549
<b>FY 20/21 Ridership*</b>	3,181	4,420	6,420	8,617	12,596	17,884
<b>FY 21/22 Projected Ridership</b>	50,593	47,400	61,841	72,428	75,631	85,351
<b>FY 21/22 Projected vs Base Year Ridership Rate</b>	35%	38%	40%	43%	46%	50%

\*April – June projected, not actuals



## **COVID-19 Transit Funding**

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

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

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

### ***Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA)***

On January 11, 2021, Federal Transit Administration (FTA) announced the funding allocation of CRRSAA of \$14 billion to continue to support the public transportation system. MTC appropriated \$20.3 million to the District in the first tranche of CRRSAA funding on January 27, 2021 and \$39.4 million of the second tranche on March 24, 2021. The District utilized the first tranche of \$20.3 million and \$13.9 million of the second tranche in FY20/21. The remaining balance of approximately \$25.5 million will be used to partially fund the projected transit expense shortfall in FY21/22.

### ***American Recovery Plan Act (ARP)***

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

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

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

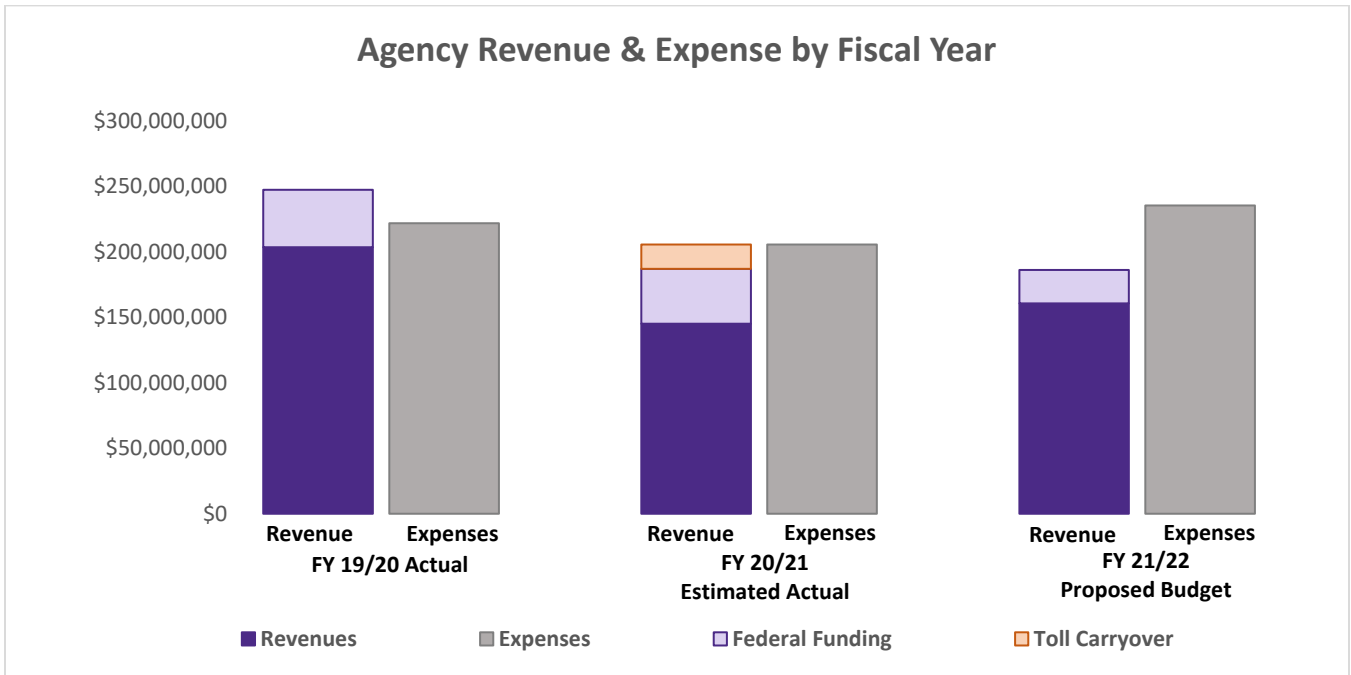
Customer behavior will be the largest driver in how much change the District will have to implement to balance its budget. For example, if the District's bridge customers were to return to their pre-COVID travel patterns by July 1, 2021, the District would achieve a balanced budget. At the end of FY 19/20, Bridge traffic was at 58%, Bus ridership was at 20%, a Ferry ridership was almost 2%, and the economy hit a recession. In FY 20/21, the same trend is holding true except the Bridge traffic has increase its recovery to approximately 70%, the Bus Ridership to 22%, and the Ferry ridership to 3%. The District was able to secure one-time federal funding to fund the shortfall in FY 20/21. There will be some roll over of the federal funds anticipated to go towards FY 21/22, but that will only partially fund the \$74.7 million shortfall.

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

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

REVENUES OVER EXPENSES TABLE

	FY 19/20 Actual	FY 20/21 Est Actual	FY 21/22 Proposed Budget
Revenues	\$203,453,455	\$145,028,725	\$160,624,200
Expenses	\$221,722,807	\$205,515,028	\$235,287,400
<b>Revenues Over/(Under) Expenses</b>	<b>\$ 18,269,352</b>	<b>(\$60,486,303)</b>	<b>(\$74,663,200)</b>
CARES Act	43,863,007	7,717,456	-
CRRSAA-1 <sup>st</sup> tranche	-	20,319,959	-
CRRSAA-2 <sup>nd</sup> tranche	-	\$13,916,617	\$25,512,900
Toll Carryover	-	\$ 18,532,271	-
<b>Subtotal</b>	<b>43,863,007</b>	<b>60,486,303</b>	<b>25,512,900</b>
<b>Adjusted Revenues Over/(Under) Expenses</b>	<b>\$ 25,593,655</b>	<b>-</b>	<b>(\$49,150,300)</b>



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## FY 21/22 PROPOSED BUDGET OVERVIEW

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

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

The Proposed FY 21/22 Budget includes:

- Operating Budget revenues of \$160.6 million and expenditures of \$235.3 million resulting to net loss of \$74.7 million.
- Operating Budget includes the remaining balance of the second tranche of CRRSAA funding of \$25.5 million that will reduce the projected \$74.7 million shortfall to \$49.2 million.
- Operating Budget has a provision for \$49.2 million in future changes to expenses and revenues. With future changes, the projected operating expenses would equal projected revenues.
- Capital Budget revenues of \$26.1 million and expenditures of \$48.1 million.
- District reserves of \$22 million will be used to fund the FY 21/22 Capital Budget (assuming the Operating Budget is balanced with future reductions to expenses and new revenues).

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

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

### Overview of Operating Budget

The FY 21/22 Proposed Operating Budget of \$235.3 million is \$29.8 million, or 14.5%, more than the FY 20/21 Actual expenses of \$205.5 million. No budgeted salary increase are included for any employees since none have been negotiated. The Proposed Budget does not include budgeted wage increases for Coalition represented employees due to their MOU being in negotiation, nor wage increases for non-represented employees.

Revenue is estimated to be \$160.6 million, which is a decrease of approximately \$12.4 million, or 7.2%, from FY 20/21 Actual revenue of \$173.1 million. This decrease is primarily the net result of reduction in

## Budget Overview

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one time federal grants CARES Act (\$7.7 million) and first tranche of CRRSAA (\$20.3 million) in FY20/21, offset by increase in Toll Revenues (\$8 million), Transit Fares (\$8.4 million) in FY21/22. This budget includes changes to the District reserves structure. Prior to any reductions in expenses and/or the addition of new revenues, the Proposed Budget has a \$37.8 million projected negative impact on the District's reserves. Assuming the Proposed Budget is balanced, it will have a projected net increase on the District's reserves of \$11.4 million.

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

## Capital Budget Overview

The FY 21/22 Proposed Capital Budget includes total anticipated expenditures of \$48.1 million, funded with \$22 million District funds and \$26.1 million in federal, state, and local grant funds. It supports the implementation of 64 projects (14 new and 50 continuing) necessary to maintain existing services and facilities and to implement high priority safety and security projects. The \$48.1 million Proposed Capital Budget is allocated to the following projects: Golden Gate Bridge Seismic Retrofit (5%); Suicide Deterrent System (62%); Other Bridge Division Projects (7%); Bus Division (4%); Ferry Division (13%); and 8% for Information Systems and other District Division projects. The Proposed Capital Budget contains Actual FY 20/21 project expenditures (see Appendix C). Eleven projects were completed in FY 20/21.

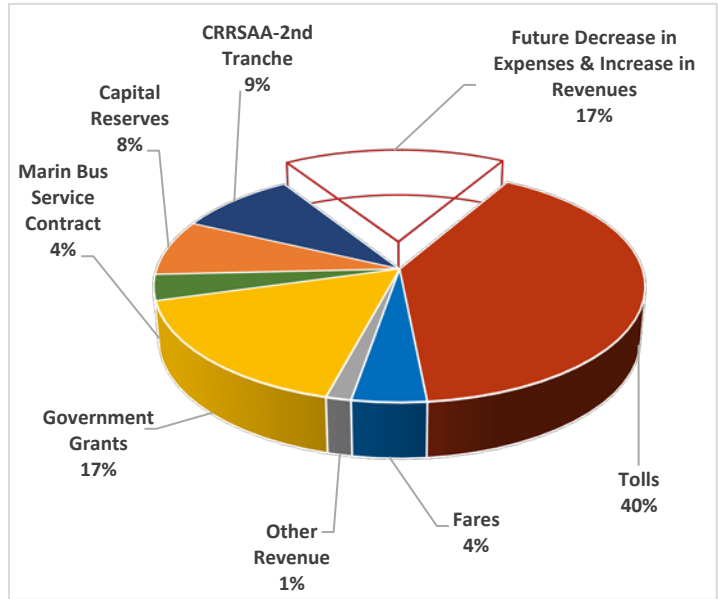
In an effort to reduce the number of new projects in the FY 21/22 budget, each division prioritized its capital projects. Higher priority projects were included in the FY 21/22 budget to allow project managers to continue working and focusing their efforts on those projects. The remaining projects were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

## Use of Reserves

After the Board and staff make future policy changes to decrease expense and/or increase revenues, the FY 21/22 Proposed Operating Budget is projected to be balanced and produce \$11.4 million to transfer to the capital reserves. The Capital Budget is estimated to use \$22 million in District funds for a net increase in the reserves of \$11.4 million.

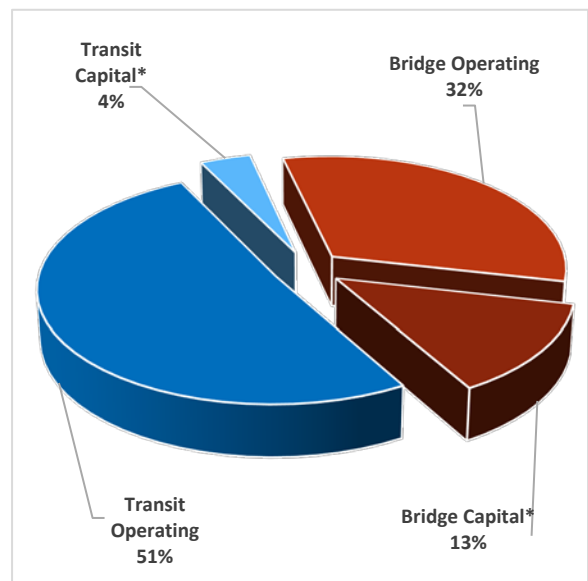
**REVENUE SOURCES  
FY 21/22 PROPOSED OPERATING AND CAPITAL BUDGET  
(IN MILLIONS)**

Source of Revenues	
Tolls	\$113.7
Fares	12.1
Other Revenue	4.1
Government Grants	46.7
Marin Bus Service Contract	10.2
Capital Reserves	22.0
CRRSAA-2 <sup>nd</sup> Tranche	25.5
Future Changes in Expenses and Revenue	49.1
<b>Total</b>	<b>\$283.4</b>



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

Type of Expense	
Transit Operating	\$144.4
Transit Capital*	10.9
Bridge Operating	90.9
Bridge Capital*	37.2
<b>Total</b>	<b>\$283.4</b>



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

## Budget Overview

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

	Actual FY 19/20	Actual FY 20/21	Proposed FY 21/22
<b>Revenue</b>			
Bridge Tolls	\$125.8	\$105.7	\$113.7
Transit Fares	26.5	3.7	12.1
Other*	27.7	15.3	14.2
Operating Assistance	23.4	20.4	20.6
CARES Act Funding	43.9	7.7	-
CRRSAA-1 <sup>st</sup> tranche	-	20.3	-
<b>Operating Revenue Subtotal</b>	<b>\$247.3</b>	<b>\$173.1</b>	<b>\$160.6</b>
Capital Grants	63.0	\$21.0	\$26.1
<b>Total Revenue</b>	<b>\$310.3</b>	<b>\$194.1</b>	<b>\$186.7</b>
<b>Expenses</b>			
Labor and Fringes	\$140.5	\$133.8	\$149.2
Services/Supplies/Other	51.5	42.1	54.0
Contribution to Capital & Other Reserves	29.7	29.6	32.1
<b>Operating Expenses Subtotal</b>	<b>\$221.7</b>	<b>\$205.5</b>	<b>\$235.3</b>
<b>Capital Project Expense</b>	<b>85.2</b>	<b>35.9</b>	<b>48.1</b>
<b>Total Expenses</b>	<b>\$306.9</b>	<b>\$241.4</b>	<b>\$283.4</b>
CRRSAA-2 <sup>nd</sup> tranche		13.9	25.5
Future Changes in Expenses and Revenues	-	-	\$49.2
<b>Total Revenue Over/(Under) Total Expense</b>	<b>\$3.4</b>	<b>\$(33.4)</b>	<b>\$(22.0)</b>

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

	Actual FY 19/20	Actual FY 20/21	Proposed FY 21/22
<b>Total Revenue Over/(Under) Total Expense</b>	<b>\$3.4</b>	<b>\$(33.4)</b>	<b>\$(22.0)</b>
<b>Transfers to District Reserves</b>			
District Capital Contribution**	\$ 21.0	\$ 21.0	\$ 21.0
Bridge Self-Insurance Against Losses	1.3	1.3	1.3
Depreciation	8.7	8.6	11.1
<b>Subtotal Transfers to Reserves</b>	<b>\$31.0</b>	<b>\$30.9</b>	<b>\$33.4</b>
<b>Impact on Reserves</b>	<b>\$34.4</b>	<b>\$(2.5)</b>	<b>\$11.4</b>
Transfer to OPEB (Other Postemployment Benefits) Trust	\$2.6	\$0.07	\$0.04

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

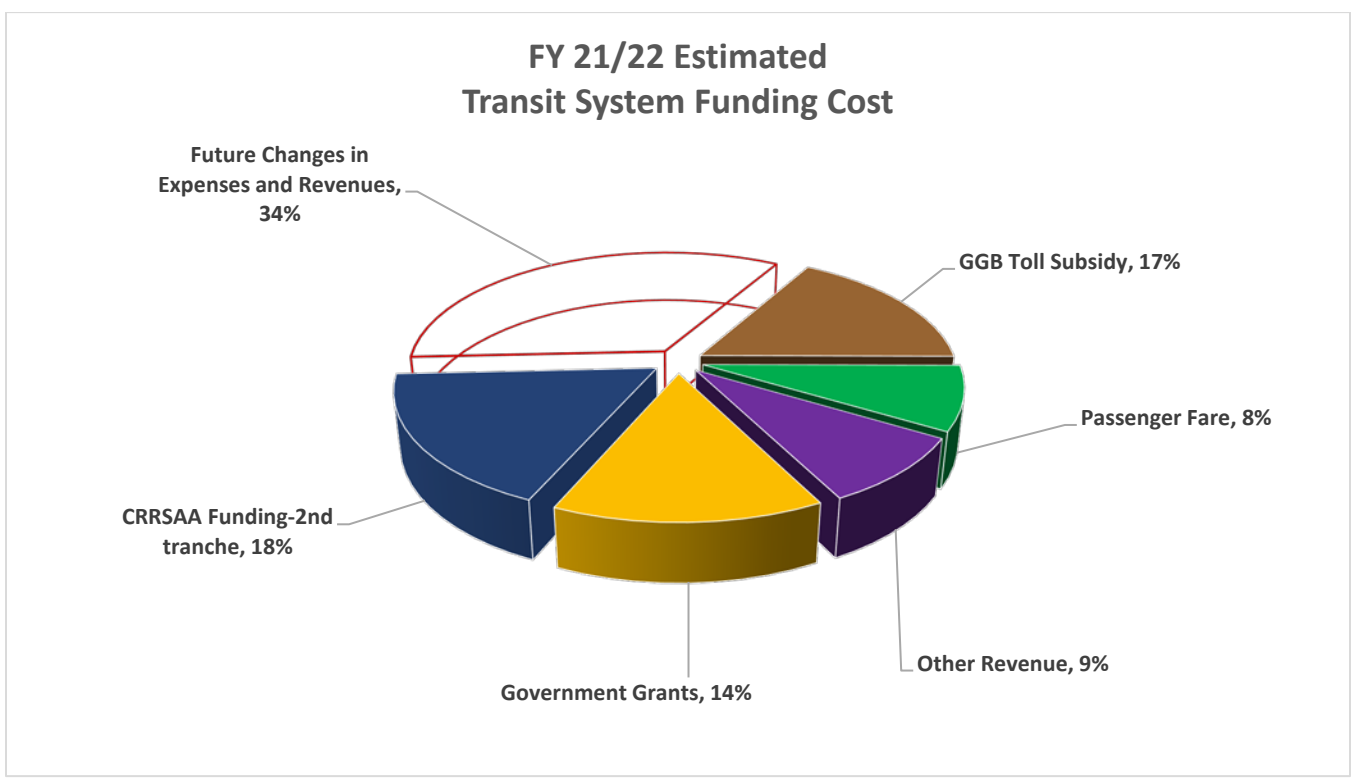
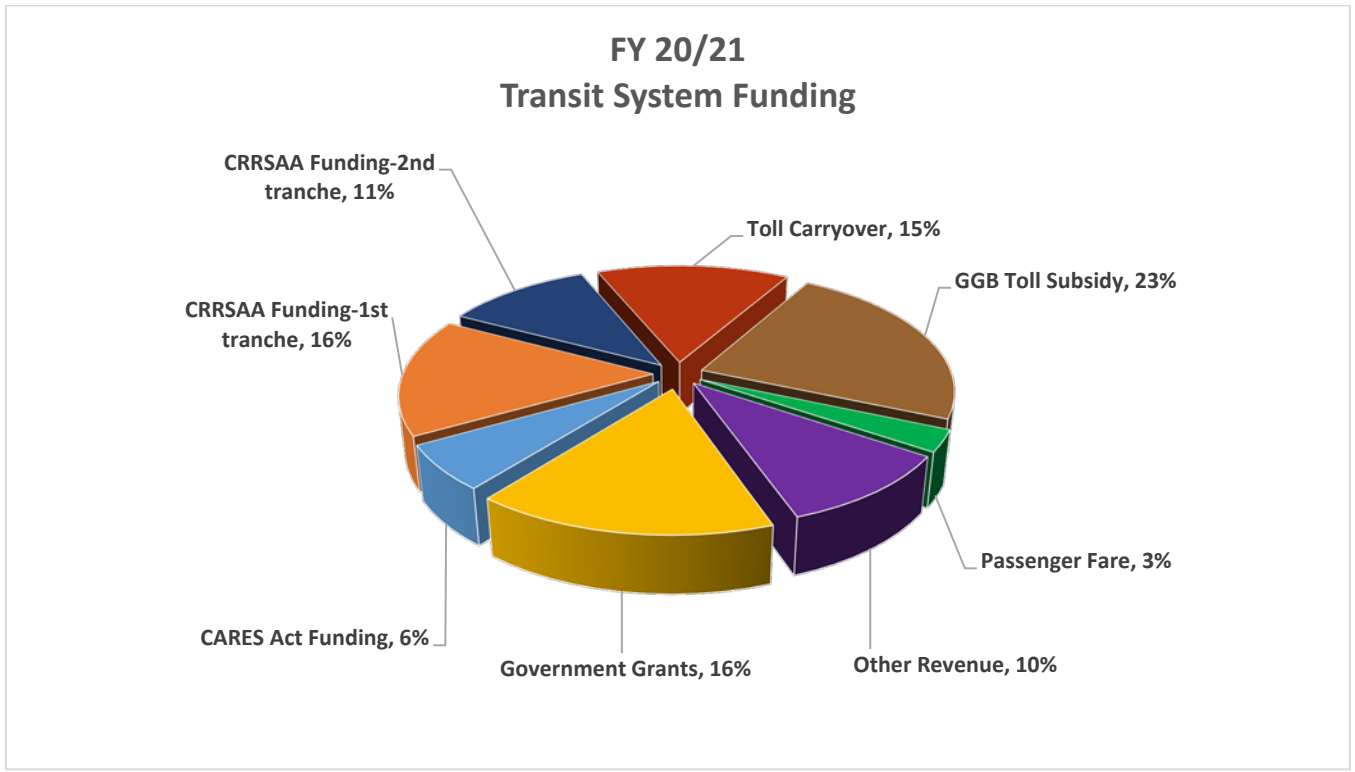
\*\*See Capital Contribution section on page 71 for more detail.

## TRANSIT SYSTEM FUNDING

Given it is unknown at this time what future policy changes will be undertaken to balance the FY21/22 budget, it is unclear exactly what subsidy amount will be needed from tolls and other sources to achieve a balanced budget. In FY 20/21 transit fares only covered 3% of the Transit expense. That is projected to increase modestly to 8% in FY 21/22. The toll subsidy funded 23% of transit expenses for FY 20/21 and is projected to fund 17% for FY 21/22. Pre-COVID, bridge tolls were able to subsidize up to 50% of the transit system's expenses. One-time Federal funds were used to make up for the lack of toll and fare revenue in FY 20/21. One-time federal revenue will be make up part of the shortfall in FY 21/22 but there is still a \$49.2 million projected shortfall.

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

	How Golden Gate Transit was Funded in FY 20/21 (In Millions)				How Golden Gate Transit is Estimated to be Funded in FY 21/22 (In Millions)			
	Bus Division	Ferry Division	Total Transit	% of Cost	Bus Division	Ferry Division	Total Transit	% of Cost
GGB Toll Subsidy	\$21.5	\$7.9	\$29.4	23%	\$17.0	\$7.2	\$24.2	17%
Passenger Fare	2.9	0.8	3.7	3%	6.5	5.7	12.2	8%
Other Revenue	12.7	0.2	12.9	10%	12.6	0.2	12.8	9%
Government Grants	16.5	4.0	20.5	16%	17.0	3.5	20.5	14%
CARES Act Funding	5.5	2.2	7.7	6%	0	0	0	0%
CRRSAA-1 <sup>st</sup> tranche	14.0	6.2	20.2	16%	0	0	0	0%
CRRSAA-2 <sup>nd</sup> tranche	8.1	5.9	14.0	11%	16.0	9.5	25.5	18%
Toll Carryover	11.6	6.9	18.5	15%	-	-	-	-
Future Changes in Expenses or Revenues	-	-	-	-	32.1	17.1	49.2	34%
<b>Total</b>	<b>\$92.8</b>	<b>\$34.1</b>	<b>\$126.9</b>	<b>100%</b>	<b>\$101.2</b>	<b>\$43.2</b>	<b>\$144.4</b>	<b>100%</b>



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## DISTRICT FINANCIAL SITUATION

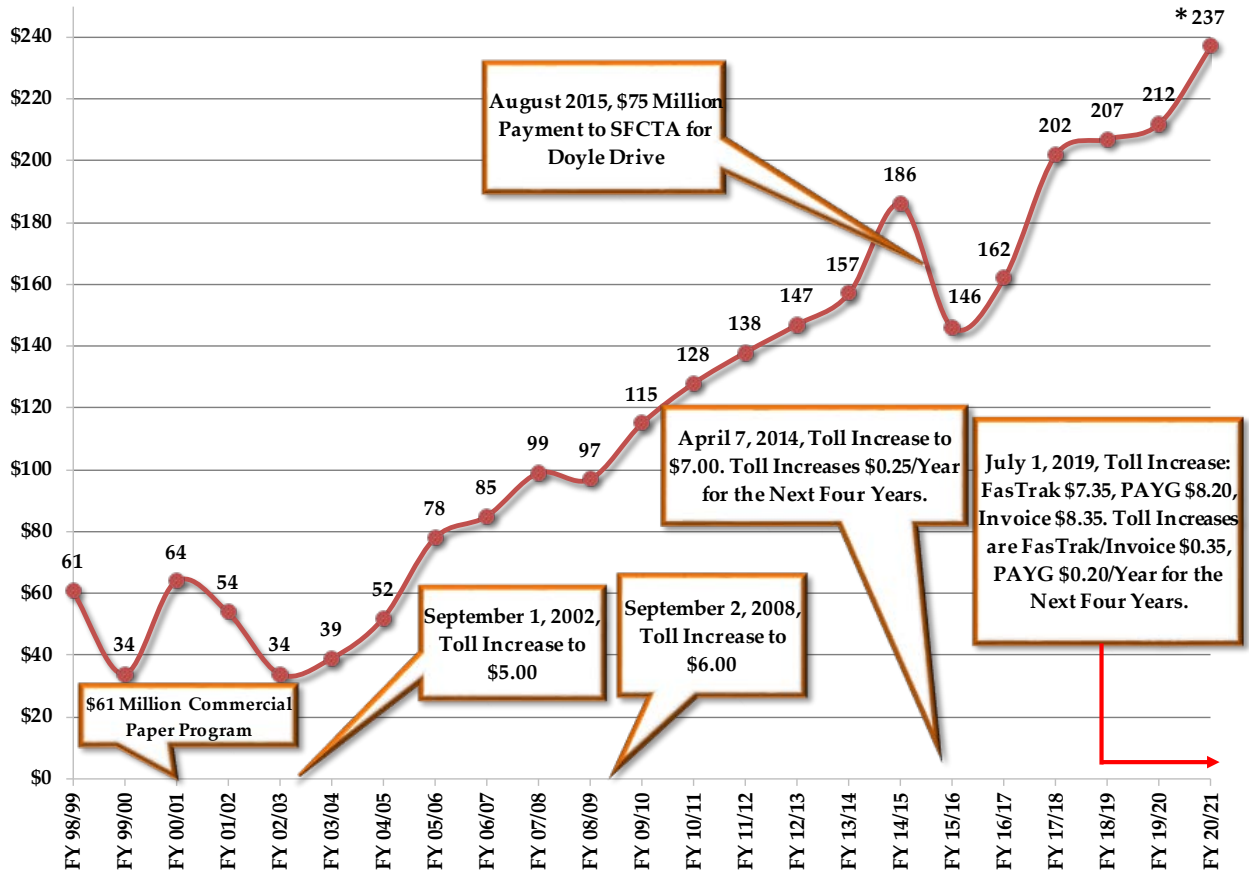
### Financial Reserves: Impact of Fiscal Year 20/21 (Unaudited)

On June 30, 2021, the District expects to finish the FY 20/21 operating budget year (which includes a \$21 million transfer to the capital reserves) with expenses \$32.4 million over than actual revenues before toll carryover and the funding of the second tranche of CRRSAA. The remaining \$7.7 million CARES Act funding and the first tranche of the \$20.3 million of CRRSAA were spent in FY 20/21. The toll carry over funds and the allocation of CRRSAA funds will be used to balance the budget and make the \$32.4 million shortfall.

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

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

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



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

**Impact of FY 21/22 Proposed Budget**

The FY 21/22 Proposed Budget was developed to continue the Board’s efforts toward achieving long-term financial sustainability and to maintain sufficient reserves to complete its capital plan. It has taken years of determined fiscal stewardship by the Board to build up the District’s reserves, which are necessary to maintain the billions of dollars-worth of District capital assets. With continued lower customer demand brought on by the COVID-19 restrictions, the staff and Board will need to make significant efforts to reduce expenses or find new revenues to eliminate or limit the damage to the District’s reserves.

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

The Proposed FY 21/22 Budget contains provisions that add to the capital reserves similar to previous year’s budgets. As an offset to sending the \$22 million for capital projects, the proposed budget includes \$33.4 million in transfers to reserves which results in a net increase in capital reserves of \$11.4 million.



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

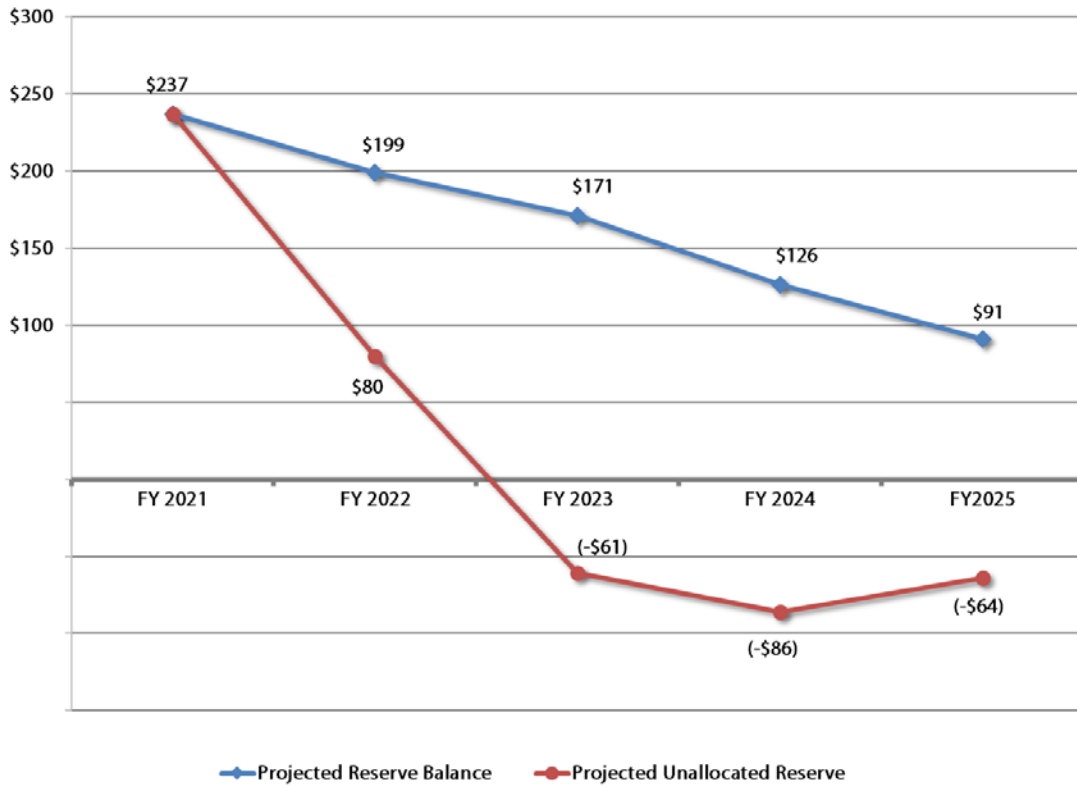
The reserves produced by the operating budget are set aside until the Board allocates them to fund the District share of the cost of capital projects or to cover temporary operating budget deficits. After funds are allocated by the Board, they are spent over several years depending on the particular multi-year spending pattern of the capital budget. The "Projected Reserves for Capital Projects" graph on page 48 represents a projection of how the current total of capital reserves (as presented on page 46) would be allocated (Projected Unallocated Reserve line) and spent (Projected Reserve Balance line) if capital projects are undertaken as laid out in the 10-Year Capital Plan (see Appendix D). Several factors have a significant impact on the rate at which reserves are allocated and thus impact the amount of reserves available. These factors include acquiring additional operating and capital grant funds and/or delaying or eliminating projects from the 10-Year Capital Plan.

In accordance with GASB 68, \$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.

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

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



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

### Board Restricted Reserves

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

### Commercial Paper Notes Program

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

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

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

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

The FY 21/22 Proposed Budget provides that the \$61 million remains outstanding throughout FY 21/22 and does not provide for further borrowing. In addition, the FY 21/22 Proposed Budget fully funds the maintenance of the commercial paper program, including long-term arrangements with Goldman Sachs and Morgan Stanley, to market the commercial paper and the agreement with JP Morgan to provide a line of credit. Total commercial paper program costs as a percentage of the total commercial paper notes outstanding are summarized in the table below.

**COMMERCIAL PAPER PROGRAM COSTS  
AS A PERCENTAGE OF NOTES OUTSTANDING**

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Actual	FY 20/21 Actual	FY 21/22 Proposed
Average Annual Interest Rate **	0.70%	1.18%	1.67%	1.13%	0.18%	2.38%*
CP Program-related Costs	0.74%	0.78%	0.70%	0.66%	1.17%	1.21%
<b>Total CP Program Costs as a % of Total CP Notes Outstanding</b>	<b>1.44%</b>	<b>1.96%</b>	<b>2.37%</b>	<b>1.79%</b>	<b>1.35%</b>	<b>3.59%</b>

Note: CP Program-related Costs include line of credit fees, rating agency fees, dealer costs, and various bank fees. As required by the indenture, the FY 21/22 Proposed Budget reflects the average interest rate for the preceding 12 months. The interest earnings are based on the operating budget being balanced so that the reserves are not drawn down for operating needs. If the operating budget is not balanced, the earnings would be lower, with all other assumptions being equal.

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

\*\* See page 66 for Interest Expense.

## **Long-Term Strategic Financial Planning History**

For the past two decades, the District has undertaken a series of multi-year financial strategic planning initiatives. The first Financial Plan for Achieving Long-Term Financial Stability (Plan) was established in 2002. In May 2009, as a result of projected increases in financial obligations, the Board established the second Financial Planning Advisory Committee to create a plan to address the projected financial deficit. The second Plan was drafted by the Advisory Committee and approved by the Board on October 30, 2009. The Plan contained 35 initiatives of which 22 were completed. The other initiatives were either moved to the new plan or deferred by Board action. In November 2013, the Advisory Committee reconvened and drafted the third strategic plan, the 2014 Strategic Financial Plan (2014 Plan) that included 45 initiatives. The 2014 Plan was approved on October 24, 2014. The FY 20/21 budget represented the close of the 2014 Plan. The District board was planning to develop a fourth strategic plan in FY 20/21 but those efforts are temporarily delayed in order to address the shock of the COVID-19 crisis.

### ***Guiding Principles of the 2014 Plan***

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

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

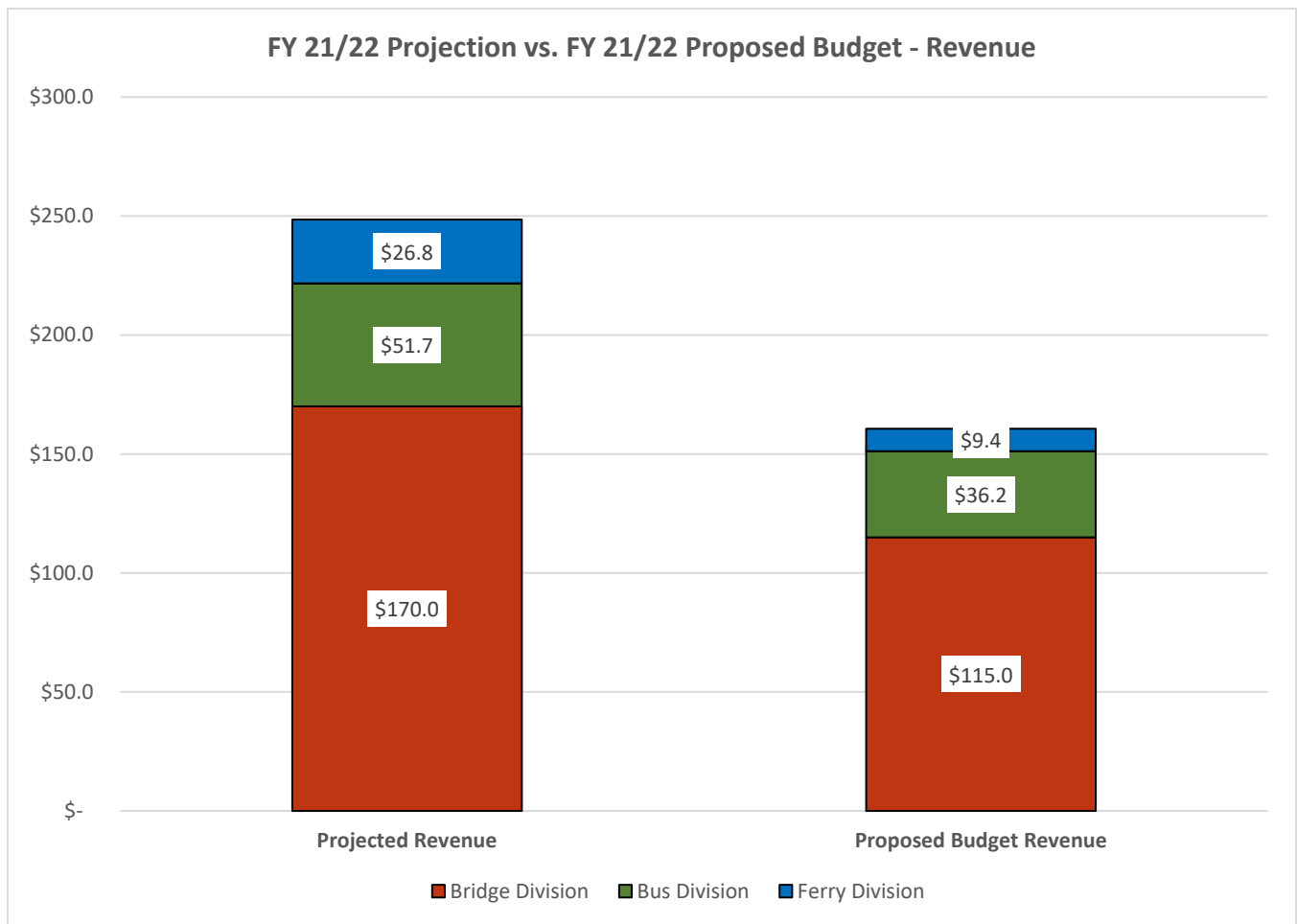
In the last review of the Financial Plan in October 2019, it was reported that 2019 is the last year of the current plan. The Plan currently has 46 initiatives, and all but two are considered implemented or closed as part of this plan and are shown as such under FY 20/21. Given the reduction of customer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

## FY 21/22 Projection vs. FY 21/22 Proposed Budget – Revenue

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

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

	Projected Revenue	Proposed Budget Revenue	Variance	
Bridge Division	\$170.0	\$115.0	\$(55.0)	-47.8%
Bus Division	\$51.7	\$36.2	\$(15.5)	-42.8%
Ferry Division	\$26.8	\$9.4	\$(17.4)	-185.1%
<b>Total</b>	<b>\$248.5</b>	<b>\$160.6</b>	<b>\$(87.9)</b>	<b>-54.7%</b>

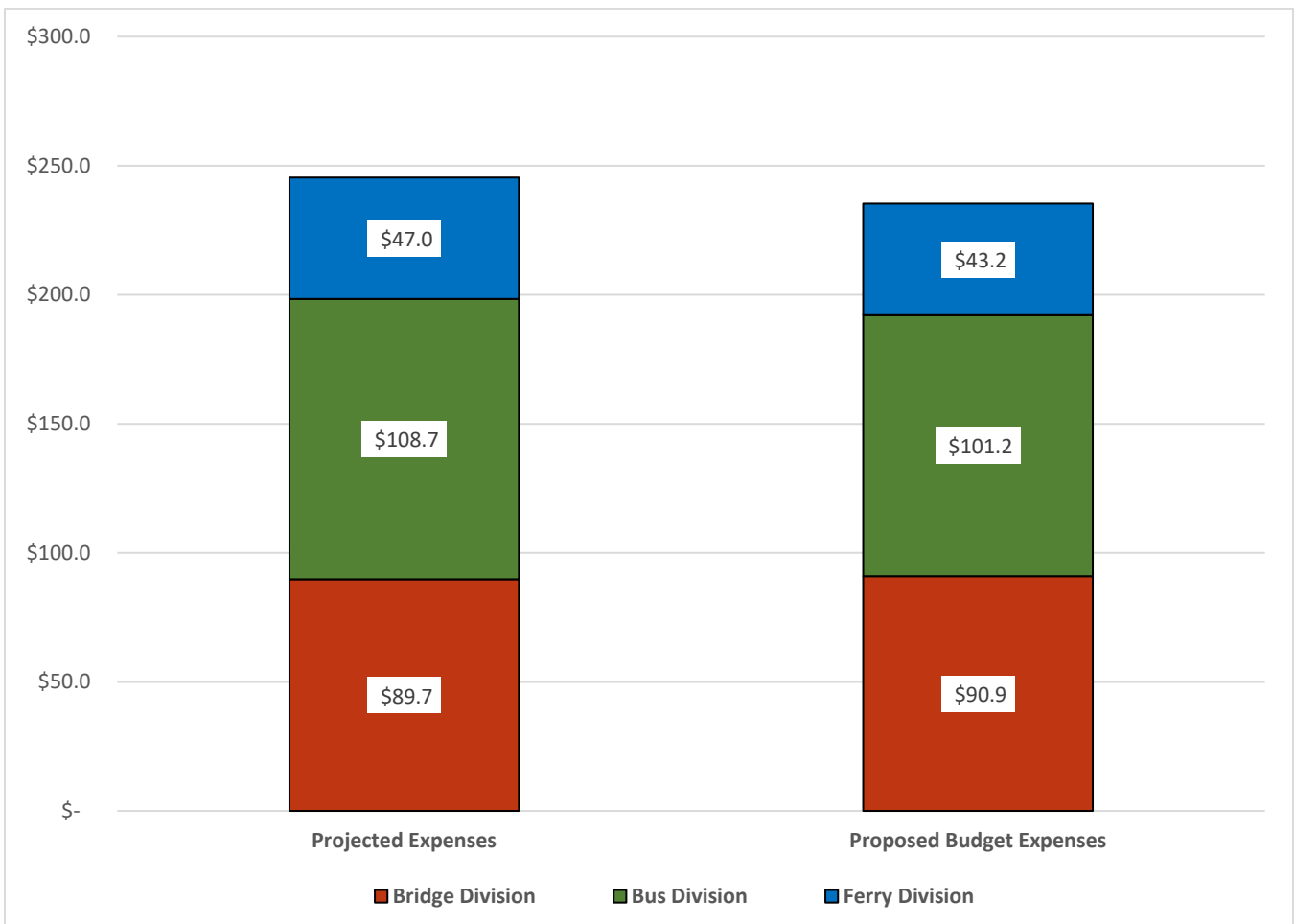


## FY 21/22 Projection vs. FY 21/22 Proposed Budget – Expenses

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

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

	Projected Expense	Proposed Budget Expense	Variance	
Bridge Division	\$89.7	\$90.9	\$1.2	1.3%
Bus Division	\$108.7	\$101.2	\$(7.5)	-7.4%
Ferry Division	\$47.0	\$43.2	\$(3.8)	-8.8%
<b>Total</b>	<b>\$245.4</b>	<b>\$235.3</b>	<b>\$(10.1)</b>	<b>-4.3%</b>



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## BUDGET PLANNING AND DEVELOPMENT PROCESS

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

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

**Process and Timeline:** The budget process begins in February 2021, with a review of District- and division-level goals and objectives with the Budget staff, General Manager and Auditor-Controller. The Budget and Program Analysis Office and the Capital and Grant Programs Office are responsible for the distribution of budget instructions and materials for the operating and capital budgets, as well as the long-range capital program. These offices work together to coordinate their efforts and facilitate a budget process that is focused on achieving the District's short-term and long-term goals and objectives.

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

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

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

## Budget Overview

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

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

**Capital Project Funding:** In general, it is the District's policy to secure the maximum amount of external funds possible and to spend these funds prior to relying on internal funds for capital projects. The Proposed FY 21/22 Capital Budget includes \$26.1 million in Federal, State and Other Local funding and \$22 million in District funding. This represents a federal/state/other local funding percentage of 54% and a District funding percentage of 46%.

**Board Approval:** Once the operating and capital budgets have been thoroughly reviewed and approved by the General Manager and the Auditor-Controller, they are formally presented to the Finance-Auditing Committee. This Finance-Auditing Committee meeting marks the initial discussions which culminate with the final adoption by the Board of Directors. The budget is scheduled for Board consideration before the end of the fiscal year preceding the new budget year. The FY 21/22 Proposed Budget is presented to the Finance-Auditing Committee in May 2021 and adopted by the Board of Directors in June 2021.

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



**BUDGET PREPARATION AND PROCESS CALENDAR FOR FY 21/22**

Dates	Activity
Feb 10, 2021	General Manager, Auditor-Controller and Budget Office review District's goals and objectives, establish budget expense targets and timelines.
Feb 19, 2021	Budget Kickoff with departments: Budget Office submits budget calendar to Executive Team. Budget packets are distributed to the Deputy General Managers (DGMs) and Executive Team.
Feb 19 – Mar 5, 2021	Departments work on goals, estimated accomplishments, and review Division Profile and performance standards. Budget Office, Capital and Grant Programs Office, and DGMs work together to develop operating and capital budgets.
Feb 26 – Mar 12, 2021	Operating and capital budgets are submitted to the Budget Office and Capital and Grant Programs Office for review and consolidation.
Mar 19 – Mar 24, 2021	CFO meets with DGMs to review Proposed budgets.
Mar 29 – Mar 30, 2021	DGMs, CFO, Director of Budgets and Director of Capital and Grant Programs Office meet with General Manager to discuss Division budgets and Division goals.
Mar 31 – May 12, 2021	Budget Office prepares the Proposed Budget document.
May 20, 2021	Budget presented and reviewed by the Finance-Auditing Committee.
May 20 – June 25, 2021	Budget discussion and possible Board approval.
June 25, 2021	FY 21/22 Proposed Budget adopted by the Board of Directors.
August 27, 2021	Adopted Budget is published.

## **FY 21/22 PROPOSED BUDGET POLICIES**

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

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

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

**Sources of Revenue:** Sources of revenues for the District are Bridge tolls, fares from bus and ferry patrons, grants from federal, state, and local agencies, contract services and investment income. Tolls fund not only the majority of the Bridge operations, but they also subsidize the District's transportation operations in the Bus and Ferry Divisions. Please refer to Transit System Funding on page 43 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 54% of the District's Proposed FY 21/22 Budget is funded by capital grants; the remaining 46% of projects are funded through District capital reserves.

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

## **Special Reserve Accounts**

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

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

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

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



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Operating Expenses ..... 66  
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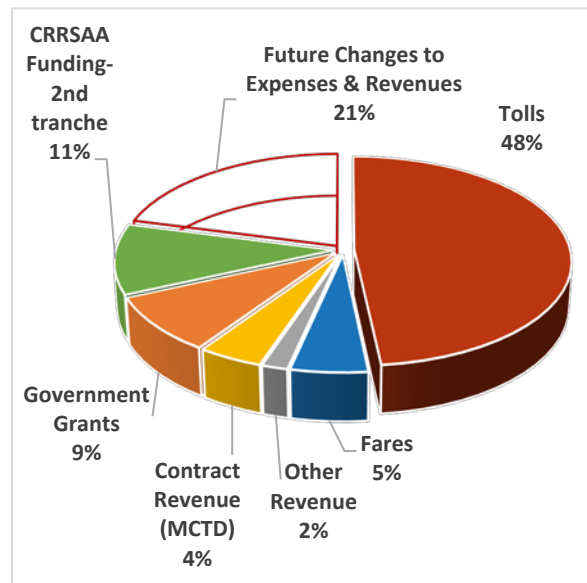


## OPERATING BUDGET SUMMARY

Due to the continued dramatic reduction in revenues due to the COVID pandemic, the Staff and Board will need to make significant changes in expenses and revenues in order to balance the FY 21/22 Proposed Operating Budget of \$235.3 million. It is projected that those changes will need to total approximately \$49.2 million after accounting for use of the second tranche of one-time federal CRRSAA grant funding. The following tables and graphs provide information on the sources of funding and areas of expenditures in the FY 21/22 Proposed Operating Budget.

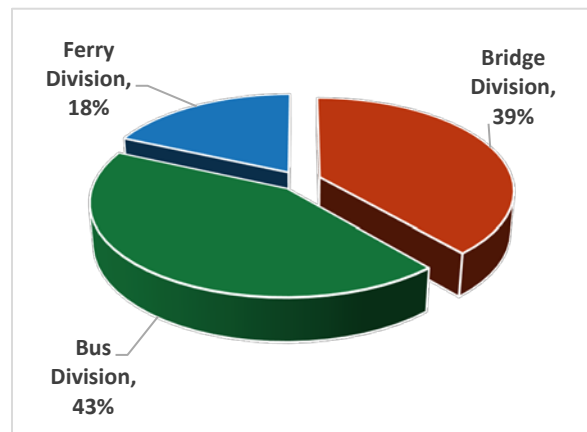
### WHERE WILL THE MONEY COME FROM TO OPERATE GGBH&TD IN FY 21/22?

	FY 21/22	% of total
Tolls	\$113.7	48%
Fares	12.1	5%
Other Revenue	4.1	2%
Contract Revenue (MCTD)	10.2	4%
Government Grants	20.5	9%
CRRSAA Funding-2 <sup>nd</sup> tranche	25.5	11%
Future Changes in Expenses and Revenues	49.2	21%
<b>Total</b>	<b>\$235.3</b>	<b>100%</b>



### WHERE WILL THE MONEY GO TO OPERATE GGBH&TD IN FY 21/22?

	FY 21/22	% of total
Bridge Division	\$90.9	39%
Bus Division	101.2	43%
Ferry Division	43.2	18%
<b>Total</b>	<b>\$235.3</b>	<b>100%</b>
<b>Revenues Over Expenses</b>	<b>\$0</b>	

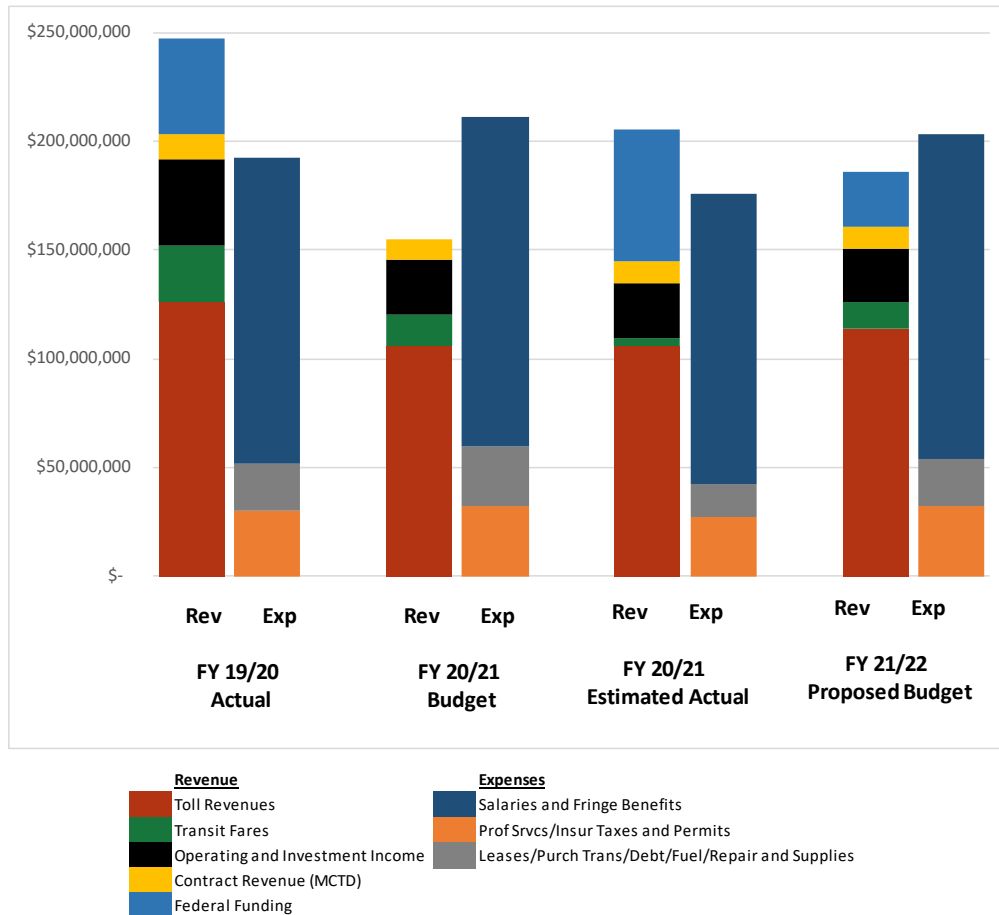


**REVENUE OVER EXPENSES SUMMARY**

	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Estimated Actual	FY 21/22 Proposed Budget
Revenues (*)	\$203,453,455	\$155,003,700	\$145,028,725	\$160,624,200
Expenses (*)	\$221,722,807	\$242,249,210	\$205,515,028	\$235,287,400
<b>Revenues Over/(Under) Expenses</b>	<b>\$(18,269,352)</b>	<b>\$(87,245,510)</b>	<b>(\$60,486,303)</b>	<b>\$(74,663,200)</b>
CARES Act	43,863,007	-	7,717,456	-
CRRSAA-1 <sup>st</sup> tranche	-	-	20,319,959	-
CRRSAA-2 <sup>nd</sup> tranche	-	-	\$13,916,617	\$25,512,900
Toll Carryover	-	-	\$18,532,271	-
<b>Subtotal</b>	<b>43,863,007</b>	<b>-</b>	<b>60,486,303</b>	<b>25,512,900</b>
<b>Adjusted Revenues Over/(Under) Expenses</b>	<b>\$25,593,655</b>	<b>\$(87,245,510)</b>	<b>\$-</b>	<b>\$(49,150,300)</b>

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

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





## OPERATING REVENUES

For FY 21/22, operating revenues are projected to increase from approximately \$15.6 million to \$160.6 million from the FY 20/21 Estimated Actual of \$173.1 million. The net increase is primarily due to the projected increase in toll revenues and transit fare revenues, offset by a decrease in investment income. Transit has currently received a total of \$111 million in one-time federal funding. In FY 19/20, \$43.9 million was utilized to balance the budget. In FY 20/21, \$42 million was expensed to balance the budget, and \$25.5 million will be used to partially fund FY 21/22.

### Principal Categories of Revenue

**Bridge Tolls:** Bridge toll revenues are projected to be \$113.7 million, which is \$8.0 million more than FY 20/21 Estimated Actual. The Bridge toll increase is primarily due to a projected increase of 5% in traffic and the toll revenue includes the third year of the five-year toll increase.

**Transit Fares:** Transit ridership is expected to increase due to the easing of COVID-19 related public health orders. For FY 21/22, Bus Transit fare revenue is estimated to increase \$3.7 million. Bus ridership is forecasted to increase by 0.8 million passengers from FY 20/21. Ferry Transit fare revenue is projected to increase \$4.8 million due to an assumed increased ridership of approximately 0.5 million passengers from FY20/21. In March 2017, the Board approved a five-year fare program for Bus transit and Ferry fare increase.

**Other Operating Income:** Other Operating Income includes the continuation of approximately \$2.0 million in Regional Measure 2 (RM2) funds from the Metropolitan Transportation Commission (MTC) to assist in subsidizing Bus Routes 40, 40X, 72X and 101. The proposed budget assumes a reduction in other operating income due to lower advertisement, parking revenue and other revenue.

**State Operating Assistance:** A net increase of \$0.2 million in Operating Assistance in FY 21/22. State Operating Assistance is composed of two funding sources: 1.) State Transit Assistance (STA) program projected to be \$7.9 million; and 2.) Transportation Development Act (TDA) funds of \$12.7 million. See page 65 for a detailed overview of STA/TDA funding.

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

**One Time Federal Grant Income:** For FY 21/22, the remaining balance of \$25.5 million from the CRRSAA second tranche will be used to partially fund the projected transit expense shortfall.

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

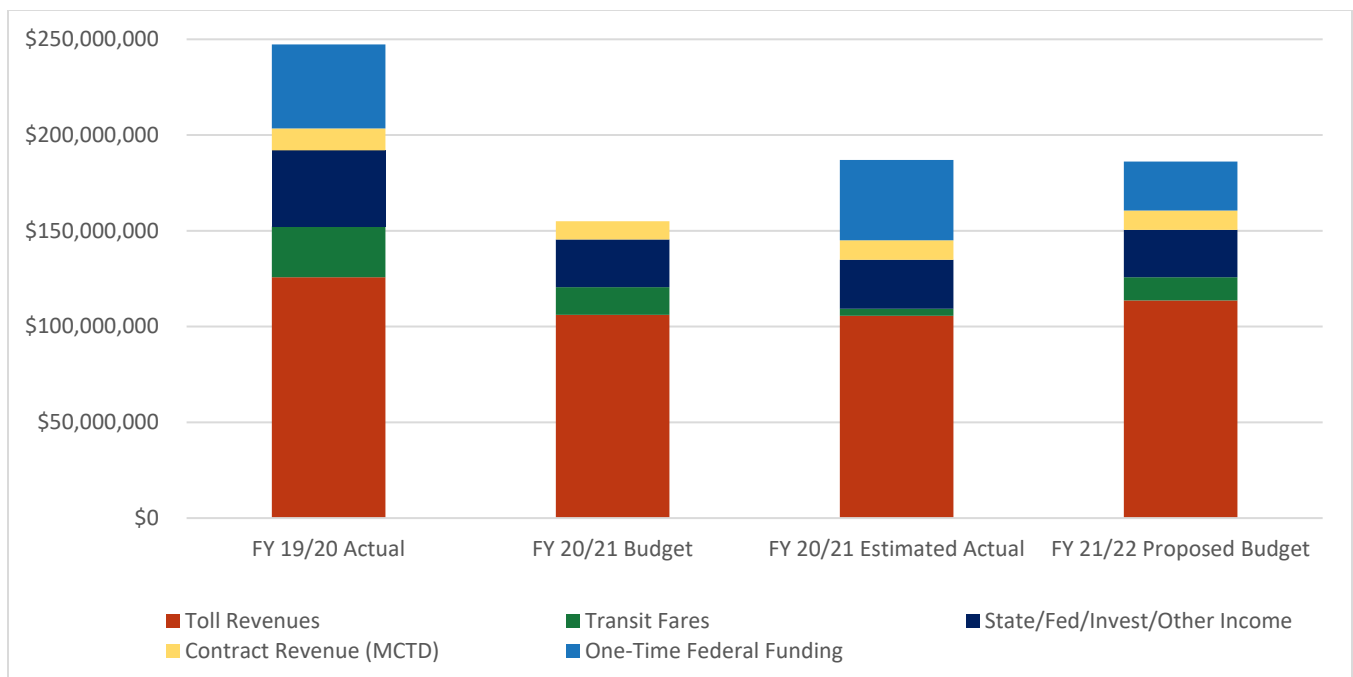
**Investment Income:** Actual Investment Income consists of both interest income and market valuation gains and losses relating to the District's overall investment portfolio. The total investment return on the investment portfolio was 0.75% for FY 20/21 Estimated Actual versus FY 21/22 Proposed Budget of 0.06%, resulting in a \$0.7 million decrease from FY 20/21 Estimated Actual. It is District policy not to budget for market valuation gains and losses.

## Operating & Capital Budget Summary

### OPERATING REVENUES

Revenues	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Estimated Actual	FY 21/22 Proposed Budget
Toll Revenues	\$125,764,310	\$106,170,900	\$105,666,325	\$113,671,600
Transit Fares	26,478,738	14,414,900	3,672,326	12,118,000
Other Operating Income	6,499,028	3,221,600	3,215,685	2,903,300
State Operating Income	23,350,951	17,973,800	20,399,400	20,561,200
Federal Operating Income	69,876	172,000	37,834	0
Contract Revenue (MCTD)	11,435,400	9,550,500	10,121,703	10,170,100
Investment Income	9,855,152	3,500,000	1,915,452	1,200,000
<b>Subtotal</b>	<b>203,453,455</b>	<b>155,003,700</b>	<b>145,028,725</b>	<b>160,624,200</b>
CARES Act	43,863,007	-	7,717,456	-
CRRSAA-1 <sup>st</sup> Tranche	-	-	20,319,959	-
CRRSAA-2 <sup>nd</sup> Tranche	-	-	13,916,617	25,512,900
Toll Carryover	-	-	18,532,271	-
<b>Subtotal</b>	<b>43,863,007</b>	<b>-</b>	<b>60,486,303</b>	<b>25,512,900</b>
<b>Revenues</b>	<b>\$247,316,462</b>	<b>\$155,003,700</b>	<b>\$205,515,028</b>	<b>\$186,137,100</b>
<b>Percent Change</b>		<b>(37.3)%</b>	<b>32.6%</b>	<b>(9.4)%</b>

### CHART OF OPERATING REVENUES



**INVESTMENT INCOME**

	FY 17/18 Actual	FY 19/20 Actual	FY 20/21 Estimated Actual	FY 21/22 Proposed Budget
Interest Earned	\$6,026,241	\$5,901,434	\$4,107,469	\$1,200,000
Market Gains and Losses	3,410,648	\$3,953,718	(\$2,192,017)	
Investment Income	\$9,436,889	\$9,855,152	\$1,915,452	\$1,200,000*
Average Investment Portfolio at Cost	\$262,782,509	\$267,648,636	\$257,000,000	\$200,000,000
<b>Average Investment Return</b>	<b>0.85%</b>	<b>3.65%</b>	<b>0.75%</b>	<b>0.06%</b>

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

**STATE OPERATING INCOME**

State Operating Income Funding Source	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Estimated Actual	FY 21/22 Proposed Budget
<b>Transit Development Act</b>				
Marin County's Apportionment	\$7,760,067	\$5,798,600	\$8,337,107	\$6,430,900
Sonoma County's Apportionment	5,975,779	\$4,639,300	4,434,197	6,216,300
<b>State Transit Assistance (STA)</b>				
MTC for Administering Clipper Grant	\$10,000	\$7,500	\$10,000	\$10,000
Revenue-Based Funds	8,084,494	6,365,900	6,447,940	6,693,800
Population-Based Funds - County Block Grant	1,520,611	1,162,500	1,170,156	1,210,200
<b>Total State Operating Revenue</b>	<b>\$23,350,951</b>	<b>\$17,973,800</b>	<b>\$20,399,400</b>	<b>\$20,561,200</b>
<b>Percent Change</b>		<b>-23%</b>	<b>13%</b>	<b>1%</b>

## OPERATING EXPENSES

The FY 21/22 Proposed Operating Expense Budget is \$235.3 million (including a \$21 million contribution to reserves for future capital projects). This is an increase of 14.5% over FY 20/21 Estimated Actual Expenses and 2.9% lower than FY 20/21 Adopted Budget. Due to the projected reduction in revenue, the Staff and Board will need to reduce expenditures or increase revenues by approximately \$49.2 million during FY 21/22.

### OPERATING EXPENSES

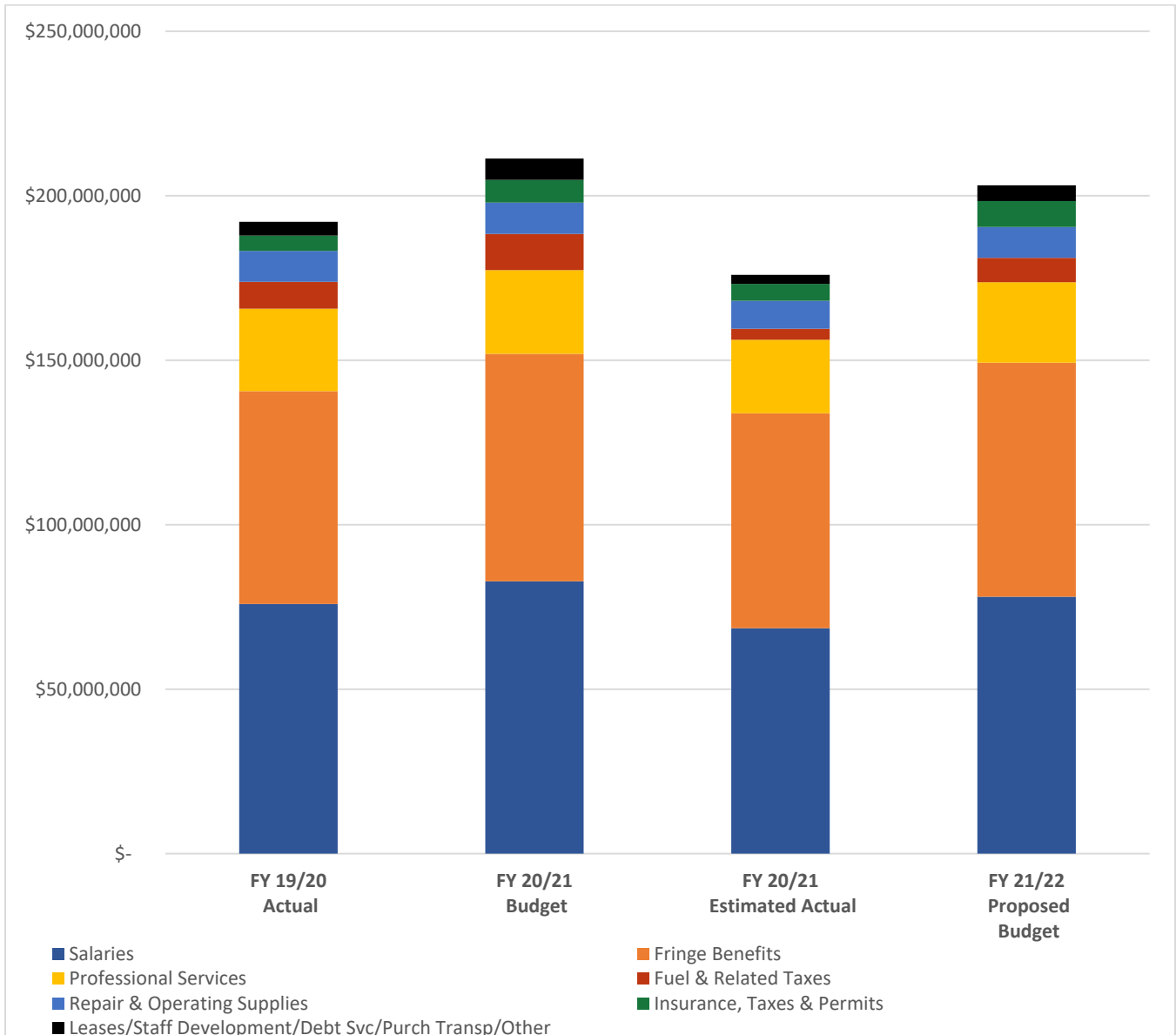
	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Estimated Actual	FY 21/22 Proposed Budget
Salaries	\$75,879,239	\$82,816,710	\$68,522,294	\$78,107,000
Fringe Benefits	64,725,809	69,133,500	65,346,763	71,122,800
Professional Services	25,051,906	25,443,200	22,358,218	24,485,800
Fuel & Related Taxes	8,194,209	11,023,000	3,317,591	7,418,500
Repair & Operating Supplies	9,382,755	9,505,900	8,510,767	9,362,000
Insurance, Taxes & Permits	4,658,172	6,895,100	5,127,112	7,878,900
Purchased Transportation	1,647,984	1,943,200	1,226,436	1,442,400
Other	1,059,043	1,446,000	508,680	892,800
Lease & Rentals	780,256	877,600	931,796	999,100
Debt Service - Interest Expense	692,000	2,200,000	109,333	1,455,000
<b>Subtotal Expenses</b>	<b>\$192,071,373</b>	<b>\$211,284,210</b>	<b>\$175,958,990</b>	<b>\$203,164,300</b>
<b>Percent Change</b>		<b>10.0%</b>	<b>-16.7%</b>	<b>15.5%</b>
Capital Contribution	\$21,000,000	\$21,000,000	\$21,000,000	\$21,000,000
Depreciation	\$8,651,434	\$9,965,000	\$8,556,038	\$11,123,100
<b>Total Expenses</b>	<b>\$221,722,807</b>	<b>\$242,249,210</b>	<b>\$205,515,028</b>	<b>\$235,287,400</b>
<b>Percent Change</b>		<b>9.3%</b>	<b>-15.2%</b>	<b>14.5%</b>

### Expense Budget Assumptions:

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

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

**CHART OF OPERATING EXPENSES  
(EXCLUDES CAPITAL CONTRIBUTION & DEPRECIATION)**



## Summary of Changes to Expenses

On a net basis, the FY 21/22 Proposed Operating Budget shows an increase of 14.5% over FY 20/21 Estimated Actual Expenses. The 14.5% increase can be broken down into the following categories: fully funding vacant positions, fuel at \$2.45 per gallon, and re-funding commercial paper debt service due to the indenture service requirement.

The following is a summary of changes to the FY 21/22 Proposed Budget from FY 20/21 Estimated Actual Expenses.

### SUMMARY OF CHANGES TO EXPENSES

Expenses (In Millions)	% Change (from Actuals)	Description
<b>\$205.5</b>		<b>FY 20/21 Estimated Actual Expenses</b>
9.6	4.7%	Salary Increase; Re-funding Vacant Positions
5.8	2.8%	Fringe Benefit Increase; Re-funding Vacant Positions
2.1	1.0%	Professional, Maintenance & Security Services
4.1	2.0%	Fuel & Related Taxes
0.9	0.4%	Repair & Operating Supplies
2.7	1.3%	Insurance, Taxes & Permits
0.2	0.1%	Purchased Transportation
0.4	0.2%	Other
0.1	0.1%	Leases & Rental
1.3	0.7%	Debt Service - Interest Expense
2.6	1.2%	Capital Contributions/Depreciation
<b>\$235.3</b>	<b>14.5%</b>	<b>Total FY 21/22 Proposed Operating Budget</b>

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

## Significant Categories of Expense

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

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

**1. Average Cost of Toll Transactions**

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

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Actual	FY 20/21 Estimated Actual
Average Cost/Toll Transaction	\$0.51	\$0.52	\$0.51	\$0.65	\$0.58
Percentage of Toll Revenue Used for Collecting Tolls	7.39%	7.32%	6.96%	8.38%	7.31%

**2. Cost of Transaction per Patron**

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

	FY 16/17 Actual	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Actual	FY 20/21 Estimated Actual
Cash Fare Payment on Bus	\$0.48	\$0.47	\$0.52	\$0.68	\$1.34
Clipper Fare Payment on Bus	\$0.24	\$0.27	\$0.26	\$0.34	\$0.95
Clipper Fare Payment on Ferry	\$0.32	\$0.34	\$0.36	\$0.49	\$5.34

**3. Other Postemployment Benefits (OPEB)**

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

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

## Operating & Capital Budget Summary

### OPEB EXPENSE BY OPERATING DIVISION

Division	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Estimated Actual	FY 21/22 Proposed Budget
Bridge	\$2,987,670	\$2,657,000	\$2,583,290	\$2,834,300
Bus	8,175,164	7,444,800	7,373,352	7,615,800
Ferry	1,679,279	1,579,400	1,518,417	1,582,400
<b>Total</b>	<b>\$12,842,113</b>	<b>\$11,681,200</b>	<b>\$11,475,059</b>	<b>\$12,032,500</b>

#### 4. District Healthcare Contribution per Employee

District Healthcare Contribution includes Medical Insurance, Drugs, Dental, Vision and Life Insurance. FY 21/22 District Healthcare Contribution per employee is projected to decrease by 11% compared to FY 20/21.

	FY 19/20 Actual	FY 20/21 Estimated Actual	FY 21/22 Proposed Budget
<b>Actives</b>	\$27,439	\$30,746	\$28,864*
<b>Retirees</b>			
Pre 65	37,503	39,819	33,200
Post 65	9,929	10,648	10,262

\*Budget assumes Coalition employees on District traditional health plans

#### 5. Workers' Compensation

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

#### WORKERS' COMPENSATION EXPENSES

	FY 20/21 Adopted Budget	FY 20/21 Estimated Claims	FY 20/21 Estimated (Credits)/ Adjustments	FY 20/21 Estimated Actual Net Total	FY 21/22 Proposed Budget
<b>Total District</b>	<b>\$5,500,100</b>	<b>\$8,288,322</b>	<b>(\$374,712)</b>	<b>\$7,913,610</b>	<b>\$5,500,000</b>



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

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

#### INDIRECT COST ALLOCATION PLAN EXPENSES

	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Estimated Actual	FY 21/22 Proposed Budget
District Division's Gross Salaries & Benefits	\$27,383,983	\$32,004,900	\$27,984,102	\$33,836,200
Capitalized Salaries & Benefits	(3,251,561)	(4,684,400)	(3,195,093)	(4,904,100)
Capitalized Indirect Costs	(2,190,639)	(2,649,000)	(1,857,127)	(2,818,900)
<b>Net Operating Salaries, Benefits &amp; Indirect Costs</b>	<b>\$21,941,783</b>	<b>\$24,671,500</b>	<b>\$22,931,882</b>	<b>\$26,113,200</b>

### 7. Capital Contribution

The Proposed Budget includes the Capital Contribution, which is a transfer of \$21 million to future capital reserves. This transfer, instituted by the Board in 2003, provides funding (including local match) for future capital projects. The annual contribution is based on the District-funded portion of the 10-year Capital Plan requirements. For FY 21/22, the Capital Contribution of \$21 million is distributed to each Division according to its percentage share of District-funded capital projects from the 10-Year Capital Plan. The following is a distribution by Operating Division. (The District Division’s portion is allocated using the District Allocation percentages.)

#### CAPITAL CONTRIBUTION EXPENSES

Division	FY 20/21 Budget		FY 21/22 Proposed Budget	
Bridge	\$15,000,000	71%	\$15,000,000	71%
Bus	2,000,000	10%	2,000,000	10%
Ferry	4,000,000	19%	4,000,000	19%
<b>Total</b>	<b>\$21,000,000</b>	<b>100%</b>	<b>\$21,000,000</b>	<b>100%</b>

**8. Pension Contribution**

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

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

Pension Plan	Contribution to Pension			Employer Contribution Rate	Employee Contribution Rate	Funding Level (MV/AL)*		Validation Discount Rate
	Actual FY 19/20	Est. Actual FY 20/21	Proposed FY 21/22	Proposed FY 21/22	Proposed FY 21/22	%	Validation Rate	
CalPERS	\$14.7	\$15.1	\$17.6	35.43%	2.5%@55-8% 2.0%@60-7% 2.0%@62-7%	72.3%	6/30/2019	7%
ATU	5.5	6.0	7.0	32.50%	7%	53.3%	1/1/2020	7%
IBU	0.7	0.4	0.8	21.32%- 24.07%**	2.50%	78.9%	7/1/2019	6.50%
MEBA	0.4	0.3	0.3	14.34%	1%	87.4%	1/1/2019	6.75%
<b>Total</b>	<b>\$21.3</b>	<b>\$21.8</b>	<b>\$25.7</b>					

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

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

## FY 21/22 Proposed Budget Position Changes

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

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

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

## CAPITAL PROGRAM SUMMARY

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

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

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

### FY21/22 CAPITAL EXPENDITURES BY DIVISION\*

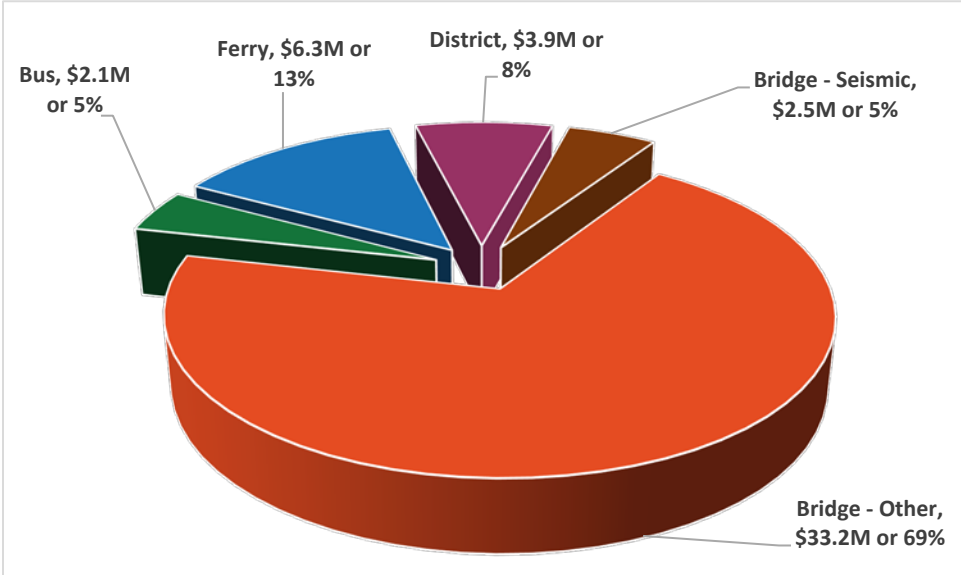
	Total Project	Prior Years	FY 21/22 Budget	Future Years
Bridge – Seismic Retrofit	\$21,722,000	9,992,000	2,500,000	9,230,000
Bridge - Other	\$245,615,000	107,529,000	33,233,000	104,853,000
Bus	\$90,443,000	69,832,000	2,119,000	18,492,000
Ferry	\$255,545,000	41,739,000	6,345,000	207,461,000
District	\$22,324,000	6,007,000	3,868,000	12,449,000
<b>Total Expenditures</b>	<b>\$635,649,000</b>	<b>235,099,000</b>	<b>48,065,000</b>	<b>352,485,000</b>

### FY 21/22 CAPITAL EXPENDITURES BY FUND SOURCE\*

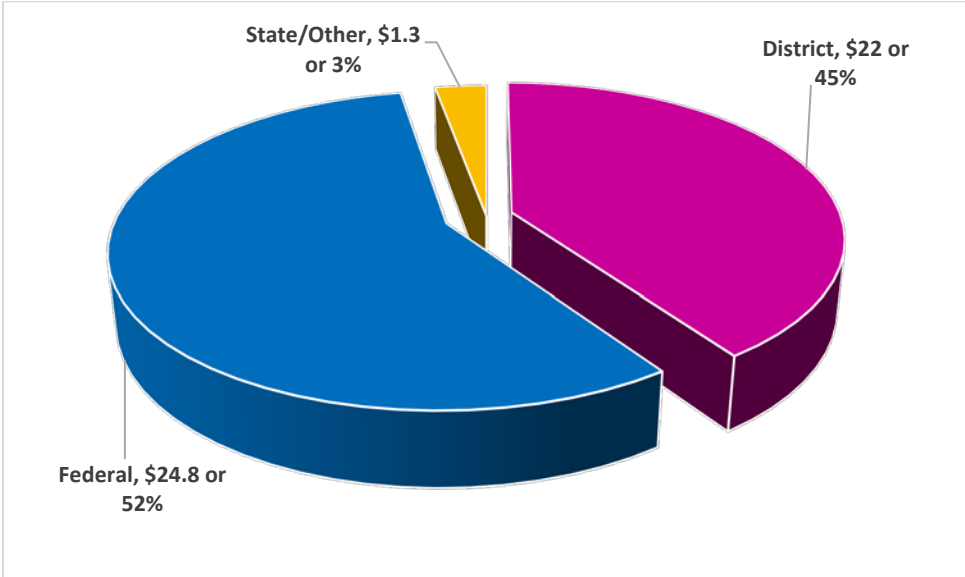
	Total Project	Prior Years	FY 21/22 Budget	Future Years
District	\$205,931,000	64,894,000	21,966,000	119,070,000
Federal	\$410,453,000	158,970,000	24,811,000	226,673,000
State	\$18,307,000	10,584,000	1,220,000	6,503,000
Other Local	\$958,000	651,000	68,000	239,000
<b>Total Expenditures</b>	<b>\$635,649,000</b>	<b>235,099,000</b>	<b>48,065,000</b>	<b>352,485,000</b>

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

**FY 21/22 CAPITAL BUDGET BY DIVISION**  
**TOTAL FY 21/22 CAPITAL BUDGET = \$48.1 MILLION**  
**(ROUNDED TO MILLIONS)**



**FY 21/22 CAPITAL BUDGET BY FUND SOURCE**  
**TOTAL FY 21/22 CAPITAL BUDGET = \$48.1 MILLION**  
**(ROUNDED TO MILLIONS)**



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

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

- Golden Gate Bridge Suicide Deterrent System (Project 1526, \$196,254,000). The construction phase on the Suicide Deterrent System began in 2018 and is expected to be completed in 2023.
- Gangways and Piers (Projects 0503 and 1441, \$11,863,000 and \$22,560,000, respectively). The project will replace and rehabilitate the existing hydraulic ramp and gangway systems at Sausalito, San Francisco and Larkspur Ferry Terminals.
- Purchase New Ferry Vessel (Project 1940, \$11,000,000). The District seeks to purchase a new, 500-passenger, high-speed ferry vessel in order to improve existing service and better serve routes between Marin County and San Francisco.

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

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

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

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

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

## Fiscal Year 21/22 Capital Budget Project List

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

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

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

## Operating & Capital Budget Summary

### FY 22/23 CAPITAL BUDGET PROJECT LIST

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



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## **BRIDGE DIVISION PROFILE**

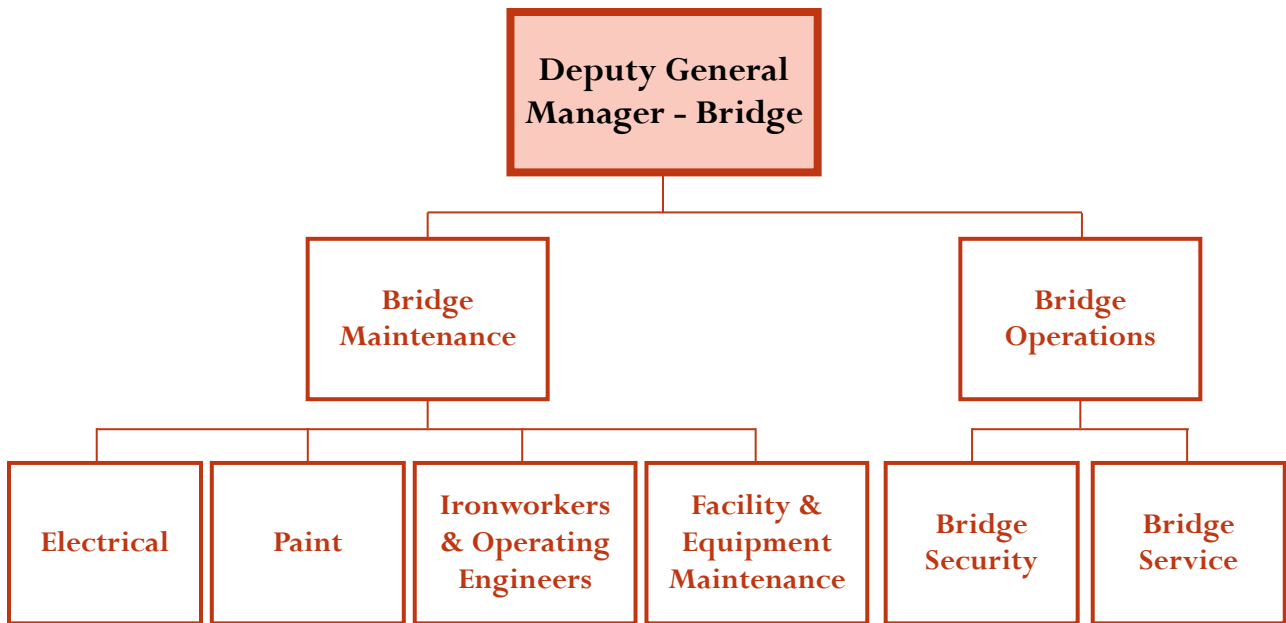
One of the Seven Wonders of the Modern World, the Golden Gate Bridge is one of the most iconic architectural and engineering monuments in the world. For 84 years, the Bridge has represented the uniqueness of San Francisco, the beauty of the Bay Area, and the promise of California. A welcoming gateway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

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

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

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

# BRIDGE DIVISION ORGANIZATIONAL CHART



## **BRIDGE DIVISION STATUS**

### **A Year Like No Other**

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

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

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

### **Bridge Maintenance**

Despite the challenges, FY 20/21 proved to be a highly productive year for Bridge Maintenance forces. Our most significant ongoing maintenance project, the South Approach Viaduct (SAV) restoration, gained momentum and progress throughout the year. Suspended scaffolding and containment systems were completed for the length of the span during the year and sandblasting, steel repairs, and repainting operations continued at a high rate of production throughout. For perspective on the amount of work being completed, 376 tons of blasting abrasive and 2,075 gallons of paint and primer were applied to the SAV through the third quarter of FY 20/21. Another exciting development for Bridge Maintenance forces during FY 20/21 was the inauguration of the all new Bridge Painter Apprentice training program. The program added four apprentice bridge painters to the crew and was the culmination of a lengthy collaborative process between the District, Public Employees Union Local 1, the California Labor Federation, and the US Department of Labor.

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

## Bridge Division

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

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

## Bridge Operations

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

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

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

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

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

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

# FY 21/22 BRIDGE DIVISION GOALS AND PROJECTS

## Bridge Division Goals

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

## FY 21/22 Project Focus

The following are capital projects that affect the Bridge Division and will be part of the District’s work plan focus for FY 21/22. Please refer to the Bridge Division’s capital project detail for a more detailed description.

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

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- BRIDGE AND FACILITY CONSTRUCTION AND MAINTENANCE** Suicide Deterrent – Construction  
Main Cable Access  
Toll Plaza Gantry - Design/Construction  
Toll System Upgrade



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# CHANGES FROM FY 20/21 ESTIMATED ACTUAL TO FY 21/22 PROPOSED BUDGET

## Revenues

The Bridge Division's FY 21/22 Proposed Revenue of \$115.1 million consists of:

- \$113.7 million from Toll Revenues
- \$0.2 million from Other Operating Income
- \$1.2 million from Investment Income

The Bridge Division's Proposed Revenues for FY 21/22 are forecasted to increase \$7.0 million, or 6.5%, from FY 20/21 Estimated Actual. The net increase is primarily due to increase of \$8.0 million in toll revenue and decrease of \$0.7 million in Investment Income and \$0.3 million in Other Operating Income from FY 20/21 Estimated Actual. It is District policy not to budget for market valuation gains and losses. FY 21/22 toll revenue includes the third increase of a five-year toll increase plan as approved by the Board in FY 19/20. Due to the traffic shifts from the COVID-19 restrictions, the southbound traffic and revenue for FY 21/22 is projected to grow from 70% to 75% by the end of FY 21/22. (Please see COVID-19 section for traffic growth assumptions.)

## Expenses

The Bridge Division's FY 21/22 Proposed Operating Expenses total \$90.9 million. The Bridge Division's Proposed FY 21/22 Budget contains a \$12.2 million, or 15.5%, increase over FY 20/21 Estimated Actual expenses. The components of the changes to expenses are summarized in the table on the following page.

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

<b>Labor</b>	
Increase in salaries due to re-funding of vacant positions.	\$3.3
Increase in payroll taxes for FY21/22 due to re-funding of vacant positions	0.3
Increase in PERS contribution due to re-funding of vacant positions and higher contribution rate	1.5
Increase in medical expenses for FY 21/22 due to re-funding of vacant positions and increase in annual costs	1.8
Increase in postemployment benefits (OPEB) for FY 21/22	0.2
Decrease in Workers' Compensation expenses for FY 21/22	(0.6)
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY 20/21	(0.6)
<b>Professional Services</b>	
Increase in consulting fees services due to needs for Bridge inspection services and re-funding District-wide services not implemented in FY 20/21	2.5
Projected increase in District-wide legal services for FY21/22	0.2
Increase in facility maintenance for FY 21/22	0.2
<b>Supplies and Other</b>	
Increase in re-funding commercial paper debt service due to Indenture's budgeting requirements	1.3
Increase in repair and operating supplies in FY 21/22 due to the South Viaduct project	0.3
Projected increase in liability insurance for FY 21/22 due to lower than anticipated expenses in FY 20/21	1.3
Re-funding of staff development expenses unused in FY 20/21	0.1
<b>Capital Contribution and Depreciation</b>	
Increase in depreciation expenses due to completion of FasTrak Equipment upgrade	0.4
<b>Total Change from FY 20/21 Estimated Actual to FY 21/22 Proposed Budget</b>	<b>\$12.2</b>

## BRIDGE DIVISION OPERATING BUDGET

	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Estimated Actual	FY 21/22 Proposed Budget
<b>Revenues</b>				
Toll Revenues	\$ 125,764,310	\$ 106,170,900	\$ 105,666,325	\$ 113,671,600
Other Operating Income	1,319,778	243,100	492,370	195,100
Investment Income	9,855,152	3,500,000	1,915,452	1,200,000
<b>Total Revenues</b>	<b>\$ 136,939,240</b>	<b>\$ 109,914,000</b>	<b>\$ 108,074,147</b>	<b>\$ 115,066,700</b>
<b>Percent Change</b>		<b>-19.7%</b>	<b>-1.7%</b>	<b>6.5%</b>
<b>Expenses</b>				
Salaries	\$ 22,443,285	\$ 23,642,700	\$ 21,335,062	\$ 24,655,200
Fringe Benefits	17,910,717	19,070,700	18,809,307	21,371,600
Professional Services	14,845,444	15,306,300	12,271,696	15,146,500
Fuel & Related Taxes	281,358	338,000	279,753	287,500
Repair & Operating Supplies	3,473,838	3,562,500	3,266,517	3,562,200
Insurance, Taxes & Permits	2,419,616	2,843,000	2,110,761	3,369,300
Other	312,606	454,300	167,869	305,400
Lease & Rentals	6,813	1,800	10,613	12,400
Debt Service - Interest Expense	692,000	2,200,000	109,333	1,455,000
<b>Subtotal Expenses</b>	<b>\$ 62,385,677</b>	<b>\$ 67,419,300</b>	<b>\$ 58,360,911</b>	<b>\$ 70,165,100</b>
Capital Contribution	15,000,000	15,000,000	15,000,000	15,000,000
Depreciation	5,256,114	5,729,500	5,290,229	5,685,600
<b>Total Expenses</b>	<b>\$ 82,641,791</b>	<b>\$ 88,148,800</b>	<b>\$ 78,651,140</b>	<b>\$ 90,850,700</b>
<b>Percent Change</b>		<b>6.7%</b>	<b>-10.8%</b>	<b>15.5%</b>
<b>Revenues Over/(Under) Expenses</b>	<b>\$ 54,297,449</b>	<b>\$ 21,765,200</b>	<b>\$ 29,423,007</b>	<b>\$ 24,216,000</b>

## Assumptions

- No salary increase for Coalition represented employees since MOU is under negotiations, nor for non-represented employees.
- Includes Employer PERS contribution of 35.43%.
- OPEB costs are included in Fringe Benefits and reflect adoption of GASB 75 which accrues for OPEB costs based on the Annual Required Contribution (ARC) for OPEB benefits.
- \$2.45/gallon for fuel costs for the Bridge Division.
- All fiscal years show the transfer of District Division expense by line item.
- Bridge Division’s share of the District Division transfer is \$15.5 million.

### BRIDGE OPERATIONS DATA/COSTS

	<b>FY 19/20 Actual</b>	<b>FY 20/21 Budget</b>	<b>FY 20/21 Estimated Actual</b>	<b>FY 21/22 Proposed Budget</b>
Toll Revenue	\$125,764,310	\$106,170,900	\$105,666,325	\$113,671,600
Southbound Traffic	16,235,564	13,563,829	13,387,367	14,290,850
Average Toll	\$7.75	\$7.83	\$7.89	\$7.95

# BRIDGE DIVISION CAPITAL BUDGET

## Program Summary

The FY 21/22 Capital Budget for the Bridge Division totals \$35.7 million and represents 74% of the total agency's capital budget.

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

Actual capital expenditures to date for the Bridge Division during FY 20/21 totaled \$15.4 million, funded with \$5.0 million, or 33%, District funds and \$10.3 million, or 67%, in grant funds (See Appendix C).

### BRIDGE DIVISION CAPITAL BUDGET FY 21/22

Project Number and Description	Total Project	Prior Years	FY 21/22 Budget	Future Years	FY 21/22 Funding	
					District	Other
<b>SEISMIC</b>	21,722,000	9,992,000	2,500,000	9,230,000	0%	100%
FY22 - Continuing Projects	21,722,000	9,992,000	2,500,000	9,230,000	0%	100%
1528 - Golden Gate Bridge (GGB) Wind Retrofit (ENG)	11,860,000	8,971,000	1,500,000	1,389,000	0%	100%
1923 - Seismic Phase IIIB - CM/GC (ENG)	9,862,000	1,021,000	1,000,000	7,841,000	0%	100%
<b>BRIDGE</b>	245,615,000	107,529,000	33,233,000	104,853,000	95%	5%
FY22 - New Projects	6,773,000	-	400,000	6,373,000	100%	0%
2221 - South Approach Viaduct Stringer Rehab (BRIDGE/ENG)	5,000,000	-	100,000	4,900,000	100%	0%
2220 - Fort Point Arch Maintenance Access Project (BRIDGE/ENG)	1,773,000	-	300,000	1,473,000	100%	0%
FY22 - Continuing Projects	237,434,000	107,529,000	31,425,000	98,480,000	36%	64%
1526 - Suicide Deterrent - Construction (ENG)	196,254,000	94,546,000	30,000,000	71,708,000	32%	68%
9826 - Main Cable Access(ENG)	13,180,000	2,158,000	25,000	10,997,000	100%	0%
1525 - Toll System Upgrade (FIN)	8,481,000	2,482,000	1,000,000	4,999,000	100%	0%
1820 - Toll Plaza Gantry - Des/Con (ENG)	7,264,000	1,832,000	50,000	5,382,000	100%	0%
1118 - Suicide Deterrent - Design(ENG)	5,543,000	5,478,000	25,000	40,000	100%	0%

## Bridge Division

Project Number and Description	Total Project	Prior Years	FY 21/22 Budget	Future Years	FY 21/22 Funding	
					District	Other
1722 - Toll Plaza Pavement Overlay (ENG)	3,500,000	101,000	25,000	3,374,000	100%	0%
1821 - IS Data Center Seismic Retrofit (ENG)	1,500,000	112,000	25,000	1,363,000	100%	0%
1422 - FASTRAK Equipment Upgrade (FIN)	1,000,000	775,000	200,000	25,000	100%	0%
2121 - Toll Plaza Admin Bldg Elevator Replacement (BRIDGE/ENG)	590,000	43,000	50,000	497,000	100%	0%
2020 - Bridge Admin Office Improvements (BRIDGE)	122,000	2,000	25,000	95,000	100%	0%
Capital Equipment	1,408,000	-	1,408,000	-	100%	0%
2229 - Capital Equipment (FY22) (BRIDGE)	1,408,000	-	1,408,000	-	100%	0%
<b>Total Capital Expenditures</b>	<b>267,337,000</b>	<b>117,521,000</b>	<b>35,733,000</b>	<b>114,083,000</b>	<b>36%</b>	<b>64%</b>
<b>Capital Fund Source - Bridge</b>						
District	113,046,000	43,664,000	12,968,000	56,415,000		
Other	154,291,000	73,857,000	22,765,000	57,668,000		
<b>Total</b>	<b>267,337,000</b>	<b>117,521,000</b>	<b>35,733,000</b>	<b>114,083,000</b>		

## **Bridge Division FY 21/22 Capital Project Detail**

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

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

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

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

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

### ***Continuing Projects – Seismic***

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

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

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

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

### ***Continuing Projects – Other Bridge***

#### **Project 1526 – Suicide Deterrent – Construction – \$196,254,000**

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

## **Bridge Division**

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

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

***Capital Equipment***

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

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

## BRIDGE DIVISION PERSONNEL SUMMARY BY DEPARTMENT

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

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

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

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



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## BUS DIVISION PROFILE

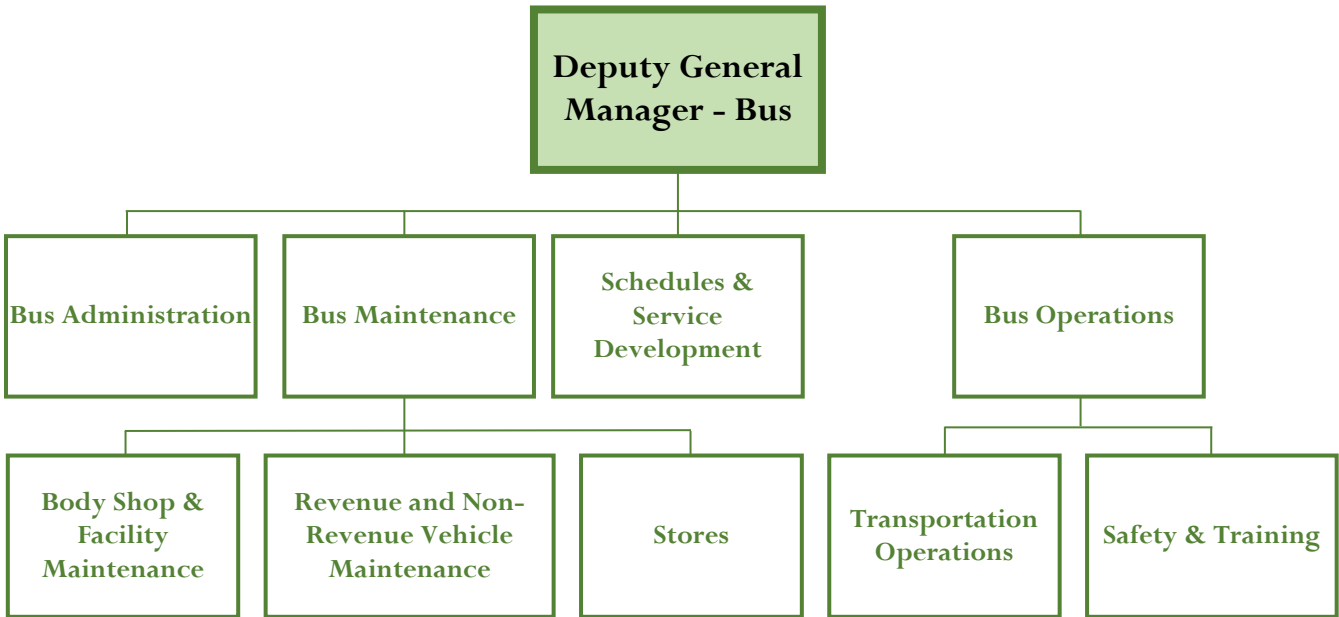
In November 1969, the California State Legislature authorized the District to develop a transportation plan for implementing mass transit in the Golden Gate Corridor. On January 3, 1972, the District began bus service from Sonoma and Marin Counties to San Francisco after the private sector relinquished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

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

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

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

# BUS DIVISION ORGANIZATIONAL CHART





## BUS DIVISION STATUS

### Notable Capital Projects in FY 20/21

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

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

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

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

### ***Recruitment and Workforce Development***

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

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

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

## Service Improvements and Interagency Projects

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

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

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

### **Improvements for Shaping a Safe, Secure and Productive Working Environment**

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

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

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

## **Maintenance Activities and Other Projects**

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

## FY 21/22 BUS DIVISION GOALS AND PROJECTS

### Bus Division Goals

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

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

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

### FY 21/22 Project Focus

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

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

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

# CHANGES FROM FY 20/21 ESTIMATED ACTUAL TO FY 21/22 PROPOSED BUDGET

## Revenues

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

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

The Bus Division's Proposed Revenues for FY 21/22 are projected to increase by \$4.2 million, or 13%, compared to FY 20/21 Estimated Actual. This net increase is primarily attributed to a projected increase of \$3.7 million in Bus fare revenue and \$0.5 million in state and local operating grants. The FY 21/22 Transit fares include the final year of a five-year fare increase plan as approved by the Board. The projected regional ridership is forecasted to grow from 25% to 60% by end of FY 21/22. Fare revenue is projected at \$6.5 million for FY 21/22 using these growth rates. (Please see the COVID-19 Impacts section for ridership growth assumptions.)

**One-Time Revenue:** The Bus Division has received a significant amount of one-time funding for a total of \$75.2 million. Bus received \$37.1 million in CARES Act funding of which \$31.6 million was expensed in FY 19/20 and \$5.5 million was allocated in FY 20/21. Bus received \$14.1 million in the first tranche of CRRSAA funding, which was expensed in FY 20/21. A second tranche was allocated for a total of \$24 million of which \$8 million was expensed in FY 20/21 and \$16 million is projected for FY 21/22. Lastly, because the District received CARES Act funding in FY 19/20, toll funds that would have been expensed in FY 19/20 were available in FY 20/21 in the amount of \$11.6 million.

## Expenses

The Bus Division's FY 21/22 Proposed Operating Expenses total \$101.2 million. The Bus Division's FY 21/22 Proposed Budget contains an \$8.4 million, or 9.1%, increase in operating expenses over FY 20/21 Estimated Actual expenses. Transit service levels are budgeted to be able to restore service from 55% to 75% of pre-COVID levels. The components of the changes to expenses are summarized in the table on the following page.

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

Labor	
Increase in salaries due to re-funding of vacant positions	\$3.6
Increase in payroll taxes for FY 21/22 due to re-funding of vacant positions	0.3
Increase in PERS contribution due to a re-funding of vacant positions and higher contribution rate	1.8
Increase in medical expenses for FY 21/22 due to re-funding of vacant positions and increase in annual costs	1.4
Increase in postemployment benefits (OPEB) for FY 21/22	0.2
Decrease in Workers' Compensation expenses for FY 21/22	(1.8)
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY 20/21	(0.5)
Professional Services	
Projected increase in District-wide professional services fees for FY 21/22	0.2
Increase in Bus professional services for FY21/22	0.1
Projected increase in District-wide legal services for FY 21/22	0.1
Decrease in contracted maintenance and security services for FY 21/22	(0.2)
Decrease in FY 21/22 District Division temporary help services compared to FY 20/21	(0.1)
Supplies and Other	
Increase in projected fuel costs due to lower than anticipated price per gallon in FY 20/21 and temporary service reductions in FY 20/21	1.1
Projected increase in repair and operating supplies FY 21/22	0.2
Increase in liability insurance due to lower than anticipated expenses in FY 20/21	1.0
Projected increase in purchased transportation cost for FY 21/22	0.2
Re-funding of staff development expenses unused in FY 20/21	0.2
Projected increase in leases for FY21/22	0.1
Capital Contribution and Depreciation	
Projected increase in depreciation due to capitalization of the paratransit vans and other operating equipment	0.5
<b>Total Change from FY 20/21 Estimated Actual to FY 21/22 Proposed Budget</b>	<b>\$8.4</b>



## BUS DIVISION OPERATING BUDGET

	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Estimated Actual	FY 21/22 Proposed Budget
<b>Revenues</b>				
Regional Transit Fares	\$ 11,976,582	\$ 6,907,400	\$ 2,855,290	\$ 6,549,600
Other Operating Income	3,428,343	2,443,200	2,579,065	2,483,800
State Operating Income	19,009,692	14,642,500	16,410,599	16,977,500
Federal Operating Income	69,876	0	37,834	0
Other Operating Income (MT*)	11,435,400	9,550,500	10,121,703	10,170,100
<b>Subtotal</b>	<b>45,919,893</b>	<b>33,543,600</b>	<b>32,004,491</b>	<b>36,181,000</b>
CARES Act	31,533,334	0	5,517,981	0
CRRSAA-1 <sup>st</sup> Tranche	0	0	14,101,168	0
CRRSAA-2 <sup>nd</sup> Tranche	0	0	8,050,069	15,975,700
Toll Revenue Carryover	0	0	11,604,560	
<b>Subtotal</b>	<b>31,533,334</b>	<b>0</b>	<b>39,273,778</b>	<b>15,975,700</b>
<b>Total Revenues</b>	<b>\$ 77,453,227</b>	<b>\$ 33,543,600</b>	<b>\$ 71,278,269</b>	<b>\$ 52,156,700</b>
<b>Percent Change</b>		<b>-56.7%</b>	<b>112.5%</b>	<b>-26.8%</b>
<b>Expenses</b>				
Salaries	\$ 40,953,182	\$ 44,881,610	\$ 36,790,634	\$ 40,429,600
Fringe Benefits	37,459,800	39,365,500	37,678,647	39,056,100
Professional Services	5,266,418	5,104,000	5,062,784	5,162,000
Fuel & Related Taxes	3,206,425	4,356,500	1,993,829	3,153,400
Repair & Operating Supplies	3,874,311	4,215,800	3,895,997	4,150,100
Insurance, Taxes & Permits	1,051,604	2,193,300	1,274,997	2,292,200
Purchased Transportation	1,647,984	1,943,200	1,226,436	1,442,400
Other	448,120	699,000	261,673	443,100
Lease & Rentals	732,732	826,200	881,429	944,400
<b>Subtotal Expenses</b>	<b>\$ 94,640,576</b>	<b>\$ 103,585,110</b>	<b>89,066,426</b>	<b>\$ 97,073,300</b>
Capital Contribution	2,000,000	2,000,000	2,000,000	2,000,000
Depreciation	1,736,277	1,669,500	1,734,854	2,137,900
<b>Total Expenses</b>	<b>\$ 98,376,853</b>	<b>\$ 107,254,610</b>	<b>\$ 92,801,279</b>	<b>\$ 101,211,200</b>
<b>Percent Change</b>		<b>9.0%</b>	<b>-13.5%</b>	<b>9.1%</b>
<b>Revenues Over/(Under) Expenses **</b>	<b>\$ (20,923,626)</b>	<b>\$ (73,711,010)</b>	<b>\$ (21,523,010)</b>	<b>\$ (49,054,500)</b>

\*Marin Transit Contract Revenue

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

## Assumptions

- No salary increase is included for Coalition represented employees whose MOU is under negotiation nor for non-represented employees. No budgeted salary increase are included for any employees since none have been negotiated.
- Includes negotiated ATU Pension contribution (32.5%) and Employer PERS contribution (35.43%).
- OPEB costs are included in Fringe Benefits and reflect adoption of GASB 75 which accrues for OPEB costs based on the Annual Required Contribution (ARC) for OPEB benefits.
- \$2.45/gallon for fuel costs for the Bus Division.
- All fiscal years show the transfer of District Division expense by line item.
- The Bus Division’s share of the District Division transfer is \$15.3 million.

### BUS OPERATIONS DATA

	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Estimated Actual	FY 21/22 Proposed Budget
Regional Transit Fares	\$11,976,582	\$6,907,400	\$2,855,290	\$6,549,600
Regional Ridership	2,279,801	1,267,717	645,251	1,482,252
Average Fare*	\$5.25	\$5.45	\$4.43	\$4.42
Cash Fare Cost of Transaction per Patron	\$0.68	\$1.24	\$1.34	\$0.61
Clipper Fare Cost of Transaction per Patron	\$0.34	\$0.66	\$0.95	\$0.77

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

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## BUS DIVISION CAPITAL BUDGET

### Program Summary

The FY 21/22 Capital Budget for the Bus Division totals \$2.1 million and represents 4% of the total agency's capital budget. Major work and financial investment in FY 21/22 focuses on continuing projects, such as replacing 67 buses with hybrid buses (1730), remediating and resurfacing the D2 parking lot (2132), and resurfacing the D1 employee parking lot (1431).

Actual capital expenditures to date for the Bus Division during FY 20/21 totaled \$8.1 million, funded with \$4.9 million, or 61%, District funds and \$3.1 million, or 39%, grant funds (See Appendix C).

### Completed Projects

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

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

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

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

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

**BUS DIVISION CAPITAL BUDGET FY 21/22**

Project Number and Description	Total Project	Prior Years	FY 21/22 Budget	Future Years	FY 21/22 Funding	
					District	Other
BUS	90,443,000	69,832,000	2,119,000	18,492,000	78%	22%
<b>FY22 - New Projects</b>	<b>2,725,000</b>	<b>-</b>	<b>280,000</b>	<b>2,445,000</b>	<b>100%</b>	<b>0%</b>
2232 - Santa Rosa (D3) Bus Facility Parking Lot Rehabilitation Project (BUS/ENG)	2,475,000	-	100,000	2,375,000	100%	0%
2230 - Automated Passenger Counting (APC) National Transit Database (NTD) Certification Software (BUS/IS)	150,000	-	150,000	-	100%	0%
2231 - Safety Management System (SMS) Software (BUS/IS)	100,000	-	30,000	70,000	100%	0%
<b>FY22 - Continuing Projects</b>	<b>87,522,000</b>	<b>69,832,000</b>	<b>1,643,000</b>	<b>16,047,000</b>	<b>70%</b>	<b>30%</b>
1730 - Replace 67 Transit Buses with Hybrids (BUS)	67,600,000	63,331,000	500,000	3,769,000	9%	91%
2132 - D-2 Pavement & Remediation (ENG)	7,100,000	4,281,000	800,000	2,019,000	100%	0%
1431 - D1 Resurface Employee Parking Lot & Solar Panels (ENG)	5,130,000	474,000	25,000	4,631,000	20%	80%
1717 - SRTC Relocation Des/Env (PLNG)	2,907,000	1,476,000	30,000	1,401,000	18%	82%
2130 - Zero Emission Bus (ZEB) Infrastructure Design (ENG)	2,000,000	-	50,000	1,950,000	20%	80%
2131 - D-1 Bus Admin Bldg Roof, HVAC & Dispatch Rm (ENG)	1,700,000	-	25,000	1,675,000	100%	0%
1931 - Bus Division Office Improvements (BUS)	420,000	100,000	25,000	295,000	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	127,000	108,000	-	100%	0%
2134 - Replace Steam Bay Waste Water Recycling System Des/Env (ENG)	100,000	-	25,000	75,000	100%	0%

Project Number and Description	Total Project	Prior Years	FY 21/22 Budget	Future Years	FY 21/22 Funding	
					District	Other
2135 - D2 Bus Operator Breakroom, Dispatch Office, and Restroom Renovation (BUS)	80,000	-	30,000	50,000	100%	0%
Capital Equipment	196,000	-	196,000	-	100%	0%
2239 - Capital Equipment (FY22) (BUS)	196,000	-	196,000	-	100%	0%
<b>Total Capital Expenditures</b>	<b>90,443,000</b>	<b>69,832,000</b>	<b>2,119,000</b>	<b>18,492,000</b>	<b>78%</b>	<b>22%</b>
<b>Capital Fund Source - Bus</b>						
District	20,844,000	10,617,000	1,579,000	8,647,000		
Other	69,599,000	59,215,000	540,000	9,845,000		
<b>Total</b>	<b>90,443,000</b>	<b>69,832,000</b>	<b>2,119,000</b>	<b>18,492,000</b>		

## **Bus Division FY 21/22 Capital Project Detail**

### **New Projects**

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

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

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

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

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

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

### **Continuing Projects**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

***Capital Equipment***

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

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



## BUS DIVISION PERSONNEL SUMMARY BY DEPARTMENT

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

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

## Bus Division

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

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

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## FERRY DIVISION PROFILE

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

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

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

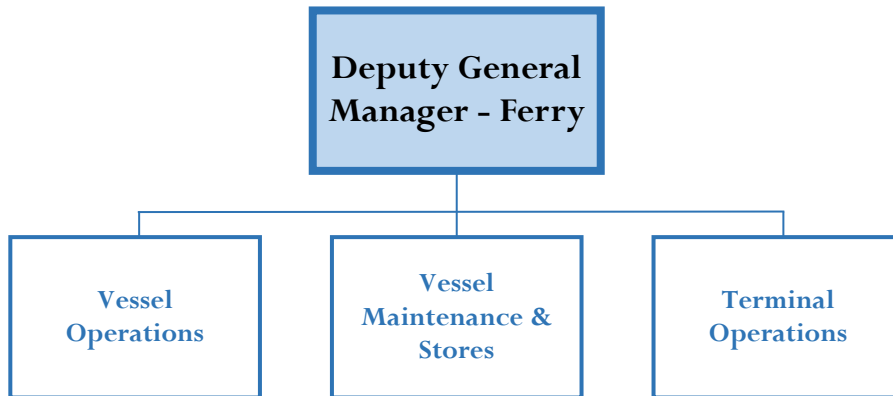
Special service runs are provided for Board-authorized special events, such as, the Bay to Breakers Race, SF Pride Parade, Opera at the Ballpark, and concerts at Oracle Park. The Ferry Division regularly adjusts ferry service schedules to support increased demand and customer trends. The system provides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

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

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

- Vessel Operations
- Terminal Operations
- Maintenance and Engineering

# FERRY DIVISION ORGANIZATIONAL CHART



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## FERRY DIVISION STATUS

### Response to COVID-19

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

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

### Fleet Maintenance

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

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

### Facility Improvement

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

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

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

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

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

## Looking to the Future

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

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

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



# FY 21/22 FERRY DIVISION GOALS AND PROJECTS

## Ferry Division Goals

### SAFETY MANAGEMENT

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

### MAINTENANCE

Maintain and improve Ferry vessels and facilities.

### EFFICIENCY

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

## FY 21/22 Project Focus

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

### FACILITIES

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

Gangways & Piers - Sausalito Construction

Larkspur Ferry Terminal Berth and Channel Dredging Design

Larkspur Ferry Service & Parking Expansion Preliminary Design Study

### FERRY OPERATIONS AND ENGINEERING

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

Capital Improvements for Ferry Fleet

Purchase New Vessel

Ferry Vessel Rehab

## CHANGES FROM FY 20/21 ESTIMATED ACTUAL TO FY 21/22 PROPOSED BUDGET

### Revenues

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

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

Ferry Division's proposed revenues for FY 21/22 are projected to increase by \$4.4 million, or 89.4% from the FY 20/21 Estimated Actual. The net increase is primarily attributed to a projected increase of \$4.8 million in Ferry fare revenue offset by decrease of \$0.4 million in state and local operating grants. In FY21/22, transit fares include the final year of a five-year fare increase plan as approved by the Board. The projected ridership is forecasted to grow from 10% to 50% by end of FY 21/22. Fare revenue is projected at \$5.6 million for FY 21/22 using these growth rates. (Please see COVID-19 section for ridership growth assumptions.)

**One-Time Revenue:** The Ferry Division has received a significant amount of one-time funding for a total of \$36.1 million. Ferry received \$14.5 million in CARES Act funding of which \$12.3 million was expensed in FY 19/20 and \$2.2 million was allocated in FY 20/21. Ferry received \$6.2 million in the first tranche of CRRSAA funding, which was expensed in FY 20/21. A second tranche was allocated for a total of \$15.4 million of which \$5.9 million was expensed in FY 20/21 and \$9.5 million is projected for FY 21/22. Lastly, because the District received CARES Act funding in FY 19/20, toll funds that would have been expensed in FY 19/20 were available in FY 20/21 in the amount of \$6.9 million.

### Expenses

The Ferry Division's FY 21/22 Proposed Operating Expenses total \$43.2 million. The Ferry Division's FY 21/22 Proposed Budget contains a \$9.2 million, or 26.9% increase over the FY 20/21 Estimated Actual expenses. The Ferry service is budgeted to increase its level of service to 65% of its pre-COVID level. The components of the changes to expenses are summarized in the table on the following page.

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

<b>Labor</b>	
Increase in salaries due to re-funding of vacant positions.	\$2.6
Increase in payroll taxes for FY21/22	0.1
Increase in PERS contribution due to a re-funding of vacant positions and higher contribution rate	0.6
Increase in medical expenses for FY 21/22 due to re-funding of vacant positions and increase in annual costs	1.3
Increase in postemployment benefits (OPEB) for FY 21/22	0.1
Decrease in Workers' Compensation expenses for FY 21/22 due to higher than anticipated expenses in FY 20/21	(0.1)
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY20/21	(0.2)
<b>Professional Services</b>	
Projected increase in District-wide professional services fees for FY 21/22	0.1
Decrease in facilities maintenance in FY 21/22 due to unanticipated repairs in FY 20/21	(0.9)
<b>Supplies and Other</b>	
Increase in projected fuel costs due to lower than anticipated price per gallon in FY 20/21 and temporary service reductions in FY 20/21	2.9
Increase in repair and maintenance supplies in FY 21/22	0.3
Increase in general liability due to lower than anticipated expenses in FY21/22	0.5
Re-funding of staff development expenses unused in FY 20/21	0.1
<b>Capital Contribution and Depreciation</b>	
Increase in depreciation due to capitalization of MV Del Norte engine rebuilt & MS Marin repower and dry docking	1.8
<b>Total Change from FY 20/21 Estimated Actual to FY 21/22 Proposed Budget</b>	<b>\$9.2</b>

## FERRY DIVISION OPERATING BUDGET

	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Estimated Actual	FY 21/22 Proposed Budget
<b>Revenues</b>				
Transit Fares	\$14,502,156	\$7,507,500	\$817,036	\$5,568,400
Other Operating Income	1,750,907	535,300	144,250	224,400
State Operating Income	4,341,259	3,331,300	3,988,801	3,583,700
FTA Operating Assistance	0	172,000	0	0
<b>Subtotal</b>	<b>\$20,594,322</b>	<b>\$11,546,100</b>	<b>\$4,950,087</b>	<b>\$9,376,500</b>
CARES Act	12,329,673	0	2,199,475	0
CRRSAA-1st tranche	0	0	6,218,791	0
CRRSAA-2nd tranche	0	0	5,866,548	9,537,200
Toll Revenue Carryover	0	0	6,927,711	0
<b>Subtotal</b>	<b>\$12,329,673</b>	<b>\$0</b>	<b>\$21,212,525</b>	<b>\$9,537,200</b>
<b>Total Revenues</b>	<b>\$32,923,995</b>	<b>\$11,546,100</b>	<b>\$26,162,612</b>	<b>\$18,913,700</b>
<b>Percent Change</b>		<b>-64.9%</b>	<b>126.6%</b>	<b>-27.7%</b>
<b>Expenses</b>				
Salaries	\$12,482,776	\$14,292,400	\$10,396,598	\$13,022,200
Fringe Benefits	9,355,298	10,697,300	8,858,810	10,695,100
Professional Services	4,940,046	5,032,900	5,023,739	4,177,300
Fuel & Related Taxes	4,706,426	6,328,500	1,044,008	3,977,600
Repair & Operating Supplies	2,034,603	1,727,600	1,348,253	1,649,700
Insurance, Taxes & Permits	1,186,952	1,858,800	1,741,355	2,217,400
Other	298,315	292,700	79,137	144,300
Lease & Rentals	40,710	49,600	39,754	42,300
<b>Subtotal Expenses</b>	<b>\$35,045,126</b>	<b>\$40,279,800</b>	<b>\$28,531,654</b>	<b>\$35,925,900</b>
Capital Contribution	4,000,000	4,000,000	4,000,000	4,000,000
Depreciation	1,659,040	2,566,000	1,530,954	3,299,600
<b>Total Expenses</b>	<b>\$40,704,166</b>	<b>\$46,845,800</b>	<b>\$34,062,608</b>	<b>\$43,225,500</b>
<b>Percent Change</b>		<b>15.1%</b>	<b>-27.3%</b>	<b>26.9%</b>
<b>Revenues Over/(Under) Expenses *</b>	<b>\$(7,780,171)</b>	<b>\$(35,299,700)</b>	<b>\$(7,899,996)</b>	<b>\$(24,311,800)</b>

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

## Assumptions

- No salary increase for Coalition represented employees since their MOU is under negotiations nor for non-represented employees.
- Includes Employer MEBA (14.34%), IBU (21.32%-24.07%) and PERS contribution (35.43%).
- OPEB costs are included in Fringe Benefits and reflect adoption of GASB 75 which accrues for OPEB costs based on the Annual Required Contribution (ARC) for OPEB benefits.
- \$2.45/gallon for fuel costs for the Ferry Division.
- All fiscal years show the transfer of District Division expense by line item.
- The Ferry Division’s share of the District Division transfer is \$7.8 million.
- Salaries include approximately \$1.0 million for casual employees for workforce relief and extra work assignments that are not included in the Ferry Division’s authorized positions listing.

### FERRY OPERATIONS DATA

	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Estimated Actual	FY 21/22 Proposed Budget
Transit Fares	\$14,502,156	\$7,507,500	\$817,037	\$5,568,429
Ridership	1,712,507	892,255	88,554	623,774
Average Fare*	\$8.47	\$8.41	\$9.23	\$8.93
Clipper Fare Cost of Transaction per Patron	\$0.49	\$1.06	\$5.34	\$0.93

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

## FERRY DIVISION CAPITAL BUDGET

### Program Summary

The FY 21/22 Capital Budget for the Ferry Division totals \$6.3 million and represents 13% of the total agency's capital budget. Major work and financial investment in FY 21/22 focuses on new and continuing projects, including M.S. Sonoma Refurbishment and Repower (1740), Purchase New Vessel (1940), Capital Improvements for Ferry Fleet (2040), and FY22 Ferry Vessel Rehab (2241).

Actual FY 20/21 capital expenditures for the Ferry Division totaled \$10.6 million, funded with \$3.3 million, or 31%, District funds and \$7.3 million, or 69%, in grant funds (See Appendix C).

### Completed Projects

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

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

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

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

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

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

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

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

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

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

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

**FERRY DIVISION CAPITAL BUDGET FY 21/22**

Project Number and Description	Total Project	Prior Years	FY 21/22 Budget	Future Years	FY 21/22 Funding	
					District	Other
FERRY	255,545,000	41,739,000	6,345,000	207,461,000	40%	60%
FY22 - New Projects	156,882,000	-	150,000	156,732,000	20%	80%
2240 - Ferry CARB Compliance Plan (Des/Con) (FERRY)	154,220,000	-	50,000	154,170,000	20%	80%
2241 - FY22 Ferry Vessel Rehab (FERRY)	1,430,000	-	50,000	1,380,000	20%	80%
2242 - Larkspur Ferry Terminal Berth and Channel Dredging - Design (ENG/FERRY)	1,232,000	-	50,000	1,182,000	20%	80%
FY22 - Continuing Projects	98,413,000	41,739,000	5,945,000	50,729,000	41%	59%
1740 - M.S. Sonoma Refurbishment and Repower (FERRY)	29,197,000	24,826,000	800,000	3,571,000	7%	93%
1441 - Gangways & Piers - Sausalito Construction (ENG)	22,560,000	25,000	25,000	22,510,000	20%	80%
0503 - Gangway & Piers - Design (ENG)	11,863,000	9,376,000	25,000	2,462,000	14%	86%
1940 - Purchase New Vessel (FERRY)	11,000,000	-	25,000	10,975,000	13%	87%
2040 - Capital Improvements for Ferry Fleet (FERRY)	8,385,000	4,665,000	1,450,000	2,270,000	20%	80%
2140 - FY21 Ferry Vessel Rehab (FERRY)	4,000,000	1,000	25,000	3,974,000	20%	80%
1944 - Ticketing Systems/Ticket Vending Machines (TVM)/Door Replacement (ERC)	3,220,000	1,478,000	500,000	1,242,000	20%	80%

## Ferry Division

Project Number and Description	Total Project	Prior Years	FY 21/22 Budget	Future Years	FY 21/22 Funding	
					District	Other
2042 - Larkspur Ferry Service and Parking Expansion Env. Clearance and Prelim. Design Study (PLNG)	3,148,000	143,000	1,250,000	1,755,000	92%	8%
2041 - Corte Madera Marsh Restoration Construction (ENG)	3,040,000	1,225,000	1,815,000	-	100%	0%
2141 - Larkspur Ferry Terminal Fuel System Rehabilitation (FERRY/ENG)	2,000,000	-	30,000	1,970,000	100%	0%
Capital Equipment	250,000	-	250,000	-	100%	0%
2249 - Capital Equipment (FY22) (FERRY)	250,000	-	250,000	-	100%	0%
<b>Total Capital Expenditures</b>	<b>255,545,000</b>	<b>41,739,000</b>	<b>6,345,000</b>	<b>207,461,000</b>	<b>40%</b>	<b>60%</b>
<b>Capital Fund Source - Ferry</b>						
District	52,259,000	5,567,000	3,741,000	42,951,000		
Other	203,286,000	36,172,000	2,604,000	164,510,000		
<b>Total</b>	<b>255,545,000</b>	<b>41,739,000</b>	<b>6,345,000</b>	<b>207,461,000</b>		



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## Ferry Division FY 21/22 Capital Project Detail

### **New Projects**

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

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

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

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

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

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

### **Continuing Projects**

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

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

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

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

## **Ferry Division**

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

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

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

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

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

### **Project 2040 – Capital Improvements for Ferry Fleet – \$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 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 1944 – Ticketing Systems/TVMS/Door Replacement – \$3,220,000**

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

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

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

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

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

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

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

***Capital Equipment***

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

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

## FERRY DIVISION PERSONNEL SUMMARY BY DEPARTMENT

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

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

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

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



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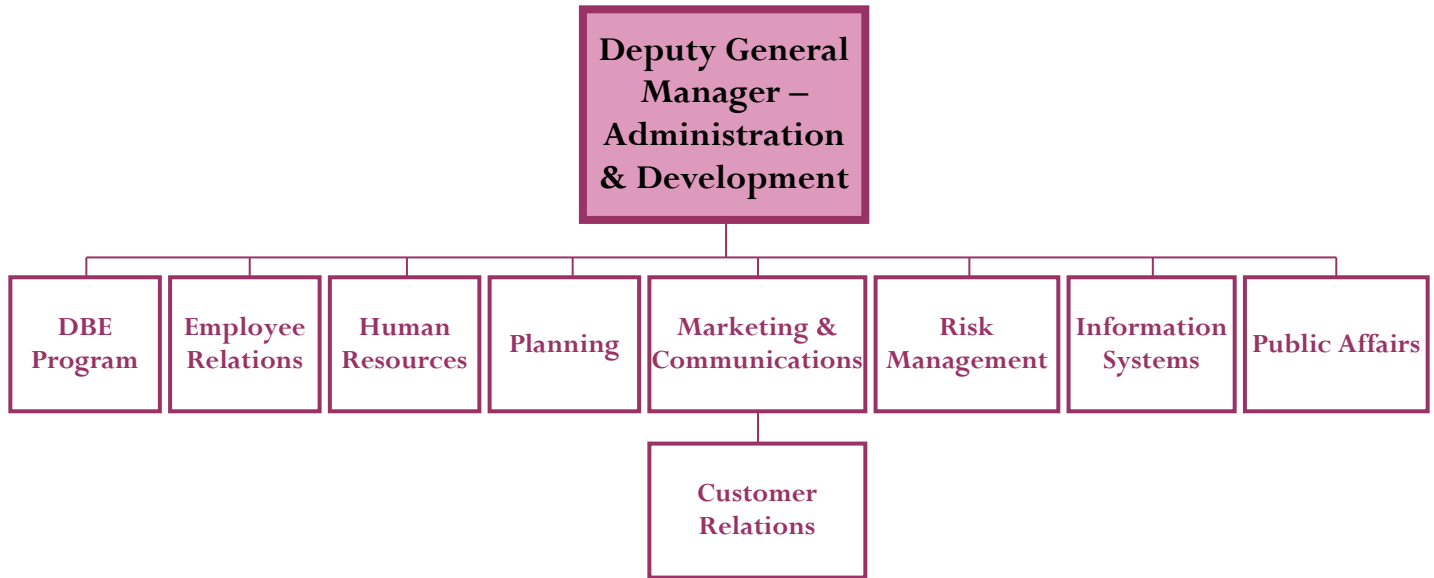
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# DISTRICT DIVISION PROFILE AND STATUS

## Administrative and Development Division



The Administration and Development Division is responsible for administrative functions for the District that include Equal Employment Opportunity (EEO) Compliance Programs, Environmental Health and Safety, Human Resources, Information Systems (IS), Marketing and Communication, as well as Planning and Public Affairs.

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

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

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

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

Other key program highlights for FY 21/22 include:

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

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

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## **Employee-Focused Efforts**

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

## **Operations-Focused Efforts**

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

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

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

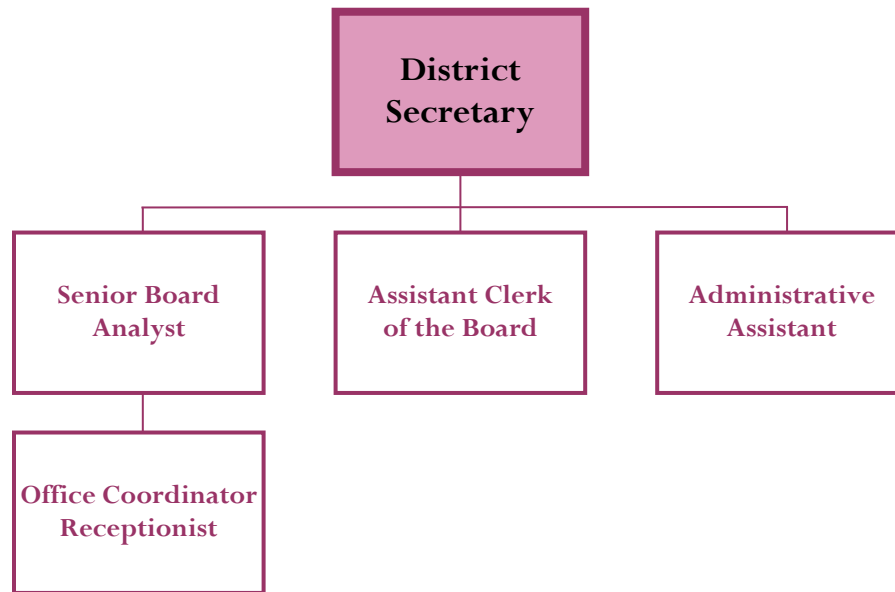
- Completed work on the first phase of the GGT Bus Stop Inventory and ADA Assessment.
- Completed work through a consultant contract for a comprehensive review of the District’s facilities for compliance with the requirements of the ADA. Based on those findings, established an internal District working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

## District Division

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

## District Secretary



The Office of the District Secretary (DS Office) ensures the Board of Directors (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. 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 is responsible for receiving legal documents on behalf of the District (including claims, lawsuits and subpoenas). The DS Office staff does a preliminary analysis, summarizes and forwards them as appropriate for further handling by the District's general counsel. In addition, the DS Office is responsible for receiving and handling all the District's Public Record Act requests. Furthermore, the DS Office oversees the District's Records Retention program, acts as a resource for staff and assists with staff's records retention efforts.

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

The DS Office continues to support the District's Green Initiatives and reduce the consumption of paper by sending the majority of its communications associated with the Board, legal and state compliance work by electronic means such as web and e-mail. In fact, in FY 19/20, the DS Office continued its efforts to preserve the District's original records by playing a key role in the E-Document Conversion project. The 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.

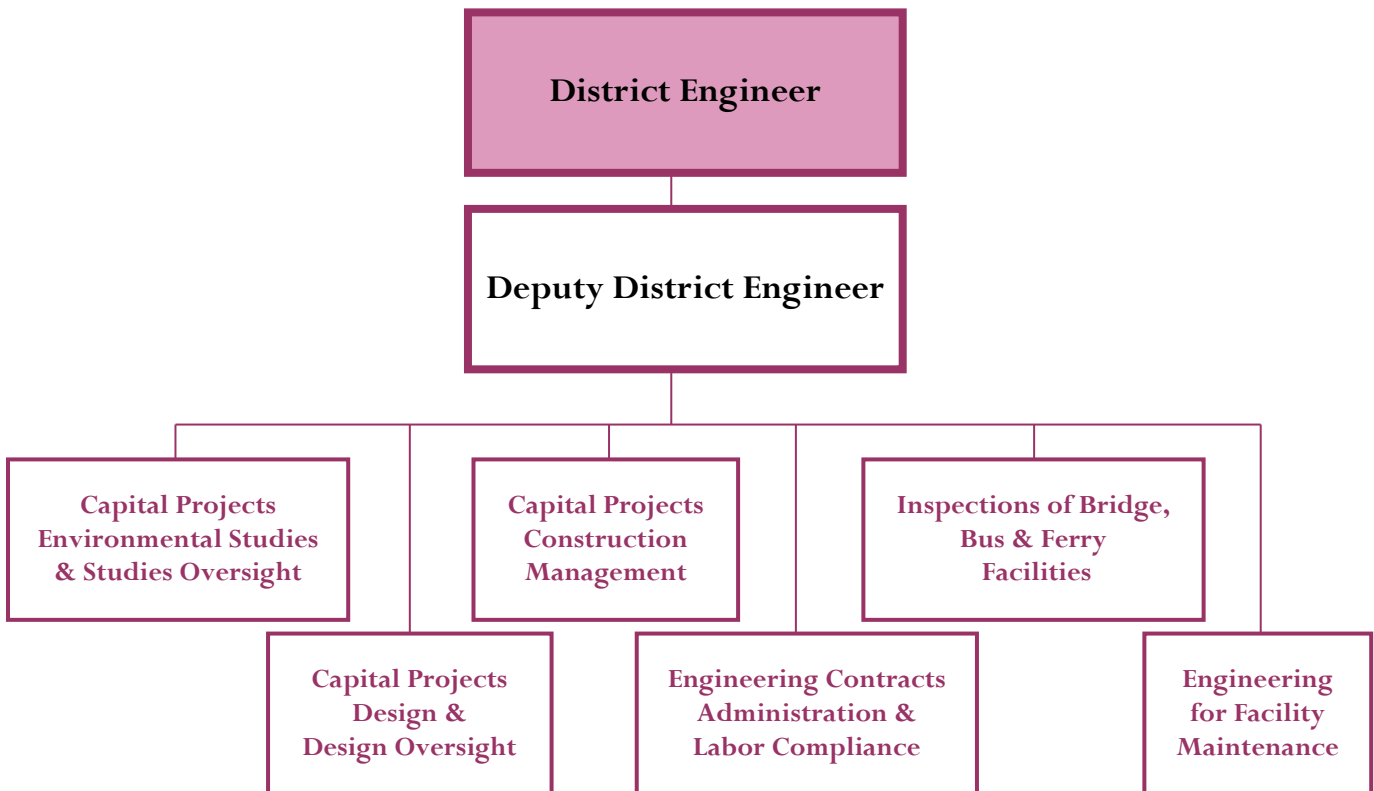
## **District Division**

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In FY 21/22, as resources allow, the DS Office will continue working on the E-Document Conversion project and will work with the Information Systems Department to encourage the departments to utilize OnBase as the repository of records. 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.

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

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

## District Division

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

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

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

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

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

At the San Francisco Ferry Terminal, the Engineering Department and its design consultant developed plans and specifications for repairs to the District's inner and outer berths, and to the Port of San Francisco's Promenade area near Gate B that were caused by an earlier vessel collision. The repair work began in October 2020 and is scheduled to be completed by the end of the FY 20/21.

At the Larkspur Ferry Terminal, the Engineering Department continued providing support with investigations of the existing fuel facility and developing a scope of work for improvements to the facility. Rehabilitation of the fuel tanks is scheduled to be advertised for construction in FY 20/21 and construction completed in FY 21/22.

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

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

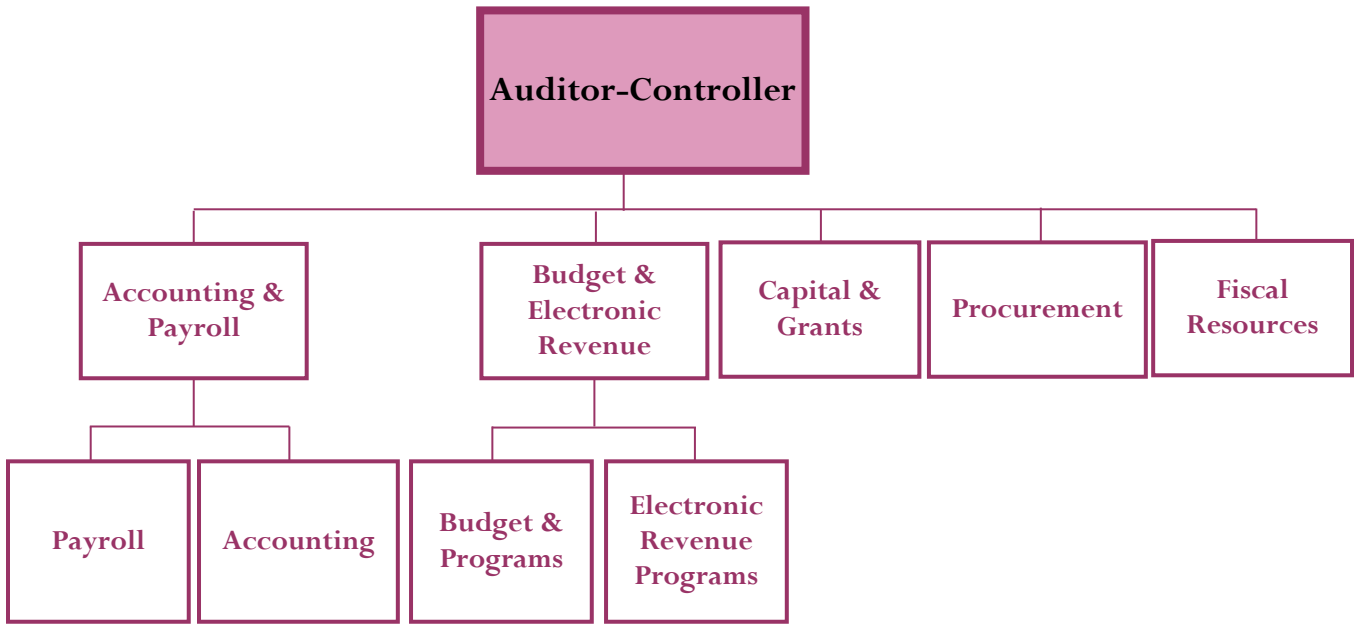
July 23, 2020 and awarded the construction contract on September 25, 2020. Construction was completed on January 31, 2021. The restoration will be monitored for the next five years to ensure compliance with the project performance objectives.

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

The Engineering Department is finalizing the design for the San Rafael employee and visitor parking lot improvements and solar panel installation project. The project is scheduled to be advertised for bids in FY 20/21.

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

## Finance Department



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

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

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

The Payroll Department completed the implementation of the District’s timekeeping system, Kronos, which is 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 20/21 Budget, the Capital and Grant Programs Department secured approximately \$170.8 million in federal, state and local grant funds. These funds include \$22.9 million for the Suicide Deterrent and Wind Retrofit projects and \$111.3 million in federal operating assistance from the Coronavirus Aid, Relief, and Economic Security (CARES) Act and Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA), both of which MTC distributed in two tranches.

The District continues to implement initiatives under its first draft Transit Asset Management (TAM) Plan,

including assessing the condition of the District's facilities, analyzing scenarios for long-term needs versus available funding, completing National Transit Database requirements and developing business processes for asset management.

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

The Electronic Revenue Collection (ERC) Department continues to make customer payments for District services simple and secure. ERC continues to coordinate, implement, monitor toll programs for the District. ERC 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. ERC is currently installing the next generation Ticket Vending Machines, with a deployment anticipated in the summer of 2021. 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 2020 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. The District was one of only nine transit authorities out of 188 total agencies across the United States and Canada to receive the award. The Procurement Department made significant contributions to the COVID-19 response by sourcing hard to find PPE and sanitizing supplies in the first stages of the pandemic, ensuring our employees and customers were safe and protected. Some of this year's initiatives included updates to all existing solicitation and contract templates, successfully completing an emergency cleaning and replacement of non-conforming fuel at our Larkspur location while negotiating over \$60,000 in free services, and managing surplus sales generating over \$225,000 in revenue.

## **Legal Department**

As set forth in the District's enabling legislation, the attorney for the District "shall have full charge of the legal matters pertaining to the district, and shall be the legal adviser to the board, the general manager, and all of the officers of the district." (Streets and Highways Code Section 27184) In that capacity, the Legal Department's role and responsibilities are broad and comprehensive, and involve a combination of preventative and defensive applications.

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

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

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

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# FY 21/22 DISTRICT DIVISION GOALS AND PROJECTS

## PROJECT MANAGEMENT

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

## ADMINISTRATION

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

## LOGISTICS

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

## COMPLIANCE

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

## COMMUNICATION/ OUTREACH

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

## EFFICIENCY

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

## **CHANGES FROM FY 20/21 ESTIMATED ACTUAL TO FY 21/22 PROPOSED BUDGET**

### **Revenues**

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

### **Expenses**

The District Division's FY 21/22 Proposed Operating Expenses total \$38.5 million. The District Division's FY 21/22 Proposed Budget contains an increase of \$4.5 million, or 13.3%, above FY 20/21 Estimated Actual expenses. The components of the changes to the expenses are summarized in the table on the following page.



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

<b>Net Changes to Labor and Fringe Benefits*</b>	
Increase in salaries due to re-funding of vacant positions.	\$1.6
Increase in payroll taxes for FY 21/22 due to re-funding of vacant positions	0.3
Increase in PERS contribution due to a re-funding of vacant positions and higher contribution rate	1.1
Increase in medical expenses for FY 21/22 due to a re-funding of vacant positions and increase in annual costs	1.1
Increase in postemployment benefits (OPEB) for FY21/22	0.2
Increase in workers' compensation for FY 21/22	0.3
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY 20/21	(1.4)
<b>Professional Services</b>	
Increase in expenses associated with re-funding of consulting services not used in FY 20/21	0.4
Increase in Information Systems department consulting services associated with assisting operating Divisions with data analysis	0.1
Increase in legal and litigation fees due to lesser projected activity for FY 21/22	0.1
Decrease in FY 21/22 District Division temporary help services compared to FY 20/21	(0.1)
<b>Supplies and Other</b>	
Increase in repair and operating supplies for FY 21/22	0.3
Re-funding of staff development expenses unused in FY 20/21	0.2
<b>Capital Contribution and Depreciation</b>	
Increase in depreciation due to capitalization of the Timekeeping System and radio upgrade	0.3
<b>Total Change from FY 20/21 Estimated Actual to FY 21/22 Proposed Budget</b>	<b>\$4.5</b>

\*Labor and Fringe Benefits

ICAP: The FY 20//21 Proposed Budget assumes \$2.8 million, as compared to \$1.9 million in FY 20/21, of indirect labor and fringe benefits will be capitalized and transferred from Operating to Capital expense. The transfer of this expense is in accordance with the District's Indirect Cost Allocation Plan (ICAP) and represents the District's central services activities in support of capital projects.

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

## DISTRICT DIVISION OPERATING BUDGET

	FY 19/20 Actual	FY 20/21 Budget	FY 20/21 Estimated Actual	FY 21/22 Proposed Budget
<b>Expenses</b>				
Salaries	\$12,825,613	\$14,416,300	\$12,981,315	\$14,571,000
Fringe Benefits	9,116,170	10,255,200	9,950,567	11,542,200
Professional Services	9,347,987	9,316,300	8,925,439	9,471,400
Repair & Operating Supplies	960,596	1,129,600	616,430	913,100
Insurance, Taxes & Permits	74,605	80,400	70,968	70,000
Other	595,205	959,000	267,961	519,200
Lease & Rentals	12,872	4,200	21,199	21,300
<b>Subtotal Expenses</b>	<b>\$32,933,048</b>	<b>\$36,161,000</b>	<b>\$32,833,879</b>	<b>\$37,108,200</b>
Depreciation	965,069	1,546,300	1,145,061	1,406,300
<b>Total Expenses</b>	<b>\$33,898,117</b>	<b>\$37,707,300</b>	<b>\$33,978,940</b>	<b>\$38,514,500</b>
<b>Percent Change</b>		<b>11.2%</b>	<b>-9.9%</b>	<b>13.3%</b>
<b>District Transfers</b>				
Bridge Division	\$13,511,512	\$13,449,600	\$11,783,158	\$15,457,000
Bus Division	13,856,414	15,721,500	14,369,697	15,295,000
Ferry Division	6,530,191	8,536,200	7,826,085	7,762,500
<b>Total Transfers</b>	<b>\$33,898,117</b>	<b>\$37,707,300</b>	<b>\$33,978,940</b>	<b>\$38,514,500</b>

### Assumptions

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

# DISTRICT DIVISION CAPITAL BUDGET

## Program Summary

The FY 21/22 Capital Budget for the District Division totals \$3.9 million and represents 8% of the total agency's capital budget. The FY 21/22 capital program focuses on the Facilities Ventilation Assessment (2214), transit scheduling system (1712), and Financial Management System Upgrade (2018). The budget also introduces new projects to improve business intelligence, prevent sensitive data loss, create a cyber-security strategic plan, create a technology disaster recovery plan, and redesign the District's intranet.

Actual FY 20/21 capital expenditures for the District Division totaled \$1.9 million, funded with \$1.6 million, or 87%, District funds and \$0.2 million, or 13%, grants funds (See Appendix C).

## Completed Projects

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

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

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

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

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

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

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

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

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

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

Project Number and Description	Total Project	Prior Years	FY 21/22 Budget	Future Years	FY 21/22 Funding	
					District	Other
<b>DISTRICT</b>	<b>22,324,000</b>	<b>6,007,000</b>	<b>3,868,000</b>	<b>12,449,000</b>	<b>89%</b>	<b>11%</b>
<b>FY22 - New Projects</b>	<b>6,476,000</b>	<b>-</b>	<b>1,743,000</b>	<b>4,733,000</b>	<b>100%</b>	<b>0%</b>
2214 - Facilities Ventilation Assessment, Rehabilitation and Improvements Project (ENG)	2,570,000	-	1,213,000	1,357,000	100%	0%
2210 - Data Loss Prevention (IS)	1,206,000	-	30,000	1,176,000	100%	0%
2213 - Business Intelligence (BI) Analysis and Transportation Statistics Reporting Solution (IS)	1,050,000	-	250,000	800,000	100%	0%
2211 - Technology Disaster Recovery Plan (IS)	1,000,000	-	50,000	950,000	100%	0%
2212 - Cyber Security Strategic Plan and Mitigations (IS)	500,000	-	50,000	450,000	100%	0%
2015 - Intranet Redesign (A&D/MARKETING)	150,000	-	150,000	-	100%	0%
<b>FY22 - Continuing Projects</b>	<b>15,698,000</b>	<b>6,007,000</b>	<b>1,975,000</b>	<b>7,716,000</b>	<b>85%</b>	<b>15%</b>
1810 - Financial/HR/Payroll Mgmt Syst (IS)	4,500,000	699,000	150,000	3,651,000	100%	0%
1712 - Transit Scheduling System (IS)	3,066,000	2,087,000	250,000	729,000	100%	0%
1811 - Hardware/Software for Advanced Communications and Information Systems (ACIS)/INIT (IS)	1,005,000	954,000	50,000	1,000	100%	0%
1812 - Asset and Vehicle Fluid Management System (IS)	1,000,000	248,000	150,000	602,000	20%	80%
2010 - Asset Management Strategic Program (IS)	985,000	454,000	100,000	431,000	100%	0%
2114 - Computer Aided Dispatch (CAD)/Automatic Vehicle Location (AVL) Clipper Integration (FIN/IS)	939,000	-	30,000	909,000	0%	100%
1816 - Document Management System (IS)	800,000	195,000	25,000	580,000	20%	80%
2018 - Financial Management System Upgrade (IS)	700,000	443,000	250,000	7,000	100%	0%

Project Number and Description	Total Project	Prior Years	FY 21/22 Budget	Future Years	FY 21/22 Funding	
					District	Other
1916 - San Rafael A&D Admin Office Improvements (A&D)	471,000	217,000	204,000	50,000	100%	0%
2011 - Email to Office 365 Migration (IS)	375,000	261,000	113,000	1,000	100%	0%
1912 - Manage Detection and Response Services (IS)	360,000	5,000	25,000	330,000	100%	0%
2012 - Cloud Migration Initiative (IS)	319,000	161,000	150,000	8,000	100%	0%
2017 - Video Conferencing (IS)	299,000	11,000	25,000	263,000	100%	0%
1960 - Farebox System Upgrade (IS)	245,000	95,000	86,000	64,000	100%	0%
2013 - Electronic Timekeeping System Upgrade (FIN)	255,000	77,000	178,000	-	100%	0%
2111 - Network Hardware and Software Improvements [formerly known as "Technology Improvements (2021)"] (IS)	240,000	-	150,000	90,000	100%	0%
2014 - IS Strategic Planning (IS)	150,000	100,000	50,000	-	100%	0%
<b>Capital Equipment</b>	<b>150,000</b>	<b>-</b>	<b>150,000</b>	<b>-</b>	<b>100%</b>	<b>0%</b>
2219 - Capital Equipment (FY22) (Multiple)	150,000	-	150,000	-	100%	0%
<b>Total Capital Expenditures</b>	<b>22,324,000</b>	<b>6,007,000</b>	<b>3,868,000</b>	<b>12,449,000</b>	<b>89%</b>	<b>11%</b>
<b>Capital Fund Source - District</b>						
District	19,781,000	5,045,000	3,678,000	11,058,000		
Other	2,543,000	962,000	190,000	1,391,000		
<b>Total</b>	<b>22,324,000</b>	<b>6,007,000</b>	<b>3,868,000</b>	<b>12,449,000</b>		

## District Division FY 21/22 Capital Project Detail

### New Projects

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

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

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

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

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

This project will invest in a suite of data analysis related products that fit the needs of individual departments, including providing real time transit data, while working towards the long term goal of having a centralized data analysis system. [Operating Budget Impact: To be determined.]

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

This project will aim to incorporate information into creating a technology disaster recovery plan as part of the District's Business Continuity Plan (BCP) based on the BCP's and business units' requirements for recovery time of systems and data. The project will also implement the plan. [Operating Budget Impact: To be determined.]

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

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

#### **Project 2015 – Intranet Redesign – \$150,000**

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

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## **Continuing Projects**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

***Capital Equipment***

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

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

## DISTRICT DIVISION PERSONNEL SUMMARY BY DEPARTMENT

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

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

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

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

## District Division

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

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

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

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



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**APPENDIX A**

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

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

Category		Estimated Balance 07/01/2021
Available Net Position before Long Term Deferred Outflows, Liabilities, Deferred Inflows, Board Designated Reserves and Other Reserves (Note 1)	A	\$(28,400,000)
<b>Long Term Deferred Outflows, Liabilities &amp; Deferred Inflows (Note 2)</b>		
CalPERS Retirement Pension Deferred Outflows, Deferred Inflows & Liabilities		107,300,000
Golden Gate Transit Amalgamated Retirement Pension Deferred Outflows, Liabilities & Deferred Inflows		109,600,000
District Other Post Employment Benefits (OPEB) Deferred Outflows, Liabilities & Deferred Inflows		94,800,000
<b>Subtotal: Long Term Deferred Outflows, Liabilities &amp; Deferred Inflows</b>	<b>B</b>	<b>311,700,000</b>
<b>Available Net Position before Board Designated Reserves and Other Reserves</b>		<b>283,300,000</b>
<b>Fiscal Year 2021 Board Designated Reserves and Other Reserves</b>		
Operating Reserve (Note 3)		(18,200,000)
Emergency Reserve (Note 4)		(8,500,000)
Bridge Self Insurance Loss Reserve (Note 5)		(19,800,000)
<b>Subtotal: Fiscal Year 2021 Board Designated Reserves and Other Reserves</b>	<b>C</b>	<b>(46,500,000)</b>
<b>Net Position (Reserves) Available Before Committed Capital Projects</b>	<b>A+B+C</b>	<b>236,800,000</b>
<b>Fiscal Year 2021 Committed Capital Projects (District Funded Portion Only)</b>		
Bridge		(74,100,000)
Transit		(67,000,000)
<b>Subtotal: Fiscal Year 2021 Committed Capital Projects (District Funded Portion Only)</b>	<b>D</b>	<b>(141,100,000)</b>
<b>Net Position Available for New Capital Projects or Operations as of 6/30/2021</b>	<b>A+B+C + D</b>	<b>\$95,700,000</b>

Category		Estimated Balance 07/01/2022
<b>Beginning Net Position Available for New Capital Projects or Operations</b>	<b>A+B+C + D</b>	<b>\$95,700,000</b>
Add Budgeted Net Income/Loss for Fiscal Year 2022 (Note 7 & 8)	E	33,400,000
<b>Available Net Position before Board Designated Reserves and Other Reserves</b>	<b>A+B+C + D + E</b>	<b>129,100,000</b>
<b>Change in Fiscal Year 2022 Board Designated Reserves and Other Reserves</b>		
Change in Operating Reserve (Note 6 & 9)		600,000
Change in Emergency Reserve (Note 10)		300,000
Change in Bridge Self Insurance Loss Reserve (Note 11)		(1,300,000)
<b>Subtotal: Change in Fiscal Year 2022 Board Designated Reserves and Other Reserve</b>	<b>F</b>	<b>(400,000)</b>
<b>Net Position (Reserves) Available Before Committed Capital Projects</b>	<b>A+B+C + D + E + F</b>	<b>128,700,000</b>
<b>Fiscal Year 2022 Committed Capital Projects (District Funded Portion Only)</b>		
Bridge		(59,700,000)
Transit		(59,300,000)
<b>Subtotal: Fiscal Year 2021 Committed Capital Projects (District Funded Portion Only)</b>	<b>G</b>	<b>(119,000,000)</b>
<b>Net Position Available for New Capital Projects or Operations as of 6/30/2022</b>	<b>A+B+C + D + E + F+G</b>	<b>\$9,700,000</b>

See numbered notes on the following page.

## **Appendix A – Notes**

- Note 1: Adjusted to exclude funded Capital Reserve Contributions, Bridge Self-Insurance reserves and restricted Local, State and Federal grant funds for capital projects. Also reflects the FY 2021 budget being balanced due to the infusion of Federal CARES & CRRSAA monies.
- Note 2: In 2015 and 2018, the District restated its Net Position as a result of the new reporting requirements of GASB 68: Accounting and Financial Reporting for Pensions and GASB 75: Accounting and Financial Reporting for Post-employment Benefits Other than Pensions respectively. GASB 68 requires agencies to report the deferred outflows, net pension liabilities and deferred inflows on the financial statements even in cases whereas the agency is not legally responsible for them. The District is not legally responsible for the Golden Gate Transit Amalgamated Retirement Plan.
- Note 3: Board Policy funds the operating reserve at 7.5% of budget or to cover the expected operating deficit, whichever is larger.
- Note 4: Board Policy funds the emergency reserve at 3.5% of the operating budget to enable the amount kept in reserve for emergencies to remain relative to the size of the District's operations.
- Note 5: The Bridge Self-Insurance Reserve (BSIR) was created by the Board in FY 05/06. The BSIR was intended to be built up to \$25 million and would be used to offset the need to insure the loss of toll revenue in the event of an emergency.
- Note 6: To fund reserves to required contribution levels, additional contributions will be made.
- Note 7: Appendix A assumes, as does the rest of the document, that the staff and Board will balance the budget before the year's end.
- Note 8: FY 21/22 budgeted net operating income/loss is adjusted to exclude funded capital contributions, Bridge self-insurance reserves, restricted Local, State and Federal grant funds for capital projects and depreciation.
- Note 9: Change in Operating Reserve is calculated by multiplying FY 21/22's operating budget with 7.5% less FY 20/21's Operating Reserve plus additional contributions as discussed in Note 6.
- Note 10: Change in Emergency Reserve is calculated by multiplying FY 21/22's operating budget with 3.5% less FY 20/21's Emergency Reserve.
- Note 11: Change in Bridge Self-Insurance Loss Reserve is calculated by subtracting FY 21/22's reserve from FY 20/21's reserve.

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

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

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

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

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

	17/18 Actual	18/19 Actual	19/20 Actual	20/21 Estimated Actual	21/22 Proposed
<b>Total Revenues</b>	\$218,011	\$232,733	\$246,895	\$173,066	\$160,624
Less Total Operating Expenses (Less Depreciation, Capital Contribution, Bridge Self-Insurance and Debt Service Payments)	(\$200,573)	(\$207,676)	(\$192,764)	(\$174,550)	(\$200,822)
<b>Total Net Revenues</b>	\$17,438	\$25,057	\$54,131	(\$1,484)	(\$40,198)
<b>Toll Carryover and CRRSAA-2<sup>nd</sup> Tranche Future Increase in Revenues and/or Decrease in Expenses</b>				\$32,449	\$25,513 \$49,150
Total Net Revenues after Actions to Increase Revenues and/or Decrease Expenses	\$17,438	\$25,057	\$54,131	\$30,965	\$34,465
Plus Operating Reserve Fund	\$7,320	\$7,320	\$7,320	\$7,320	\$7,320
<b>Total Net Revenues + Operating Reserve</b>	\$24,758	\$32,377	\$61,451	\$38,285	\$41,785
Actual/Estimated Debt Service	\$717	\$1,016	\$692	\$109	\$2,200
Coverage (with Operating Reserve)	34.5	31.9	88.8	350.2	19.0
Coverage (without Operating Reserve)	24.3	24.7	78.2	283.2	15.7

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**APPENDIX C**  
**FY 20/21 CAPITAL PROGRAM ACCOMPLISHMENTS**

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## APPENDIX C - FY 20/21 CAPITAL PROGRAM ACCOMPLISHMENTS

### Program Summary

FY 20/21 capital expenditures for the agency totaled \$35.9 million, funded with \$15.0 million, or 41% District funds and \$30.0 million, or 59% grant funds. Total FY 20/21 expenditures include expenditures on both completed projects and ongoing multi-year projects.

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

### FY 20/21 Capital Expenditures by Division

	Total Project	FY20/21 Budget	FY20/21 Estimated Actual	Actual/ Budget %
Bridge – Seismic Retrofit	21,721,845	1,500,000	1,921,771	128%
Bridge - Other	240,034,817	33,239,000	13,473,215	41%
Bus	90,059,276	3,918,684	8,061,366	206%
Ferry	138,578,676	8,067,000	10,557,896	131%
District	18,970,620	3,382,000	1,850,826	55%
<b>Agency Total</b>	<b>509,365,234</b>	<b>50,106,684</b>	<b>35,865,075</b>	<b>72%</b>

### Capital Fund Source

	Total Project	FY20/21 Budget	FY20/21 Estimated Actual	% of Actual Expenditures
District Funds	\$184,000,247	\$21,407,120	\$14,883,779	70%
Federal Funds	\$302,724,360	\$27,042,053	\$19,486,674	72%
State Funds	\$21,533,026	\$1,582,030	\$1,464,025	93%
Other Local Funds	\$1,107,601	\$75,481	\$30,596	41%
<b>Total Expenditures</b>	<b>\$509,365,234</b>	<b>\$50,106,684</b>	<b>\$35,865,075</b>	<b>72%</b>

**Appendix C**

**FY 20/21 Capital Program Accomplishments  
Bridge Division**

Estimated Actual FY 20/21 Bridge Division capital expenditures totaled \$15.4 million, funded with \$5.0 million, or 33% District funds and \$10.3 million, or 67% grants funds.

<b>Project Number and Description</b>	<b>Total Project</b>	<b>FY20/21 Budget</b>	<b>FY20/21 Estimated Actual</b>	<b>Actual / Budget %*</b>
<b>Bridge Division - Seismic Retrofit</b>				
1528 - GGB Wind Retrofit (ENG)	11,860,000	1,000,000	1,423,600	142%
1923 - Seismic Phase IIIB - CM/GC (ENG)	9,861,845	500,000	498,171	100%
<b>Total Bridge Seismic Retrofit</b>	<b>21,721,845</b>	<b>1,500,000</b>	<b>1,921,771</b>	<b>128%</b>
<b>Bridge Division – Other</b>				
1526 - Suicide Deterrent - Construction (ENG)	196,432,868	30,000,000	12,481,104	42%
9826 - Main Cable Access (ENG)	13,180,000	100,000	4,818	5%
1525 - Toll System Upgrade (FIN)	8,480,848	500,000	91,275	18%
1820 - Toll Plaza Gantry - Des/Con (ENG)	7,264,000	500,000	84,530	17%
1118 - Suicide Deterrent - Design (ENG)	5,543,101	50,000	641	1%
1722 - Toll Plaza Pavement Overlay (ENG)	3,500,000	50,000	2,345	5%
2129 - Capital Equipment (FY21) (BRIDGE)	1,742,000	1,742,000	616,517	35%
1821 - IS Data Center Seismic Retrofit (ENG)	1,500,000	50,000	2,310	5%
1422 - FASTRAK Equipment Upgrade (FIN)	1,000,000	50,000	144,063	288%
2121 - Toll Plaza Admin Bldg Elevator Replacement (BRIDGE/ENG)	590,000	50,000	43,383	87%
1920 - Alexander Avenue Slope Strengthening Des/Env (ENG)	500,000	50,000	-	0%
2120 - Trailer F Replacement (BRIDGE/ENG)	145,000	27,000	-	0%
2020 - Bridge Admin Office Improvements (BRIDGE)	122,000	50,000	2,229	4%
1921 - Stores Bldg Office Space HVAC Replacement (ENG)	35,000	20,000	-	0%
<b>Total Bridge Division Other</b>	<b>240,034,817</b>	<b>33,239,000</b>	<b>13,473,215</b>	<b>41%</b>
<b>Total Bridge Division</b>	<b>\$261,756,662</b>	<b>\$34,739,000</b>	<b>\$15,394,986</b>	<b>44%</b>

**Capital Fund Source**

	<b>Total Project</b>	<b>FY20/21 Budget</b>	<b>FY20/21 Estimated Actual</b>	<b>% of Actual Expenditures</b>
District Funds	\$107,466,356	\$12,992,623	\$5,049,977	39%
Federal Funds	\$146,861,845	\$20,611,873	\$9,873,014	48%
State Funds	\$7,000,000	\$1,069,068	\$444,771	42%
Other Local Funds	\$428,461	\$65,436	\$27,224	42%
<b>Total Expenditures</b>	<b>\$261,756,662</b>	<b>\$34,739,000</b>	<b>\$15,394,986</b>	<b>44%</b>

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

## FY 20/21 Capital Program Accomplishments Bus Division

Actual FY 20/21 Bus Division capital expenditures totaled \$8.1 million, funded with \$4.9 million, or 61% District funds and \$3.1 million, or 39% grants funds.

Project Number and Description	Total Project	FY20/21 Budget	FY20/21 Estimated Actual	Actual / Budget %*
<b>Bus Division</b>				
1730 - Replace 67 Transit Buses with Hybrids (BUS)	67,600,000	500,000	1,376,246	275%
2132 - D-2 Pavement & Remediation (ENG)	7,100,300	800,000	4,280,782	535%
1431 - D1 Resurface Employee Parking Lot & Solar Panels (ENG)	5,130,000	50,000	21,183	42%
1717 - SRTC Relocation Des/Env (PLNG)	2,906,893	1,141,684	498,767	44%
1831 - Replace Twenty Paratransit 22' Gas Cutaways (BUS)	2,160,000	750,000	1,745,904	233%
2130 - ZEB Infrastructure Design (ENG)	2,000,000	50,000	-	0%
2131 - D-1 Bus Admin Bldg Roof, HVAC & Dispatch Rm (ENG)	1,700,000	50,000	-	0%
1931 - Bus Division Office Improvements (BUS)	420,000	25,000	11,701	47%
2139 - Capital Equipment (FY21) (BUS)	338,000	338,000	-	0%
1715 - Aviat Microwave Update - Santa Rosa Link (BUS)	250,000	25,000	-	0%
1932 - Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis (BUS)	235,083	50,000	126,783	254%
2134 - Replace Steam Bay Waste Water Recycling System Des/Env (ENG)	100,000	50,000	-	0%
2135 - D2 Bus Operator Breakroom, Dispatch Office, and Restroom Renovation (BUS)	80,000	50,000	-	0%
2133 - SRTC Break Room Renovation (BUS)	39,000	39,000	-	0%
<b>Total Bus Division</b>	<b>90,059,276</b>	<b>3,918,684</b>	<b>8,061,366</b>	<b>206%</b>

### Capital Fund Source

	Total Project	FY20/21 Budget	FY20/21 Estimated Actual	% of Actual Expenditures
District Funds	\$18,667,421	\$1,823,565	\$4,933,463	271%
Federal Funds	\$67,344,271	\$2,065,181	\$3,045,500	147%
State Funds	\$3,865,443	\$28,591	\$78,695	275%
Other Local Funds	\$182,140	\$1,347	\$3,708	275%
<b>Total Expenditures</b>	<b>\$90,059,275</b>	<b>\$3,918,684</b>	<b>\$8,061,366</b>	<b>206%</b>

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

**FY 20/21 Capital Program Accomplishments  
Ferry Division**

Actual FY 20/21 Ferry Division capital expenditures totaled \$10.6 million, funded with \$3.3 million, or 31% District funds and \$7.3 million, or 69% grants funds.

<b>Project Number and Description</b>	<b>Total Project</b>	<b>FY20/21 Budget</b>	<b>FY20/21 Estimated Actual</b>	<b>Actual / Budget %*</b>
<b>Ferry Division</b>				
1740 - M.S. Sonoma Refurbishment and Repower (FERRY)	29,196,643	1,500,000	5,224,492	348%
1441 - Gangways & Piers - Sausalito Construction (ENG)	22,560,000	100,000	-	0%
1941 - M.V. Del Norte, M.V. Napa and M.V. Golden Gate Main Engine Overhaul (FERRY)	17,244,866	789,000	552,779	70%
1741 - M.S. Marin Repower & Dry Dock (FERRY)	13,334,262	1,000,000	995,170	100%
0503 - Gangway & Piers - Design (ENG)	11,862,725	150,000	20,925	14%
1940 - Purchase New Vessel (FERRY)	11,000,000	50,000	-	0%
2040 - Capital Improvements for Ferry Fleet (FERRY)	8,385,000	1,000,000	1,464,395	146%
2140 - FY21 Ferry Vessel Rehab (FERRY)	4,000,000	1,000,000	977	0%
1944 - Ticketing Systems/TVMs/Door Replacement (ERC)	3,219,754	50,000	640,527	1281%
2042 - Larkspur Ferry Service and Parking Expansion Env. Clearance and Prelim. Design Study (PLNG)	3,148,426	50,000	143,306	287%
2041 - Corte Madera Marsh Restoration Construction (ENG)	3,040,000	50,000	1,197,480	2395%
9710 - Corte Madera Marsh Restoration Design (ENG)	2,809,000	50,000	56,384	113%
2141 - LFT Fuel System Rehabilitation (FERRY)	2,000,000	25,000	-	0%
2149 - Capital Equipment (FY21) (FERRY)	1,918,000	1,918,000	271,110	14%
1542 - SLEP: Larkspur, SF, Sausalito (Multiple)	1,740,000	50,000	(11,000)	-22%
1841 - Fuel System Rehab Des/Env (ENG)	1,500,000	200,000	1,352	1%
2043 - Water Jet Replacement (FERRY)	995,000	50,000	-	0%
1945 - Renewable Diesel Pilot Program (FERRY)	560,000	25,000	-	0%
1842 - Automatic Identification System (AIS) (FERRY)	65,000	10,000	-	0%
<b>Total Ferry Division</b>	<b>138,578,676</b>	<b>8,067,000</b>	<b>10,557,896</b>	<b>131%</b>

**Capital Fund Source**

	<b>Total Project</b>	<b>FY20/21 Budget</b>	<b>FY20/21 Estimated Actual</b>	<b>% of Actual Expenditures</b>
District Funds	\$41,438,470	\$3,812,931	\$3,292,755	86%
Federal Funds	\$86,200,623	\$3,784,971	\$6,325,282	167%
State Funds	\$10,442,583	\$460,400	\$940,195	204%
Other Local Funds	\$497,000	\$8,698	(\$336)	-4%
<b>Total Expenditures</b>	<b>\$138,578,676</b>	<b>\$8,067,000</b>	<b>\$10,557,896</b>	<b>131%</b>

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

## FY 20/21 Capital Program Accomplishments District Division

Estimated Actual FY 20/21 District Division capital expenditures totaled \$1.9 million, funded with \$1.6 million, or 87% District funds and \$0.2 million, or 13% grants funds.

Project Number and Description	Total Project	FY20/21 Budget	FY20/21 Estimated Actual	Actual / Budget %*
<b>District Division</b>				
1810 - Financial/HR/Payroll Mgmt Syst (IS)	4,500,000	500,000	158,901	32%
1712 - Transit Scheduling System (IS)	3,066,000	250,000	152,443	61%
1513 - Electronic Timekeeping System (IS)	1,505,000	10,000	115,525	1155%
1811 - Hardware/Software for ACIS/INIT (IS)	1,005,000	230,000	179,169	78%
1812 - Asset and Vehicle Fluid Management System (IS)	1,000,000	400,000	122,986	31%
2010 - Asset Management Strategic Program (IS)	985,000	700,000	289,985	41%
2114 - CAD/AVL Clipper Integration (Multiple)	938,620	100,000	1,518	2%
1816 - Document Management System (IS)	800,000	50,000	11,700	23%
1713 - ADS ACIS data radio replacement (IS)	700,000	41,000	34,448	84%
2018 - Financial Management System Upgrade (IS)	700,000	250,000	434,206	174%
1916 - San Rafael A&D Admin Office Improvements (FIN/A&D)	471,000	50,000	-	0%
1911 - Cyber Security Improvements (IS)	408,000	50,000	12,581	25%
2011 - Email to Office 365 Migration (IS)	375,000	75,000	37,343	50%
1912 - Manage Detection and Response Services (IS)	360,000	50,000	5,000	10%
2012 - Cloud Migration Initiative (IS)	319,000	75,000	114,018	152%
1913 - Disaster Recovery Improvements (2019) (IS)	318,000	50,000	-	0%
2017 - Video Conferencing (IS)	299,000	50,000	-	0%
2110 - On-Site Medical Trailer Infrastructure (ENG)	250,000	50,000	-	0%
1960 - Farebox System Upgrade (IS)	245,000	50,000	83,272	167%
2111 - Technology Improvements (2021) (IS)	240,000	50,000	-	0%
2013 - Electronic Timekeeping System Upgrade (FIN/IS)	155,000	50,000	77,040	154%
2014 - IS Strategic Planning (IS)	150,000	70,000	20,690	30%
2119 - Capital Equipment (FY21) (Multiple)	110,000	110,000	-	0%
2113 - Trailer B Remodel (A&D/PROC)	51,000	51,000	-	0%
2112 - Video Archive (A&D/PA)	20,000	20,000	-	0%
<b>Total District Division</b>	<b>18,970,620</b>	<b>3,382,000</b>	<b>1,850,826</b>	<b>55%</b>

### Capital Fund Source

	Total Project	FY20/21 Budget	FY20/21 Estimated Actual	% of Actual Expenditures
District Funds	\$16,428,000	\$2,778,000	\$1,607,584	58%
Federal Funds	\$2,317,620	\$580,029	\$242,878	42%
State Funds	\$225,000	\$23,971	\$364	2%
Other Local Funds	\$0	\$0	\$0	0%
<b>Total Expenditures</b>	<b>\$18,970,620</b>	<b>\$3,382,000</b>	<b>\$1,850,826</b>	<b>55%</b>

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

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

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# APPENDIX D - 10-YEAR CAPITAL REQUIREMENTS

GGBH TD 10-YEAR CAPITAL PLAN  
FY 2023 - FY 2032

Agency - Project Name (Imp ID)	10-Year Total (\$000)	10-Year Grant (\$000)	10-Year Deficit (\$000)	TOTAL PROJECT	FY1 & Prior Years	FY12 Budget	10-Year Projected Capital Need (\$000)										Use Item Total
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
<b>AGENCY SUMMARY</b>																	
<b>BRIDGE DIVISION</b>																	
GRANT FUND	660,814	660,814		763,286	74,728	22,746	45,011	100,654	121,116	117,327	116,057	128,107	211,09	103,11	6,121		
DISTRICT FUND	319,911			376,935	44,133	12,988	33,611	44,461	42,982	37,193	39,885	29,679	29,679	29,335	2,055		
TOTAL	980,725	660,814		1,140,221	118,861	35,734	78,622	145,115	164,100	153,220	155,942	157,786	240,769	132,446	8,176		
<b>HS DIVISION</b>																	
GRANT FUND	212,905	212,905		242,958	59,314	540	2,641	44,718	9,065	57,144	25,768	16,840	55,588	5,796	2,110		
DISTRICT FUND	65,158			77,754	10,616	1,580	7,573	9,892	4,536	13,307	11,187	2,028	11,372	1,760	963		
TOTAL	278,064	212,905		320,712	70,930	1,580	10,214	54,610	13,601	70,451	36,955	18,868	66,960	7,556	3,073		
<b>FERRY DIVISION</b>																	
GRANT FUND	376,803	376,803		548,666	36,280	2,606	35,941	63,569	52,051	36,448	48,061	64,121	35,512	33,308	1,348		
DISTRICT FUND	488,841			609,402	42,756	6,345	46,322	84,665	66,547	39,539	62,248	60,886	44,465	37,968	3,745		
TOTAL	865,644	376,803		1,158,068	79,036	8,951	82,263	148,234	118,598	75,987	110,310	125,007	80,000	71,276	5,093		
<b>DISTRICT DIVISION</b>																	
GRANT FUND	4,874	4,874		6,027	963	150	583	200	140	2,500	144	980	200	100	187		
DISTRICT FUND	37,305			48,034	3,678	3,678	9,916	5,462	3,340	2,795	3,692	2,136	3,420	2,100	1,110		
TOTAL	42,179	4,874		54,061	4,641	3,828	10,499	5,922	3,500	5,295	3,718	3,916	3,620	2,200	1,297		
<b>AGENCY TOTAL</b>																	
GRANT FUND	1,760,396	1,760,396		1,933,243	171,150	26,084	84,076	209,101	182,372	202,418	189,331	208,568	112,428	46,528	23,856		
DISTRICT FUND	529,413			652,548	65,762	21,981	63,030	81,022	65,373	67,352	76,642	76,594	53,374	33,905	18,930		
TOTAL	2,289,809	1,760,396		2,585,791	236,912	48,065	147,106	290,123	247,745	269,770	266,000	285,162	165,794	80,433	42,786		
<b>BRIDGE DIVISION</b>																	
<b>SGE - SEISMIC RETROFIT</b>																	
Seismic Design																	
1503 - Seismic Phase II CMVCC	7,841	7,841		9,862	1,021	1,000	500	4,081	2,640	-	-	980	200	100	187		
Seismic Contradict																	
0000 - Seismic Phase II B Construction	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 II B Construction (financing)	35,000	28,000	7,000	35,000	-	-	3,200	2,000	2,056	2,846	6,034	7,136	5,687	4,014	2,036		
1508 - GGB West Retrofit	1,388	1,388		1,862	8,771	1,500	1,000	389	-	-	-	-	-	-	11,861		
<b>BRIDGE IMPROVEMENTS/REHABILITATION</b>																	
<b>Safety/Security Enhancements</b>																	
1526 - Subside Decrement - Construction	71,887	48,515	23,372	196,433	94,546	30,000	35,000	36,887	-	-	-	-	-	-	196,433		
8805 - South Approach & Pier Security Improvements	3,838	3,071	768	5,000	1,162	-	1,000	1,838	-	-	-	-	-	-	5,000		
0000 - fixed CMS North Approach (18620)	1,560	1,560		1,560	-	-	60	500	1,000	-	-	-	-	-	1,560		
1504 - North Anchorage House Security	845	845		1,000	158	-	300	545	-	-	-	-	-	-	1,000		
1118 - Subside Decrement - Design	40	40		40	5,478	26	40	-	-	-	-	-	-	-	5,548		
<b>Bridge Access Systems</b>																	
0000 - North Access Systems (F1522)	20,000			20,000											20,000		
0000 - South Approach & Arch Access Systems (F1521)	19,992			19,992	8										19,992		
9826 - Main Cable Access	10,997			13,180	2,108		4,000	4,000	2,987						13,180		
2221 - South Approach Viaduct Stringer Rehabilitation	4,900			5,000			4,900	4,900							5,000		
1502 - North Arch Maintenance/Access Project	1,079			1,079			762	711							1,079		
1502 - Arch Foot for Bridge Access Systems	400			400			30	30							400		
<b>Improvements/Rehab</b>																	
0000 - Electrical Service to North Approach	3,960			3,960											3,960		
2121 - Toll Plaza Admin Bldg Elevator Replacement	497			497	43		497	221							497		
0000 - Interceptor Shock	248			248			27	118							248		
2120 - Trailer Replacement	145			145											145		
0000 - Emergency Lighting	140			140											140		
0000 - Toll Plaza Admin Bldg Main Entry Baller	60			60			60								60		
0000 - Toll Plaza Admin Bldg Entrance Doors	35			35			30								35		

GGBHTD 10-YEAR CAPITAL PLAN  
FY 2023 - FY 2032

Agency/Project Name (ID# Proj ID)	10-Year Total (\$000)	10-Year Grnks (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY22 & Prior Years	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	
						FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032		FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032
<b>Roof/Trailer Rehab</b>																										
0200 - East Point Arch-Sheet Rehab	30,000	24,000	6,000	30,000																						
0200 - North Tower Pier Shore Protection Construction	7,500	6,000	1,500	7,500																						
1822 - North Tower Pier Shore Protection Repl/Rev	1,000	1,000	1,000	1,000																						
1822 - North Tower Pier Shore Protection Repl/Rev	499	-	499	500	1																					
<b>Roadway Rehab</b>																										
0200 - Bridge Pavement Repair	30,000	15,000	15,000	30,000																						
1722 - Toll Plaza Pavement Overlay	3,374	-	3,374	3,374	101																					
1742 - Deck Tying Installation	150	-	150	150																						
<b>Structure Rehab</b>																										
0200 - CHB Island Rehab Design	400	320	80	400																						
0200 - CHB Island Rehab Construction	8,200	6,560	1,640	8,200																						
<b>FACILITY REHABILITATION</b>																										
<b>Grounds and Roads</b>																										
0200 - Alexander Avenue Pavement Rehabilitation (S1421)	2,887	-	2,887	3,000	13																					
0200 - Employee Parking Lots & Tunnel Rehab	2,300	-	2,300	2,300																						
0200 - Merchants Island Rehabilitation	1,800	-	1,800	1,800																						
0200 - Alexander Avenue Slab Repair - Construction	850	-	850	850																						
0200 - Alexander Avenue Slab Repair - Design/Inv	500	-	500	500																						
1742 - Alexander Avenue Slab Strengthening Design/Inv	300	-	300	300																						
<b>Maintenance Facilities</b>																										
0200 - Maintenance Facility Relocation	9,150	9,150	-	9,150																						
0200 - Fuel Station Upgrade and Rehabilitation	850	410	410	850																						
0200 - Wash Truck Equipment	755	378	378	755																						
<b>Toll Plaza Re-Design</b>																										
0200 - Reconstruct Toll Collection Gantry & Pavement Rehab	30,000	-	30,000	30,000																						
1820 - Toll Plaza Gantry - Construction	5,382	-	5,382	7,964	1,832																					
0200 - South Visitor Plaza Restrooms Improvement - Construction	3,000	3,000	-	3,000																						
0200 - Toll Plaza Administration Bldg Rehab	2,400	2,400	-	2,400																						
0200 - Maintenance Shop Retrofit & Roof Rehab	1,690	1,690	-	1,690																						
1821 - IS Data Center Seismic Retrofit	1,863	-	1,863	1,500	112																					
0200 - Purchasing & Stores Bldg & Roof Rehab	880	-	880	880																						
0200 - Purchasing & Stores Bldg - Mechanical	35	-	35	35																						
2020 - Bridge Admin Office Improvements	122	-	122	122																						
1921 - Stores Bldg Office Space HVAC Replacement	34	-	34	34																						
<b>INFORMATION SYSTEMS/TECHNOLOGY</b>																										
1025 - Toll System Upgrade	4,998	-	4,998	8,481	2,482																					
0200 - Radio Substation Upgrade	4,000	-	4,000	4,000																						
0200 - Security System Upgrade	2,000	-	2,000	2,000																						
0200 - Security Systems	700	-	700	700																						
1022 - FAST/AM Equipment Upgrade	25	-	25	1,000	775																					
<b>CAPITAL EQUIPMENT</b>																										
Trucks and Equipment	20,000	-	20,000	21,408																						
1009 - Capital Equipment	884,725	665,814	318,911	1,139,318	118,861																					
<b>TOTAL</b>																										

GGBHTD 10-YEAR CAPITAL PLAN  
FY 2023 - FY 2032

Agency - Project Name (DDP ID)	13 Year Total (\$000)	10 Year Grants (\$000)	10 Year Dist-ct (\$000)	TOTAL PROJECT	FY21 & Prior Years	10 Year Projected Capital Need (\$000)										Live Item Total
						Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
						FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	
<b>BUS DIVISION</b>																
<b>BUS VEHICLES</b>																
<b>Revenue Vehicle Improvements</b>																
0000 - Replace Fare Collection Equipment	5,500	5,565	936	5,500												5,500
0000 - Bus Radio Upgrade	2,000	2,000	2,000	2,000		2,000				500	1,000	3,000	1,000			2,000
<b>Revenue Vehicle Replacements</b>																
0000 - ZIS Over-the-Road (OTR) Coaches*	79,317	62,418	11,896	79,317			9,567		24,750			45,000				79,317
0000 - ZIS Over-the-Road (OTR) Coaches	35,000	29,740	5,260	35,000			18,000		11,000							35,000
1230 - Replace 67 Transit Buses with eBuses	3,709	3,430	340	3,709	63,331	500	3,269									67,600
0100 - Demand Response Vehicle Replacement	1,358	1,354	204	1,358						1,358						1,358
<b>Safety/Security</b>																
0000 - Security Systems	1,000	800	200	1,000									1,000			1,000
<b>Systemwide</b>																
0000 - Smart Analytics System	1,050	840	210	1,050		100	500	450								1,050
0000 - ZIS Smart Charge System	250	200	50	250			250									250
1715 - Aisle Microwave Lapsite - Santa Rosa Link	182	182	182	182	43	25	157							138		138
0000 - Install LED Yucca Lighting at Bus Facilities	138	138	70	138												138
2231 - Safety Management System (SMS) Software	70	70	70	70	100	70										100
1832 - Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis					235	108										235
2230 - Automated Passenger Counting (APC) National Transit Database (NTD) Certification Software					150	150										150
<b>FACILITIES MAINTENANCE</b>																
<b>D1 - San Rafael</b>																
0000 - D1 258 Infrastructure	33,960	27,168	6,792	33,960		1,000	5,000	5,000	5,000	5,000	10,000	7,460				33,960
0000 - D1 Bus Lot Campus Restroom PH2 Construction	25,000	20,000	5,000	25,000					1,000				4,000			25,000
1431 - Resurface D1 Employee Parking Lot & Skater Paths	4,631	3,705	926	4,631	474	50	4,581									4,631
0000 - D1 Bus Lot Pavement Rehabilitation	2,500	2,000	500	2,500		500	1,000	1,000								2,500
2130 - Zero Emission Bus (ZEB) Infrastructure Design	1,900	1,500	380	1,900		50	250	1,400								1,900
0000 - D1 Main Shop Utility Rehab	1,300	1,500	1,300	1,300			800	1,100								1,300
0000 - D1 Main Shop Roof and Ceiling Storage Rack	1,100	1,100	1,100	1,100		50	100	200								1,100
0000 - D1 Bus Shop Roof and Ceiling Storage Rack	1,100	880	220	1,100				680	500							1,100
0000 - D1 Fuel Island Building Rehab - Concrete Apron/Road/Paint	800	680	120	800		100	700									800
0000 - D1 IT Dispatch Office Rehab	800	640	160	800										800		800
0000 - Behavior for D1 HO Shop Building	650	520	130	650										650		650
0000 - D1 Bus Lot Campus Restroom PH3 -Hurving Slusy	400	320	80	400				200								400
0000 - D1 Fire Alarm System Upgrade	300	240	60	300		25	270									300
1831 - Bus Division Office Improvements	295	236	400	295	100											295
0000 - D1 New Warehouse: Parts and Records Storage (FY10)	225	180	45	225												225
0000 - D1 New Warehouse: Parts and Records Storage (FY11)	170	130	40	170												170
0000 - Airplane Load/Freebase by Driver's Room (FY11; FY12)	150	120	30	150												150
0000 - Extrom/Add Mesozones (FY10; FY11; FY12)	115	115	115	115				100								115
0000 - Bus Lot Landscapes	100	100	100	100												100
0000 - Bus Main Shop Heaters Replacement	91	73	18	91												91
2134 - Replace Steam Bay Waste Water Recycling System (FY11)	75	75	75	75		50	25									75
0000 - Injector Room Ventilation	35	28	7	35												35
0000 - D1 Main Shop floor replacement	25	20	5	25												25
				2,000												2,000

GGBHTD 10-YEAR CAPITAL PLAN  
FY 2023 - FY 2032

AGFY - Project Name (IDFP ID)	10-Year Total (\$'000)		13-Year District (\$'000)		TOTAL PROJECT	FY21 & Prior Years	FY22 Budget	10-Year Projected Capital Need (\$'000)										Line Item Total
	10-Year Gross (\$'000)		District (\$'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 Gross (\$'000)	District (\$'000)	District (\$'000)				FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	
<b>D-2: Nevada</b>																		
0000 - D2 ZEB Infrastructure	3,000	2,400	600	3,000	3,000	-	-	-	-	-	-	-	-	-	-	-	3,000	
2132 - D2 Pavement & Remediation	2,020	1,360	2,020	7,100	2,020	4,881	800	-	-	-	-	-	-	-	-	-	7,100	
0000 - D2 Pavement Rehabilitation	1,700	1,360	340	1,700	1,700	-	-	-	-	-	-	-	-	-	-	-	1,700	
0000 - D2 Wash Truck Improvements	840	672	188	840	840	-	-	-	-	-	-	-	-	-	-	-	840	
0000 - D2 Wash Truck Improvements	840	672	188	840	840	-	-	-	-	-	-	-	-	-	-	-	840	
2135 - D2 Bus Operator Breakroom, Dispatch Office, and Restroom Renovation	50	50	50	50	50	-	30	-	-	-	-	-	-	-	-	-	50	
<b>D-3: Santa Rosa</b>																		
0000 - D3 ZEB Infrastructure	3,000	2,400	600	3,000	3,000	-	-	-	-	-	-	-	-	-	-	-	3,000	
2232 - Santa Rosa (D3) Bus Facility Parking or Rehabilitation Project	2,375	1,200	2,375	2,375	2,375	-	100	-	-	-	-	-	-	-	-	-	2,475	
0000 - D3 Bus Security Improvements	1,500	1,200	300	1,500	1,500	-	-	-	300	1,200	-	-	-	-	-	-	1,500	
0000 - D3 Dispatch & Fuel Island Bldg Roof and Restroom Rehab	500	720	188	500	500	-	-	300	600	-	-	-	-	-	-	-	500	
0000 - D3 Wash Truck Improvements	840	672	188	840	840	-	-	-	300	540	-	-	-	-	-	-	840	
<b>D-4: San Francisco</b>																		
0000 - D4 ZEB Infrastructure	3,000	2,400	600	3,000	3,000	-	-	-	-	-	-	-	-	-	-	-	3,000	
0000 - D4 Pavement Rehabilitation	1,500	1,200	300	1,500	1,500	-	-	-	-	-	-	300	1,200	-	-	-	1,500	
<b>E-7: San Rafael Transit Center</b>																		
0000 - SRTC Relocation FS&E/CON	45,000	30,000	15,000	45,000	45,000	-	-	-	15,000	27,500	-	-	-	-	-	-	45,000	
1717 - SRTC Relocation Design/Proc (Planning Dept)	1,401	1,151	250	1,401	2,807	1,476	30	-	-	-	-	-	-	-	-	-	2,807	
<b>CAPITAL EQUIPMENT</b>																		
w489 - Capital Equipment	3,500	-	3,500	3,500	3,500	-	196	-	-	-	-	-	-	-	-	-	3,696	
<b>TOTAL</b>	<b>278,064</b>	<b>212,005</b>	<b>65,158</b>	<b>352,044</b>	<b>69,833</b>	<b>2,119</b>	<b>10,315</b>	<b>54,720</b>	<b>13,601</b>	<b>65,445</b>	<b>36,210</b>	<b>29,028</b>	<b>66,810</b>	<b>7,559</b>	<b>3,095</b>	<b>300</b>	<b>352,054</b>	

\*FY19 project cost assumes that 12 ZEB coaches will be needed to replace each conventional coach.







GGBHTD 10-YEAR CAPITAL PLAN  
FY 2023 - FY 2032

KEY - Project Name (IDP ID)	10-Year Total (\$000)	10-Year Grants District (\$000)	TOTAL PROJECT	FY21 & Prior Years	10-Year Projected Capital Spend (\$000)										Line Item Total	
					Year 1 FY2023	Year 2 FY2024	Year 3 FY2025	Year 4 FY2026	Year 5 FY2027	Year 6 FY2028	Year 7 FY2029	Year 8 FY2030	Year 9 FY2031	Year 10 FY2032		Future Years
<b>DISTRICT DIVISION</b>																
<b>FACTORY OPERATIONS</b>																
0000 - City of Escondido/Coswell/Union	3,860	3,860	6,900	699	500	1,300	1,000	1,000	651	-	-	-	-	-	3,000	6,900
0000 - 2850 Astor Bldg Renovation/Jobab	1,500	1,500	1,500	-	200	1,300	-	-	-	-	-	-	-	950	-	1,500
0000 - Mobile Conference Room/Emergency Operations Center	250	250	250	-	250	-	-	-	-	-	-	-	-	-	-	250
2110 - On Site Medical Trailer Infrastructure	250	250	250	-	50	200	-	-	-	-	-	-	-	-	-	250
2113 - Trailer B Renovation	51	51	51	-	51	-	-	-	-	-	-	-	-	-	-	51
<b>INFORMATION SYSTEMS/TECHNOLOGY</b>																
1810 - Financial/HR/Personnel Management System	3,651	3,651	4,500	699	500	1,300	1,000	1,000	651	-	-	-	-	-	-	4,500
0000 - Email Scheduling System	2,440	2,440	2,440	-	800	300	3,000	-	-	-	-	-	-	-	-	2,440
0000 - Talent Management System	2,500	2,500	2,500	-	800	300	3,000	-	-	-	-	-	-	-	-	2,500
0000 - Financial/HR/Personnel Management System Procurement	2,000	2,000	2,000	-	1,000	-	-	-	1,000	-	-	-	-	-	-	2,000
0000 - Replace Network Equipment	1,480	1,480	1,480	-	740	-	-	-	-	-	-	-	1,000	-	-	1,480
2214 - Facilities Ventilation Assessment, Rehabilitation and Improvements Project	1,357	1,357	2,570	1,213	1,357	-	-	-	-	-	-	-	-	-	-	2,570
0000 - Technology Improvements	1,250	1,250	1,250	-	750	250	250	250	500	-	-	-	-	250	-	1,250
0000 - Business Intelligence	1,250	1,250	1,250	-	600	200	200	200	600	-	-	-	-	-	-	1,250
0000 - Data Storage System	1,200	1,200	1,200	-	576	200	200	200	600	-	-	-	-	-	-	1,200
2210 - Data Loss Prevention	1,176	1,176	1,208	-	576	200	200	200	600	-	-	-	-	-	-	1,208
0000 - CRM/HR System Refresh	1,100	1,100	1,100	-	50	1,050	-	-	-	-	-	-	-	-	-	1,100
0000 - HR System Refresh	1,100	1,100	1,100	-	50	1,050	-	-	-	-	-	-	-	-	-	1,100
0000 - Disaster Recovery	1,000	1,000	1,000	-	250	250	-	-	500	-	-	-	-	-	-	1,000
2211 - Technology Disaster Recovery Plan	850	850	1,000	-	599	301	-	-	250	-	-	-	-	250	-	1,000
2114 - Computer Aided Dispatch (CAD)/Automatic Vehicle Location (AVL) Clutter Integration	807	807	939	2	100	100	100	100	100	100	100	100	100	100	100	939
0000 - Cyber Security	805	805	805	-	250	-	-	-	80	240	215	-	-	-	-	805
2213 - Business Intelligence (BI) Analyze and Transportation Statistics Reporting Solution	800	800	1,200	-	239	-	-	-	80	240	215	-	-	-	-	1,200
0000 - Internet of Things for all Divisions	750	750	750	-	250	-	-	-	250	-	-	-	-	250	-	750
0000 - Asset and Vehicle Fleet Mgmt System	750	750	750	-	250	-	-	-	250	-	-	-	-	250	-	750
1812 - Transit Scheduling System	660	660	3,265	2,087	729	-	-	-	250	-	-	-	-	-	-	3,265
0000 - Replace Network Systems	660	660	660	-	300	-	-	-	360	-	-	-	-	-	-	660
0000 - Bandwidth Network Systems	600	600	600	-	300	-	-	-	300	-	-	-	-	-	-	600
1812 - Asset and Vehicle Fleet Mgmt System	602	481	1,000	248	622	-	-	-	350	-	-	-	-	-	-	1,000
0000 - Replace Server Equipment	600	600	600	-	200	-	-	-	200	-	-	-	-	200	-	600
1816 - Document Management System	580	580	800	135	540	-	-	-	70	470	-	-	-	-	-	800
0000 - Document Management System	540	540	540	-	540	-	-	-	70	470	-	-	-	-	-	540
0000 - In-Wifi	500	500	500	-	250	-	-	-	250	-	-	-	-	-	-	500
2212 - Cyber Security Strategic Plan and Mitigations	480	480	500	-	480	-	-	-	-	-	-	-	-	-	-	500
0000 - Asset Management Strategic Program	431	431	431	-	100	100	100	100	31	-	-	-	-	-	-	431
1912 - Strategic Selection and Response Services	330	330	360	3	330	-	-	-	-	-	-	-	-	-	-	360

GGBHTD 10-YEAR CAPITAL PLAN  
FY 2023 - FY 2032

ACR# - Project Name (DPP# if)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY21 & Prior Years	FY22 Budget	10-Year Projected Capital Need (\$000)										Line Item Total	
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
							FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032		
2017 - Video Conferencing	263	-	763	298	11	26	263	-	-	-	-	-	-	-	-	-	-	298
0000 - Ferry Passage w/ Information Systems	250	200	50	250	-	-	250	125	-	-	-	-	-	-	-	-	-	250
0000 - Network Security	200	-	200	200	-	-	200	200	-	-	-	-	-	-	-	-	-	200
0000 - Web Design w/ Mobile App	200	-	200	200	-	-	200	200	-	-	-	-	-	-	-	-	-	200
0000 - Web Enhancement	200	-	200	200	-	-	200	200	-	-	-	-	-	-	-	-	-	200
2111 - Network Hardware and Software Improvements (formerly known as "Technology Improvements (2021)")	80	-	64	244	-	-	80	80	-	-	-	-	-	-	-	-	-	244
1360 - Inbox System Upgrade	64	-	64	246	35	150	64	64	-	-	-	-	-	-	-	-	-	246
1316 - San Rafael A&D Admin Office Improvements	50	-	50	471	217	204	50	50	-	-	-	-	-	-	-	-	-	471
1315 - Customer Service Incident System (Marketing)	45	-	45	45	-	-	45	45	-	-	-	-	-	-	-	-	-	45
0000 - Business Voice Recorder Upgrade	40	-	40	40	-	-	40	40	-	-	-	-	-	-	-	-	-	40
0000 - Video Archive Refresh	20	-	20	20	-	-	20	20	-	-	-	-	-	-	-	-	-	20
0000 - Video Archive Refresh	20	-	20	20	-	-	20	20	-	-	-	-	-	-	-	-	-	20
2012 - Cloud Migration Initiative	8	-	8	318	181	120	8	8	-	-	-	-	-	-	-	-	-	318
2018 - Financial Management System Upgrade	7	-	7	702	443	250	7	7	-	-	-	-	-	-	-	-	-	702
1811 - Hardware and Software for ACS/NT	1	1	1	1,005	544	50	1	1	-	-	-	-	-	-	-	-	-	1,005
2011 - InMail to Office 365 Migration	1	-	1	375	281	113	1	1	-	-	-	-	-	-	-	-	-	375
2013 - Electronic Timeclock & System Upgrade	1	-	1	244	77	167	1	1	-	-	-	-	-	-	-	-	-	244
2014 - IS Strategic Planning	-	-	-	150	150	-	-	-	-	-	-	-	-	-	-	-	-	150
2015 - Intranet Redesign	-	-	-	150	-	-	-	-	-	-	-	-	-	-	-	-	-	150
<b>CAPITAL EQUIPMENT</b>																		
W19 - Capital Equipment	1,200	-	1,200	1,654	-	-	1,200	1,200	150	150	150	150	150	150	150	150	150	1,654
<b>TOTAL</b>	<b>42,179</b>	<b>4,874</b>	<b>37,305</b>	<b>55,057</b>	<b>6,010</b>	<b>3,868</b>	<b>10,488</b>	<b>5,682</b>	<b>3,000</b>	<b>5,295</b>	<b>3,736</b>	<b>3,010</b>	<b>3,620</b>	<b>2,280</b>	<b>1,217</b>	<b>3,408</b>	<b>3,000</b>	<b>55,057</b>

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

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## APPENDIX E - FINANCIAL PLAN



Agenda Item No. (7)

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

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

Subject: STATUS REPORT ON THE 2014 STRATEGIC FINANCIAL PLAN

### **Recommendation**

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

### **Introduction**

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

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

### **Impact of the Financial Plan**

In November of 2013, the Board established the Financial Planning Advisory Committee, tasked with creating a plan to address the projected financial deficit. The 2014 Strategic Financial Plan was created to reduce the District's projected five-year shortfall. The goal of the Plan is to implement initiatives that will balance the District's revenue and expenses during the years covered by the plan. The original five-year goal for the 2014 Plan was to close a \$32.9 million gap between FY 15/16 – FY 19/20 but in actuality it provided an additional \$44.8 million to the District's reserves.

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

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

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

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

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

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

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

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

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

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

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

**Fiscal Impact**

There is no fiscal impact associated with this status report.

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

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### *Guiding Principles*

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

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

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

### *Development Criteria*

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

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

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## Background

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

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

## Development of the Financial Plan

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

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

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

## Objectives of the Strategic Financial Plan

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

## Description of Plan Document Structure

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

## **Appendix E**

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

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

### **Next Steps**

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

2019 STRATEGIC FINANCIAL PLAN

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

2019 STRATEGIC FINANCIAL PLAN

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

2019 STRATEGIC FINANCIAL PLAN

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

2019 STRATEGIC FINANCIAL PLAN

Initiatives (Cumulative \$ in Millions)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	10-YR	Status of Project to Date
	FY 15/16	FY 15/16-16/17	FY 15/16-17/18	FY 15/16-18/19	FY 15/16-19/20	FY 15/16-24/25	
<b>Projects Completed: (cont.)</b>							
15 Implement Wi-Fi on the Bus system. Increase ridership revenue and enhance customer service through implementing the ability to use Wi-Fi.	\$-	\$-	\$-	\$-	\$-	\$-	Bus Wi-Fi was available to customers December 2014.
17 Implement Administrative efficiencies. Implement opportunities to reduce costs, including increased use of technology and streamlining administration processes. Net reduction of 1-2 FTEs.	\$0.2	\$0.3	\$0.5	\$0.6	\$0.8	\$1.5	Establishment of the medical provider network and the nurse triage program for workers' compensation injuries, alternative dispute resolution and structured return to work programs for Bus Operators, consolidation of District printer services underway, Wi-Fi implemented in bus yard allowing efficient downloads of multiple system data, and online sourcing for procurement underway, procurement process reforms due to legislative and internal code.
18 Evaluate opportunities to reduce managing positions by approximately 10% as a goal through attrition. Reduction of 3-5 FTEs.	\$0.2	\$0.3	\$0.4	\$0.8	\$1.2	\$3.2	Actions taken: (1) Eliminated two supervisor positions (one vacant Bus Manager positions, one vacant Bridge Sergeant position); (2) Restructured HR Administrator position to Sr. HR Analyst; (3) Eliminate vacant HR Director position and restructured. As a practice, staff will continue to evaluate future opportunities as they may become available in staffing restructures.
19 Winter Holiday Facility closures for non-operational functions as possible: Reduce functions between Christmas and New Year's.	\$-	\$-	\$-	\$-	\$-	\$-	Board approved to begin the Program on a voluntary basis for Non-Represented employees in 2016 and will continue the voluntary pilot in 2018 and going forward.
22 Analyze and implement a five year fare increase plan for Transit when the current plan expires.	\$1.8	\$3.7	\$5.6	\$7.6	\$10.0		Board approved a five year fare increase plan in March 2017 for FY 17/18 - FY21/22. Eliminated 2 fare zones and reduced fares for local and intra county rides while achieving fare revenue goals.
24 Develop partnerships with Bay Area private transportation providers and employers to develop increased bus and ferry usage during non-peak and reverse commute times.	\$0.0	\$0.0	\$0.1	\$0.2	\$0.7		The District hired a consultant to develop a strategy for increasing off-peak Ferry ridership. Using the finalized report, the Marketing Department is working with the consultant to develop targeted marketing plans which will be used to execute strategies with a goal to increase off-peak ridership.



2019 STRATEGIC FINANCIAL PLAN

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

2019 STRATEGIC FINANCIAL PLAN

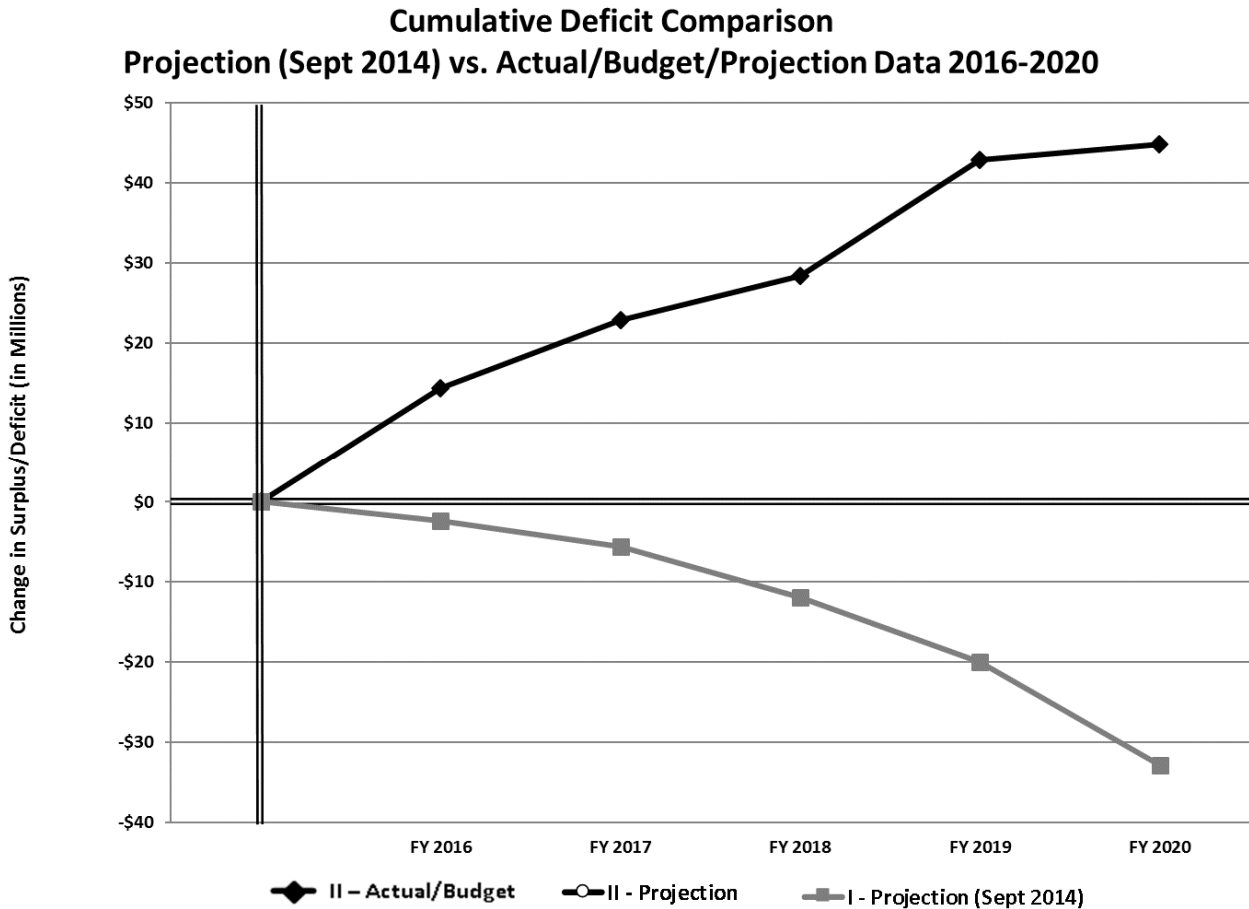
Initiatives (Cumulative \$ in Millions)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	10-YR	Status of Project to Date
	FY 15/16	FY 15/16-16/17	FY 15/16-17/18	FY 15/16-18/19	FY 15/16-19/20	FY 15/16-24/25	
<b>Projects Withdrawn or Deferred:</b>							
16 Implement Wi-Fi on the Ferry system. Increase ridership revenue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

2019 STRATEGIC FINANCIAL PLAN

Initiatives (Cumulative \$ in Millions)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	10-YR	Status of Project to Date
	FY 15/16	FY 15/16-16/17	FY 15/16-17/18	FY 15/16-18/19	FY 15/16-19/20	FY 15/16-24/25	
<b>Projects Withdrawn or Deferred: (Cont.)</b>							
38 Implementation of Clipper 2.0 eliminating cash collection on buses.					\$0.1	\$0.6	New Clipper 2.0 system is currently in the implementation stage. Assessment of this projects feasibility will be deferred until the new system is almost deployed in 2022.
39 Develop multiday bus pass to increase ridership.					\$-	\$-	Assess feasibility and implementation timing after Clipper 2.0 implementation.
40 Work with regional partners to increase number and size of park and ride lots in 101 corridor to increase bus ridership.					\$0.2	\$1.2	Moved to a future financial plan due to timing.
42 Evaluate purchasing other agency staff expertise for specialized needs.					\$-	\$-	Plan to be developed when District identifies needed expert services.
44 Work with regional partners to convert HOV lanes in north bay to 3+ occupants to increase bus speed and reduce operating costs.						\$-	District advocating for this initiative with local and regional authorities. The District has had meetings with local partners such as MTC, TAM, SMART, and Caltrans to continue to further this project. Given its long term nature, this initiative should be considered in a future plan.
45 Partner with MTC to receive funding to provide bus service in the highway 37 corridor to reduce congestion, speed up service, and increase ridership.						\$-	Given the change in traffic patterns and infrastructure roadway needs this is deferred until agencies can realign their goals.
TOTAL Savings/Revenues	\$ 3.8	\$ 9.9	\$ 17.3	\$ 33.4	\$ 50.4	\$ 193.2	
TOTAL Surplus(Shortfall)	\$ 14.3	\$ 22.9	\$ 28.4	\$ 42.8	\$ 44.8	\$ 31.4	
NET CHANGE	\$ 18.1	\$ 32.8	\$ 45.7	\$ 76.2	\$ 95.2	\$ 224.6	

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



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

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

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

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

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



Agenda Item No. (7)

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

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

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

### **Recommendation**

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

### **Summary**

#### ***I. Background***

This report contains the Golden Gate Bridge, Highway and Transportation District's (District) five- and ten-year financial projection of operating and capital project revenues and expenses from FY 20/21 through FY 29/30. The projection reflects the maintenance of all current policy decisions, current operating service levels, the current capital project schedule, and current revenue assumptions over the period of the projection. It assumes that the cost will change over time with inflation and that revenues will change according to projections of traffic and transit patronage. *Future* policy decisions to change tolls, fares, and/or service levels are *not* included in this projection.

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

**II. Fiscal Strength of the District**

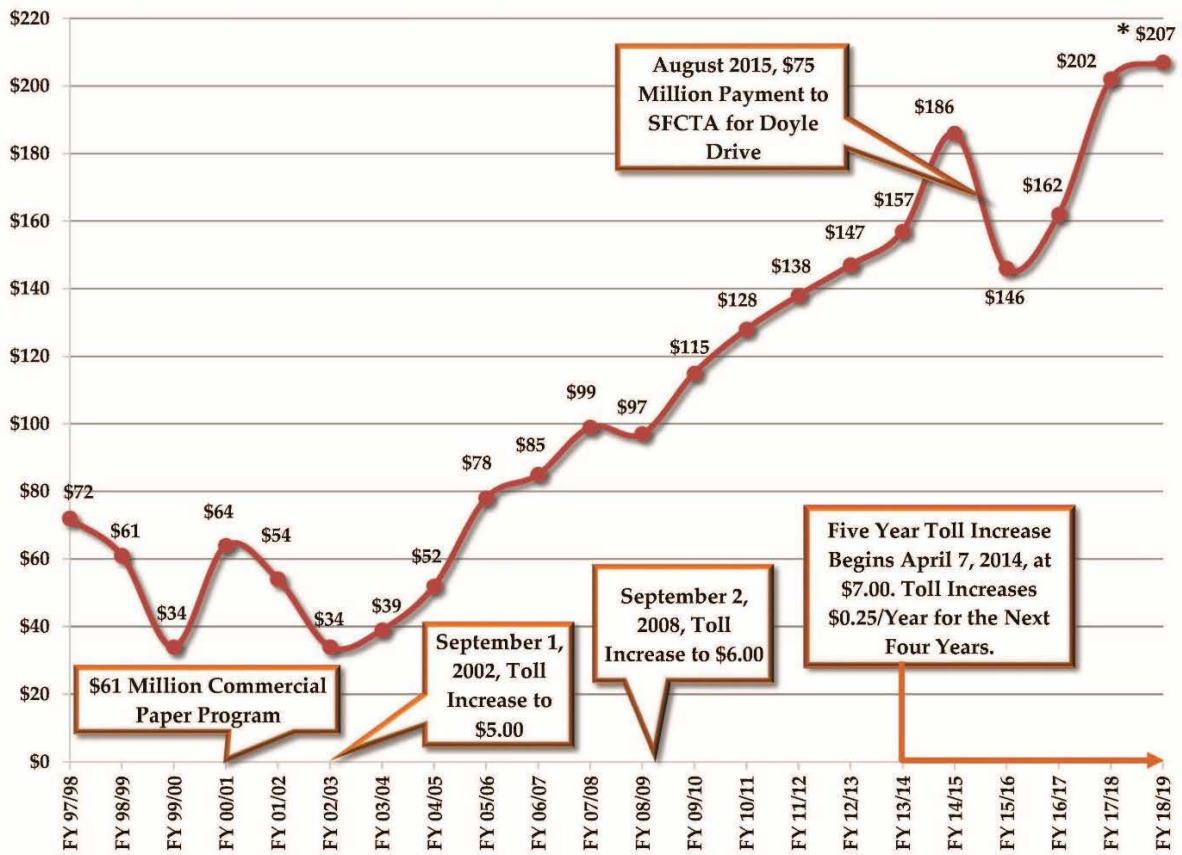
**Summary**

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

**Reserve Level**

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

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



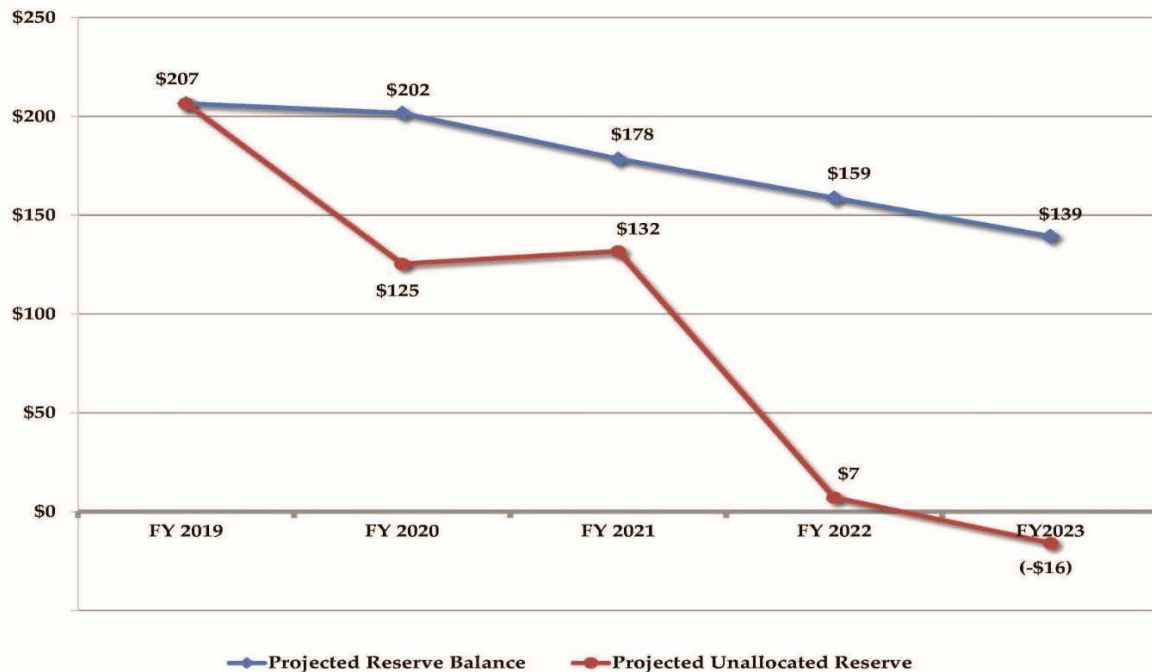
\*Note: Graph amounts represent beginning of the year balances. See Appendix E for more details.

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

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

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

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



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

***How Reserves Are Funded***

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

***III. Projection Findings***

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

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

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

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

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

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

### ***Capital Contribution***

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

### ***Comparison to Last Year's Projection***

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

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

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

### ***IV. Assumptions***

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

***Capital Project Revenue and Expense Assumptions***

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

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

***Alternative Capital Revenue Assumption Scenarios***

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

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

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

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

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

### V. Next Steps

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

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

### **Fiscal Impact**

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

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

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

All Figures Rounded to (\$000)

80% Grant Funded

	Year 1 FY 2021 Estimate	Year 2 FY 2022 Estimate	Year 3 FY 2023 Estimate	Year 4 FY 2024 Estimate	Year 5 FY 2025 Estimate	Year 6 FY 2026 Estimate	Year 7 FY 2027 Estimate	Year 8 FY 2028 Estimate	Year 9 FY 2029 Estimate	Year 10 FY 2030 Estimate	Total 5 Year Estimate	Total 10 Year Estimate
<b>Agency Expense:</b>												
Salaries (Gross of Capitalization & ICAP)	\$ 86,800	\$ 88,900	\$ 91,000	\$ 93,100	\$ 95,200	\$ 97,300	\$ 99,400	\$ 101,700	\$ 104,100	\$ 106,400	\$ 455,000	\$ 964,000
Fringe Benefits (incl PR Taxes)	72,600	75,800	79,000	82,000	85,200	88,200	91,200	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	11,800	12,000	12,200	12,400	12,600	12,800	13,000	13,200	13,400	61,100	129,600
Repair & Operating Supplies	10,200	10,400	10,700	10,900	11,200	11,400	11,700	11,900	12,200	12,500	53,400	113,100
Insurance, Taxes & Permits	6,000	6,900	7,000	7,200	7,400	7,500	7,700	7,900	8,000	8,200	35,200	74,500
Purchased Transportation	2,000	2,100	2,100	2,200	2,200	2,300	2,300	2,400	2,500	2,500	10,600	22,600
Staff Development	1,400	1,400	1,500	1,500	1,600	1,600	1,700	1,700	1,700	1,700	7,300	15,600
Leases & Rentals	600	600	700	700	700	700	700	700	800	800	3,000	7,000
Debt Service-Interest Expense	2,200	2,500	2,800	3,100	3,100	3,100	3,100	3,100	3,100	3,000	13,700	29,100
Depreciation	11,100	12,300	16,200	20,700	22,700	23,400	24,300	25,600	26,300	27,100	83,000	209,700
<b>Total Expenses</b>	<b>\$ 230,700</b>	<b>\$ 238,800</b>	<b>\$ 249,900</b>	<b>\$ 261,200</b>	<b>\$ 269,900</b>	<b>\$ 275,100</b>	<b>\$ 282,500</b>	<b>\$ 290,500</b>	<b>\$ 298,400</b>	<b>\$ 306,100</b>	<b>\$ 1,250,500</b>	<b>\$ 2,703,100</b>
<b>Known Changes:</b>												
Salaries/Fringes-known spending experience adjustment	(4,800)	(3,600)	(2,400)	(2,400)	(2,500)	(2,600)	(2,600)	(2,700)	(2,700)	(2,800)	(15,700)	(28,100)
Capitalized Labor	(4,800)	(4,800)	(5,000)	(5,100)	(5,200)	(5,400)	(5,500)	(5,600)	(5,700)	(5,900)	(25,000)	(53,100)
ICAP	(3,200)	(3,300)	(3,400)	(3,500)	(3,600)	(3,600)	(3,700)	(3,800)	(3,900)	(4,000)	(17,000)	(36,000)
Medical & Workers Compensation adjustment	(2,000)	(2,100)	(2,200)	(2,400)	(2,500)	(2,700)	(2,900)	(3,000)	(3,200)	(3,400)	(11,200)	(26,400)
Federal Health Excise Tax (ACA)	-	1,200	2,600	3,000	3,400	3,900	4,400	4,900	5,600	6,200	10,200	35,200
Commercial Paper Principal Pymts	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,400)	(6,000)	(12,000)
Debt Service Expense Savings	(300)	(500)	(800)	(1,000)	(1,300)	(2,000)	(2,300)	(4,500)	(5,100)	(3,700)	(3,900)	(21,500)
Depreciation - delay in the completion of Capital Projects	(16,300)	(14,400)	(12,400)	(12,600)	(12,900)	(13,600)	(13,800)	(15,900)	(16,200)	(13,400)	(68,600)	(141,500)
<b>Total Known Changes</b>	<b>\$ 214,400</b>	<b>\$ 224,400</b>	<b>\$ 237,500</b>	<b>\$ 245,600</b>	<b>\$ 257,000</b>	<b>\$ 261,500</b>	<b>\$ 268,700</b>	<b>\$ 274,600</b>	<b>\$ 282,200</b>	<b>\$ 292,700</b>	<b>\$ 1,181,900</b>	<b>\$ 2,581,600</b>
<b>Sub-Total Expense</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 105,000</b>	<b>\$ 210,000</b>
<b>Capital Contribution</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expense</b>	<b>\$ 235,400</b>	<b>\$ 245,400</b>	<b>\$ 268,500</b>	<b>\$ 269,600</b>	<b>\$ 275,000</b>	<b>\$ 282,500</b>	<b>\$ 289,700</b>	<b>\$ 295,600</b>	<b>\$ 303,200</b>	<b>\$ 313,700</b>	<b>\$ 1,286,900</b>	<b>\$ 2,771,600</b>
<b>Total Operating Revenue</b>	<b>\$ 241,000</b>	<b>\$ 248,500</b>	<b>\$ 255,800</b>	<b>\$ 263,800</b>	<b>\$ 264,400</b>	<b>\$ 264,800</b>	<b>\$ 264,400</b>	<b>\$ 264,700</b>	<b>\$ 265,000</b>	<b>\$ 265,900</b>	<b>\$ 1,273,500</b>	<b>\$ 2,598,300</b>
<b>Total Net Surplus/(Deficit)</b>	<b>\$ 5,600</b>	<b>\$ 3,100</b>	<b>\$ (2,700)</b>	<b>\$ (6,800)</b>	<b>\$ (13,600)</b>	<b>\$ (17,700)</b>	<b>\$ (25,300)</b>	<b>\$ (30,900)</b>	<b>\$ (38,200)</b>	<b>\$ (47,800)</b>	<b>\$ (13,400)</b>	<b>\$ (173,300)</b>
<b>Bridge Expense</b>	<b>\$ 85,400</b>	<b>\$ 88,700</b>	<b>\$ 93,800</b>	<b>\$ 97,700</b>	<b>\$ 100,500</b>	<b>\$ 101,300</b>	<b>\$ 103,400</b>	<b>\$ 106,000</b>	<b>\$ 108,100</b>	<b>\$ 114,000</b>	<b>\$ 466,100</b>	<b>\$ 988,900</b>
<b>Transit Expense</b>	<b>\$ 150,000</b>	<b>\$ 166,700</b>	<b>\$ 164,700</b>	<b>\$ 171,900</b>	<b>\$ 177,500</b>	<b>\$ 181,200</b>	<b>\$ 186,300</b>	<b>\$ 189,600</b>	<b>\$ 195,100</b>	<b>\$ 199,700</b>	<b>\$ 820,800</b>	<b>\$ 1,772,700</b>

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

Revenue Detail

All Figures Rounded to (\$000)

Revenue Categories	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total	Total
	FY 2021 Estimate	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	5 Year Estimate	10 Year Estimate
Bridge Tolls	\$ 158,900	\$ 165,500	\$ 172,100	\$ 178,700	\$ 178,700	\$ 178,700	\$ 178,700	\$ 178,700	\$ 178,700	\$ 178,700	\$ 863,900	\$ 1,747,400
Transit Fares	36,800	37,300	37,300	37,300	37,300	37,300	37,300	37,300	37,300	37,300	186,000	372,500
Investment Income	5,200	5,600	6,200	6,800	7,400	7,700	7,900	6,800	7,000	7,900	31,200	67,900
Ferry Concessions	1,300	1,300	1,400	1,400	1,400	1,500	1,500	1,500	1,600	1,600	6,800	14,500
Other (Incl Adv. & Leases)	1,400	1,400	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	7,300	14,800
RM2 Local funding	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	14,000	28,000
Local Funds (MCTD Contract)	10,900	10,900	10,900	10,900	10,900	10,900	10,900	10,900	10,900	10,900	54,500	109,000
Federal/State/Local Funds	25,400	25,400	25,400	25,400	25,400	25,400	25,400	25,400	25,400	25,400	127,000	254,000
<b>Sub-Total Revenue</b>	<b>\$ 242,700</b>	<b>\$ 250,200</b>	<b>\$ 257,600</b>	<b>\$ 264,800</b>	<b>\$ 265,400</b>	<b>\$ 265,800</b>	<b>\$ 265,400</b>	<b>\$ 264,900</b>	<b>\$ 265,200</b>	<b>\$ 266,100</b>	<b>\$ 1,280,700</b>	<b>\$ 2,608,100</b>
<b>Known Changes:</b>												
Decline in SB Traffic	\$ (1,500)	\$ (1,500)	\$ (1,600)	\$ (800)	\$ (800)	\$ (800)	\$ (800)	\$ -	\$ -	\$ -	\$ (6,200)	\$ (7,800)
Means Based Fare Adjustment	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (1,000)	\$ (2,000)
<b>Total Known Changes</b>	<b>\$ (1,700)</b>	<b>\$ (1,700)</b>	<b>\$ (1,800)</b>	<b>\$ (1,000)</b>	<b>\$ (1,000)</b>	<b>\$ (1,000)</b>	<b>\$ (1,000)</b>	<b>\$ (200)</b>	<b>\$ (200)</b>	<b>\$ (200)</b>	<b>\$ (7,200)</b>	<b>\$ (9,800)</b>
<b>Total Revenue</b>	<b>\$ 241,000</b>	<b>\$ 248,500</b>	<b>\$ 255,800</b>	<b>\$ 263,800</b>	<b>\$ 264,400</b>	<b>\$ 264,800</b>	<b>\$ 264,400</b>	<b>\$ 264,700</b>	<b>\$ 265,000</b>	<b>\$ 265,900</b>	<b>\$ 1,273,500</b>	<b>\$ 2,598,300</b>
Bridge Revenue	\$ 163,000	\$ 170,000	\$ 177,200	\$ 185,200	\$ 185,800	\$ 186,100	\$ 185,700	\$ 186,000	\$ 186,200	\$ 187,100	\$ 881,200	\$ 1,812,300
Transit Revenue	\$ 78,000	\$ 78,500	\$ 78,600	\$ 78,600	\$ 78,600	\$ 78,700	\$ 78,700	\$ 78,700	\$ 78,800	\$ 78,800	\$ 392,300	\$ 786,000

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

## CATEGORY ASSUMPTIONS

### Operating Revenue

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

#### Bridge Tolls

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

#### Bus Transit

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

#### Ferry Transit

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

#### Local Funds

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

#### State Funding

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

#### Federal Funding

No Federal operating funding is assumed for this projection.

#### Investment Income

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

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

**CATEGORY ASSUMPTIONS**

Other Revenue

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

**Known Changes**

Bridge toll revenue

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

Means-Based Fare

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

**Operating Expense**

CPI Rates

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

Salaries

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

Pension

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

Medical Insurance

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

Workers’ Compensation

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

Debt Service Payment

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

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

## **CATEGORY ASSUMPTIONS**

### Depreciation

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

### All other expenses not mentioned above

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

## **Known Changes**

### Salary/Fringe Benefits

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

### Capitalized Labor and Benefits

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

### ICAP (Indirect Cost Allocation Plan)

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

### Medical and Workers Compensation Benefits

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

### ACA

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

### Commercial Paper Principal

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

### Commercial Paper Savings

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

### Depreciation Adjustment

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

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GGBHTD 10-YEAR CAPITAL PLAN  
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/KEY - Project Name (10YP ID)	10-Year Projected Capital Need (\$000)										Line Item Total							
	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
<b>AGENCY SUMMARY</b>																		
<b>BRIDGE DIVISION</b>																		
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	26,558	22,578	39,320	22,905	23,617	35,145	34,789	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
<b>BUS DIVISION</b>																		
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
<b>FERRY DIVISION</b>																		
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	364,328	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
<b>DISTRICT DIVISION</b>																		
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
<b>AGENCY TOTAL</b>																		
GRANT FUNDED	1,158,921	1,158,921	-	1,476,789	106,918	74,034	100,768	79,928	108,572	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





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JKKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY19 & Prior Years	FY20 Budget	10-Year Projected Capital Need (\$000)										Line Item Total	
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		Future Years
<b>BRIDGE DIVISION</b>																		
<b>Maintenance Facilities</b>																		
0000 - Toll Station Upgrade and Rehabilitation (BR-0037)	820	410	410	820	-	-	100	720	-	-	-	-	-	-	-	-	820	
0000 - Maintenance Facility Relocation (BR-0038)	9,150	9,150	-	9,150	-	-	-	-	-	-	-	-	-	-	350	800	3,500	4,500
0000 - Wash Rack Replacement (BR-0036)	755	378	378	755	-	-	-	-	-	-	-	-	-	-	300	455	-	755
<b>Toll Plaza Buildings</b>																		
2020 - Bridge Admin Office Improvements (BR-0063)	-	-	-	122	-	122	-	-	-	-	-	-	-	-	-	-	-	122
1820 - Toll Plaza Gantry - Construction (BR-0058)	5,988	5,988	5,988	7,564	1,116	750	3,000	2,398	-	-	-	-	-	-	-	-	-	7,264
1821 - IS Data Center Seismic Retrofit (BR-0042)	1,293	-	1,293	1,500	57	150	1,000	293	-	-	-	-	-	-	-	-	-	1,500
1921 - Stores Bldg Office Space HVAC Replacement (BR-0061)	15	-	15	35	-	20	15	-	-	-	-	-	-	-	-	-	-	35
0000 - Permanent Toll Collection Gantry & Pavement Rehab (BR-0056)	30,000	2,400	30,000	30,000	-	-	-	-	-	-	-	-	-	-	-	5,000	15,000	10,000
0000 - Toll Plaza Administration Bldg Rehab (BR-0040)	3,000	3,000	600	3,000	-	-	100	800	-	-	-	-	-	-	-	-	-	3,000
0000 - Maintenance Shop Retrofit & Roof Rehab (BR-0041)	1,690	-	1,690	1,690	-	-	500	1,190	-	-	-	-	-	-	-	-	-	1,690
0000 - Round House Roof Rehab (BR-0044)	590	-	590	590	-	-	-	-	-	-	-	-	-	-	-	300	290	590
0000 - Purchasing & Stores Bldg & Roof Rehab (BR-0045)	860	-	860	860	-	-	100	760	-	-	-	-	-	-	-	-	-	860
0000 - South Visitor Plaza Restrooms Improvement - Construction (BR-0006)	3,000	3,000	-	3,000	-	-	-	2,000	1,000	-	-	-	-	-	-	-	-	3,000
<b>INFORMATION SYSTEMS/TECHNOLOGY</b>																		
1422 - FASTRAK Equipment Upgrade (BR-0047)	-	-	-	1,000	619	381	-	-	-	-	-	-	-	-	-	-	-	1,000
1525 - Toll System Upgrade (BR-0048)	4,224	-	4,224	5,942	1,218	500	1,000	1,000	1,224	-	-	-	-	-	-	-	-	5,942
<b>CAPITAL EQUIPMENT</b>																		
<b>Tools and Equipment</b>																		
X29 - Capital Equipment (BR-0001)	20,000	-	20,000	22,723	-	2,723	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	22,723
<b>TOTAL</b>	<b>989,429</b>	<b>681,548</b>	<b>307,881</b>	<b>1,119,451</b>	<b>65,951</b>	<b>64,071</b>	<b>101,609</b>	<b>54,345</b>	<b>94,818</b>	<b>152,130</b>	<b>151,696</b>	<b>152,644</b>	<b>180,718</b>	<b>50,289</b>	<b>32,654</b>	<b>18,526</b>	<b>-</b>	<b>1,119,451</b>



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JKKEY - Project Name (10Yr ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY19 & Prior Years	FY20 Budget	10-Year Projected Capital Need (\$000)										Line Item Total	
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		Future Years
<b>BUS DIVISION</b>																		
<b>D-3- Santa Rosa</b>																		
0000 - D-3 Bus Security Improvements (BUS-0046)	1,500	1,200	300	1,500	-	-	-	-	-	-	300	1,200	-	-	-	-	-	1,500
0000 - D-3 Dispatch & Fuel Island Bldg Roof and Restroom Rehab (BUS-0024)	900	720	180	900	-	-	-	300	600	-	-	-	-	-	-	-	-	900
0000 - D-3 Pavement Rehabilitation (BUS-0026)	2,100	1,680	420	2,100	-	-	-	-	-	-	-	-	800	800	500	-	-	2,100
0000 - D-3 Wash Rack Improvements (BUS-0025)	840	672	168	840	-	-	-	-	300	540	-	-	-	-	-	-	-	840
0000 - D3 ZEB Infrastructure (BUS-0061)	1,000	800	200	1,000	-	-	-	1,000	-	-	-	-	-	-	-	-	-	1,000
<b>D-4- San Francisco</b>																		
1933 - SF Curb Cut Bus Stop Improvements (BUS-0057)	20	-	20	50	-	30	-	-	-	-	-	-	-	-	-	-	-	50
0000 - D-4 Pavement Rehabilitation (BUS-0028)	1,500	1,200	300	1,500	-	-	-	-	-	-	-	-	300	1,200	-	-	-	1,500
0000 - D4 ZEB Infrastructure (BUS-0062)	1,000	800	200	1,000	-	-	-	1,000	-	-	-	-	-	-	-	-	-	1,000
<b>R-7- San Rafael Transit Center</b>																		
0000 - SRTC Relocation PS&E/CON (BUS-0029)	45,000	30,000	15,000	45,000	-	-	-	500	2,000	15,000	27,500	-	-	-	-	-	-	45,000
1717 - SRTC Relocation Design/Env (Planning Dept) (BUS-0048)	1,191	988	202	2,065	574	300	-	600	591	-	-	-	-	-	-	-	-	2,065
<b>Systemwide</b>																		
0000 - Install LED Yard Lighting at Bus Facilities (BUS-0031)	138	138	-	138	-	-	-	-	-	-	-	-	250	-	-	-	-	138
0000 - ZEB Smart Charging System (BUS-0064)	250	200	50	250	-	-	-	-	-	-	-	-	-	-	-	-	-	250
<b>INFORMATION SYSTEMS/TECHNOLOGY</b>																		
1715 - Aviat Microwave Update - Santa Rosa Link (BUS-0051)	-	-	-	250	43	207	-	-	-	-	-	-	-	-	-	-	-	250
0000 - Collision Avoidance System (BUS-0058)	1,050	840	210	1,050	-	-	-	100	500	450	-	-	-	-	-	-	-	1,050
<b>CAPITAL EQUIPMENT</b>																		
XX39 - Capital Equipment (BUS-0001)	3,500	-	3,500	3,600	-	100	-	350	350	350	350	350	350	350	350	350	350	3,600
<b>TOTAL</b>	<b>241,079</b>	<b>189,987</b>	<b>51,092</b>	<b>317,404</b>	<b>48,651</b>	<b>25,674</b>	<b>5,074</b>	<b>4,991</b>	<b>16,950</b>	<b>33,467</b>	<b>17,590</b>	<b>75,000</b>	<b>15,028</b>	<b>53,350</b>	<b>3,879</b>	<b>2,000</b>	<b>317,404</b>	
*ZEB project cost assumes that 1.5 ZEB coaches will be needed to replace each conventional coach.																		

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/WKY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY19 & Prior Years	FY20 Budget	10-Year Projected Capital Need (\$000)										Line Item Total						
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		Future Years					
<b>FERRY DIVISION</b>																							
<b>REVENUE VEHICLES</b>																							
<b>MS San Francisco</b>																							
0000 - M/S San Francisco Repower & Capital Improvement (FER-0042)	5,725	4,580	1,145	7,475	-	-	1,685	-	785	-	-	-	-	-	1,685	-	785	-	1,750	25,000	25,000	7,475	
0000 - M/S San Francisco: End of Useful Life Replacement (FER-0043)	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>MS Marin</b>																							
0000 - M.S. Marin Ramp & Gangways Vessel Modifications (#1640) (FER-0019)	1,340	1,072	268	1,340	-	-	500	500	340	-	-	-	-	-	-	-	-	-	-	-	-	-	1,340
0000 - M/S Marin: End of Useful Life Replacement (FER-0041)	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,000
0000 - M/S Marin: Repower & Capital Improvements (FER-0040)	3,440	2,752	688	3,440	-	-	585	585	1,685	-	-	-	-	-	585	-	-	-	-	-	-	-	3,440
1741 - M.S. Marin Repower & Dry Dock (FER-0015)	-	-	-	13,334	11,639	1,696	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	13,334
<b>MS Sonoma</b>																							
1740 - M.S. Sonoma Refurbishment and Repower (FER-0016)	18,528	17,388	1,139	28,197	4,669	5,000	5,000	13,528	-	-	-	-	-	-	-	-	-	-	-	-	-	-	28,197
0000 - M/S Sonoma: End of Useful Life Replacement (FER-0045)	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,000
0000 - M/S Sonoma Repower & Capital Improvements (FER-0044)	4,205	3,364	841	5,890	-	-	565	-	585	-	-	-	-	-	585	-	-	-	-	-	-	-	5,890
<b>MV Mendocino</b>																							
0000 - MV Mendocino: End of Useful Life Replacement (FER-0051)	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,000
0000 - MV Mendocino Repower & Capital Improvements (FER-0050)	6,230	4,984	1,246	6,230	-	-	-	-	1,070	-	-	-	-	-	920	-	-	-	-	-	-	-	6,230
<b>MV Del Norte</b>																							
0000 - MV Del Norte QL3 (FER-0065)	665	532	133	665	-	-	300	365	-	-	-	-	-	-	-	-	-	-	-	-	-	-	665
0000 - MV Del Norte Repower & Capital Improvements (FER-0046)	8,130	6,504	1,626	16,260	-	-	1,090	-	1,490	-	-	-	-	-	1,010	-	-	-	-	-	-	-	16,260
0000 - MV Del Norte: End of Useful Life Replacement (FER-0047)	25,000	20,000	5,000	25,000	-	-	-	-	-	-	-	-	-	-	25,000	-	-	-	-	-	-	-	25,000
<b>MV Napa</b>																							
0000 - MV Napa Capital Improvements & DD (FER-0066)	1,000	800	200	1,000	-	-	100	400	500	-	-	-	-	-	-	-	-	-	-	-	-	-	1,000
0000 - MV Napa Repower & Capital Improvements (FER-0052)	8,630	6,904	1,726	8,630	-	-	1,450	-	1,450	-	-	-	-	-	1,000	-	-	-	-	-	-	-	8,630
0000 - MV Napa: End of Useful Life Replacement (FER-0053)	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,000
0000 - M.V. Napa Ramp & Gangways Vessel Modifications (#1641) (FER-0072)	1,180	944	236	1,180	-	-	200	500	480	-	-	-	-	-	-	-	-	-	-	-	-	-	1,180
<b>MV Golden Gate</b>																							
0000 - MV Golden Gate Repower & Capital Improvements (FER-0048)	7,580	6,064	1,516	15,160	-	-	-	1,050	-	-	-	-	-	-	3,530	-	-	-	-	-	-	-	15,160
0000 - MV Golden Gate: End of Useful Life Replacement (FER-0049)	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,000
0000 - MV Golden Gate: Structural Modifications (#1440) (FER-0020)	100	80	20	100	-	-	100	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100
<b>Multiple Vessel</b>																							
1941 - M.V. Del Norte, M.V. Napa and M.V. Golden Gate Main Engine Overhaul (FER-0068)	5,371	4,297	1,074	16,607	9,736	1,500	4,000	1,371	-	-	-	-	-	-	-	-	-	-	-	-	-	-	16,607
2040 - Capital Improvements for Ferry Fleet (FER-0083)	6,385	5,108	1,277	8,385	-	2,000	6,385	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8,385
<b>Systemwide</b>																							
1940 - Purchase New Vessel - Phase 1 (FER-0067)	10,500	9,135	1,365	11,000	-	500	8,000	2,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	11,000
0000 - Purchase New Vessel - Phase 2 (FER-0080)	19,000	16,530	2,470	19,000	-	-	8,000	11,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	19,000
2043 - Water Jet Replacement (FER-0087)	895	716	179	995	-	100	895	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	995
1945 - Renewable Diesel Pilot Program (FER-0069)	535	-	535	560	-	25	535	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	560
<b>FACILITIES REHABILITATION</b>																							
<b>Systemwide</b>																							
0503 - Gangway & Piers - Design (FER-0007)	2,220	1,905	315	11,863	9,143	500	500	500	1,220	-	-	-	-	-	-	-	-	-	-	-	-	-	11,863
0000 - Security Systems (FER-0059)	500	400	100	500	-	-	500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	500
0000 - Warehouse Security and Storage Project (FER-0079)	3,670	3,670	3,670	3,670	-	-	100	200	1,000	1,370	-	-	-	-	-	-	-	-	-	-	-	-	3,670
0000 - Ferry Berthing Area, San Quentin State Prison (FER-0084)	1,190	952	238	1,190	-	-	100	500	500	-	-	-	-	-	-	-	-	-	-	-	-	-	1,190
0000 - New Ferry Slip, Mission Bay (FER-0086)	7,925	6,340	1,585	7,925	-	-	100	200	7,625	-	-	-	-	-	-	-	-	-	-	-	-	-	7,925

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/KEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY19 & Prior Years	FY20 Budget	10-Year Projected Capital Need (\$000)										Line Item Total	
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		Future Years
<b>FERRY DIVISION</b>																		
<b>Larkspur Ferry Terminal</b>																		
0000 - Admin Bldg Roof, Paint Exterior, Restroom Rehab (FER-0028)	1,500	1,200	300	1,500	-	-	300	1,200	-	-	-	-	-	-	-	-	-	1,500
0000 - Design/Install Swing Mooring Apparatus (FER-0057)	86	-	86	86	-	-	-	-	-	-	-	-	-	-	-	-	-	86
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	1,766	-	-	-	-	-	-	4,000
0000 - Terminal Water Line and Utilities Rehab (FER-0029)	1,000	800	200	1,000	-	-	-	500	-	-	-	-	-	-	-	-	-	1,000
1542 - SLEP Larkspur (FER-0003)	1,331	1,180	151	1,331	159	250	1,331	-	-	-	-	-	-	-	-	-	-	1,740
1841 - Fuel System Rehab (FER-0031)	1,290	-	1,290	1,290	10	200	200	200	500	390	-	-	-	-	-	-	-	1,500
0000 - EV Charger Upgrades (FER-0070)	200	-	200	200	-	-	50	50	100	200	-	-	-	-	-	-	-	200
0000 - Larkspur Ferry Office Partitions and Furniture (FER-0074)	58	-	58	58	-	-	58	-	-	-	-	-	-	-	-	-	-	58
0000 - Modify Slip #3, Larkspur Ferry Terminal (ADA Compliance) (FER-0075)	96	-	96	96	-	-	96	-	-	-	-	-	-	-	-	-	-	96
0000 - Larkspur Ferry Kiosk Restoration and Refurbishment (FER-0076)	380	-	380	380	-	-	200	180	-	-	-	-	-	-	-	-	-	380
0000 - Modify/Improve Larkspur Ferry Overflow Parking Lot (FER-0077)	400	-	400	400	-	-	100	300	-	-	-	-	-	-	-	-	-	400
2042 - Larkspur Ferry Service and Parking Expansion Env. Clearance and Prelim. Design Study (FER-0081)	1,100	-	1,100	1,250	-	150	1,100	-	-	-	-	-	-	-	-	-	-	1,250
<b>San Francisco Ferry Terminal</b>																		
0000 - Gangways & Piers - San Francisco Construction (FER-0036)	30,000	24,000	6,000	30,000	-	-	-	-	3,500	12,500	14,000	-	-	-	-	-	-	30,000
0000 - Rehab Former Ticket Office Bldg (FER-0038)	2,800	2,240	560	2,800	-	-	300	2,500	-	2,000	800	-	-	-	-	-	-	2,800
0000 - SFFT Security Gate (FER-0063)	300	-	300	300	-	-	300	-	-	-	-	-	-	-	-	-	-	300
0000 - Waiting Area Roof Rehab (FER-0037)	1,200	960	240	1,200	-	-	100	200	200	900	-	-	-	-	-	-	-	1,200
0000 - San Francisco Ferry Terminal Improvements (FER-0078)	1,222	-	1,222	1,222	-	-	100	200	200	500	222	-	-	-	-	-	-	1,222
0000 - SF Terminal Roll Down Gates and Passenger Queuing Modifications (FER-0085)	400	320	80	400	-	-	-	400	-	-	-	-	-	-	-	-	-	400
<b>Sausalito Ferry Terminal</b>																		
1441 - Gangways & Piers - Sausalito Construction (FER-0005)	11,384	9,107	2,277	11,300	16	100	3,000	8,384	-	-	-	-	-	-	-	-	-	11,500
0000 - Sausalito Terminal Environmental Mitigation (FER-0039)	100	-	100	100	-	-	100	-	-	-	-	-	-	-	-	-	-	100
<b>Corte Madera Marsh</b>																		
9710 - Corte Madera Marsh Restoration Design (FER-0002)	-	-	-	2,809	2,347	462	-	-	-	-	-	-	-	-	-	-	-	2,809
2041 - Corte Madera Marsh Restoration Construction (FER-0082)	2,540	-	2,540	3,040	-	500	2,540	-	-	-	-	-	-	-	-	-	-	3,040
<b>INFORMATION SYSTEMS/TECHNOLOGY</b>																		
1944 - Ticketing Systems/TVMs/Door Replacement (FER-0073)	2,715	2,172	543	3,220	5	500	500	800	1,415	-	-	-	-	-	-	-	-	3,220
1842 - Automatic Identification System (AIS) (FER-0064)	24	-	24	65	31	10	24	-	-	-	-	-	-	-	-	-	-	65
<b>CAPITAL EQUIPMENT</b>																		
XX49 - Capital Equipment (FER-0001)	750	-	750	2,500	-	1,750	75	75	75	75	75	75	75	75	75	75	75	2,500
<b>TOTAL</b>	<b>364,329</b>	<b>284,449</b>	<b>79,879</b>	<b>586,471</b>	<b>37,755</b>	<b>15,243</b>	<b>44,639</b>	<b>54,528</b>	<b>31,810</b>	<b>7,715</b>	<b>10,940</b>	<b>33,271</b>	<b>74,706</b>	<b>56,685</b>	<b>30,580</b>	<b>19,455</b>	<b>169,145</b>	<b>586,471</b>

GGBHTD 10-YEAR CAPITAL PLAN  
FY 2021 - FY 2030

/KEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY19 & Prior Years	FY20 Budget	10-Year Projected Capital Need (\$000)										Line Item Total
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
<b>DISTRICT DIVISION</b>																	
<b>FACILITIES REHABILITATION</b>																	
0000 - A&D Admin Building Remodel/Rehabs (DIST-0002)	1,500	-	1,500	1,500	-	-	200	1,300	-	-	-	-	-	-	-	-	1,500
0000 - Office Facility Renovation/Consolidation (DIST-0003)	700	560	140	6,960	-	-	100	100	500	-	-	-	-	-	-	750	6,210
0000 - Security Systems (DIST-0046)	700	-	-	700	-	-	-	-	-	-	-	-	-	-	-	-	700
<b>INFORMATION SYSTEMS/TECHNOLOGY</b>																	
1513 - Electronic Timekeeping System (DIST-0010)	-	-	-	1,505	1,107	398	-	-	-	-	-	-	-	-	-	-	1,505
1518 - Website Redesign (DIST-0013)	122	-	122	532	385	25	122	-	-	-	-	-	-	-	-	-	532
1711 - Radio System Upgrade (DIST-0005)	-	-	-	1	-	1	-	-	-	-	-	-	-	-	-	-	1
1712 - Transit Scheduling System (DIST-0009)	545	-	545	2,666	1,421	700	500	45	-	-	-	-	-	-	-	-	2,666
1713 - ADS ACIS Data Radio Replacement (DIST-0006)	36	-	36	700	614	50	36	-	-	-	-	-	-	-	-	-	700
1810 - Financial/HR/Payroll Management System (DIST-0021)	4,022	-	4,022	4,500	278	200	500	1,000	1,522	-	-	-	-	-	-	-	4,500
1811 - Hardware and Software for ACIS/INIT (DIST-0051)	-	-	-	1,000	473	527	-	-	-	-	-	-	-	-	-	-	1,000
1813 - Transportation Statistics Reporting (DIST-0061)	500	-	500	500	-	-	250	-	-	-	-	-	-	-	-	-	500
1815 - Customer Service Incident System (Marketing) (DIST-0056)	45	-	45	45	-	-	502	-	45	-	-	-	-	-	-	-	45
1816 - Document Management System (DIST-0057)	502	-	502	800	48	250	-	-	-	-	-	-	-	-	-	-	800
2015 - Intranet Redesign (DIST-0074)	100	-	100	150	100	50	100	-	-	-	-	-	-	-	-	-	150
1911 - Cyber Security Improvements (DIST-0065)	-	-	-	4,08	179	229	-	-	-	-	-	-	-	-	-	-	408
1912 - Manage Detection and Response Services (DIST-0066)	210	-	210	360	150	150	210	-	-	-	-	-	-	-	-	-	360
1913 - Disaster Recovery Improvements (2019) (DIST-0067)	-	-	-	318	236	82	-	-	-	-	-	-	-	-	-	-	318
1914 - Technology Improvements (2019) (DIST-0068)	92	-	92	269	27	150	92	-	-	-	-	-	-	-	-	-	269
2013 - Electronic Timekeeping System Upgrade (DIST-0075)	75	-	75	155	80	80	75	-	-	-	-	-	-	-	-	-	155
1916 - San Rafael A&D Admin Office Improvements (DIST-0070)	-	-	-	456	202	254	-	-	-	-	-	-	-	-	-	-	456
0000 - Video Conferencing (DIST-0053)	299	-	299	299	-	-	299	-	-	-	-	-	-	-	-	-	299
0000 - Transit Scheduling System (DIST-0018)	1,200	960	240	1,200	-	-	-	-	1,200	-	-	-	-	-	-	-	1,200
0000 - Time Keeping System (DIST-0026)	1,055	844	211	1,055	-	-	-	-	-	-	-	-	-	-	-	-	1,055
0000 - Telephone System Upgrade (DIST-0019)	2,550	-	2,550	2,550	-	-	-	-	-	-	-	-	-	-	-	-	2,550
0000 - Technology Improvements (DIST-0052)	1,250	-	1,250	1,250	-	-	250	-	250	-	-	-	-	-	-	-	1,250
0000 - Replace Server Equipment (DIST-0024)	600	-	600	600	-	-	200	-	200	-	-	-	-	-	-	-	600
0000 - Replace Network Equipment (DIST-0023)	1,480	-	1,480	1,480	-	-	740	-	740	-	-	-	-	-	-	-	1,480
0000 - Redundant Network / Systems (DIST-0017)	650	-	650	650	-	-	-	-	150	-	-	-	-	-	-	-	650
0000 - Radio System Upgrade (DIST-0016)	2,000	-	2,000	2,000	-	-	-	-	500	-	-	-	-	-	-	-	2,000
0000 - Radio Subscriber Upgrade (DIST-0066)	4,000	-	4,000	4,000	-	-	3,000	-	1,000	-	-	-	-	-	-	-	4,000
0000 - Network Security (DIST-0035)	230	-	230	230	-	-	-	-	230	-	-	-	-	-	-	-	230
2012 - Cloud Migration Initiative (DIST-0076)	169	-	169	319	-	150	169	-	-	-	-	-	-	-	-	-	319
0000 - IVR replacement (DIST-0036)	200	-	200	200	-	-	200	-	-	-	-	-	-	-	-	-	200
0000 - Internet of Things for all Divisions (DIST-0050)	750	-	750	750	-	-	200	-	250	-	-	-	-	-	-	-	750
0000 - CAD/AVL System Refresh (DIST-0045)	1,100	-	1,100	1,100	-	-	1,100	-	-	-	-	-	-	-	-	-	1,100
0000 - Indoor and Outdoor Wireless Network Access (DIST-0028)	660	-	660	660	-	-	320	-	340	-	-	-	-	-	-	-	660
0000 - Farebox System Upgrade (DIST-0037)	245	-	245	245	-	-	86	-	159	-	-	-	-	-	-	-	245
2016 - Single Sign On (DIST-0072)	-	-	-	76	-	76	-	-	-	-	-	-	-	-	-	-	76
0000 - Financial/HR/Payroll Management System Procurement (DIST-0058)	2,000	-	2,000	2,000	-	-	-	-	-	-	-	-	-	-	-	-	2,000
0000 - Ferry Passenger Information Systems (DIST-0030)	250	200	50	250	-	-	-	-	125	-	-	-	-	-	-	-	250
0000 - Exacom Voice Recorder Refresh (DIST-0044)	40	-	40	40	-	-	-	-	40	-	-	-	-	-	-	-	40
0000 - Document Management System (DIST-0025)	540	-	540	540	-	-	540	-	70	-	-	-	-	-	-	-	540
0000 - District Web Site Re-Design w/Mobile App (DIST-0039)	220	-	220	220	-	-	-	-	220	-	-	-	-	-	-	-	220
0000 - Disaster Recovery (DIST-0029)	1,000	-	1,000	1,000	-	-	250	-	250	-	-	-	-	-	-	-	1,000
2014 - IS Strategic Planning (DIST-0073)	75	-	75	150	-	75	75	-	-	-	-	-	-	-	-	-	150
0000 - Data Storage System (DIST-0027)	1,200	-	1,200	1,200	-	-	600	-	600	-	-	-	-	-	-	-	1,200
0000 - Cyber Security (DIST-0033)	805	-	805	805	-	-	250	-	80	-	-	-	-	-	-	-	805
0000 - Business Intelligence (DIST-0059)	1,250	-	1,250	1,250	-	-	750	-	500	-	-	-	-	-	-	-	1,250
0000 - Bus Wifi (DIST-0031)	500	-	500	500	-	-	250	-	250	-	-	-	-	-	-	-	500
0000 - Avrec VGate Refresh (DIST-0043)	20	-	20	20	-	-	20	-	-	-	-	-	-	-	-	-	20
0000 - Asset and Vehicle Fluid Mgmt System (DIST-0054)	750	-	750	750	-	-	250	-	250	-	-	-	-	-	-	-	750
1812 - Asset and Vehicle Fluid Mgmt System (DIST-0022)	465	372	93	1,000	35	500	465	-	-	-	-	-	-	-	-	-	1,000
2011 - Email to Office 365 Migration (DIST-0077)	125	-	125	375	-	250	125	-	125	-	-	-	-	-	-	-	375
2010 - Asset Management Strategic Program (DIST-0078)	785	-	785	985	-	200	785	-	-	-	-	-	-	-	-	-	985
<b>CAPITAL EQUIPMENT</b>																	
XX19 - Capital Equipment (DIST-0001)	1,500	-	1,500	1,755	-	255	150	150	150	150	150	150	150	150	150	150	1,755
<b>TOTAL</b>	<b>39,162</b>	<b>2,936</b>	<b>36,226</b>	<b>55,029</b>	<b>5,005</b>	<b>4,652</b>	<b>5,291</b>	<b>8,864</b>	<b>4,485</b>	<b>3,522</b>	<b>2,095</b>	<b>3,455</b>	<b>3,930</b>	<b>4,020</b>	<b>2,100</b>	<b>1,400</b>	<b>6,210</b>
																	<b>55,029</b>

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

All Figures Rounded to (\$000)

	Year 1	Year 2	Year 3	Year 4	Year 5	SubTotal	Year 6	Year 7	Year 8	Year 9	Year 10	Total
	FY 2021 Estimate	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate	Year 1 - 5 Estimate	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	Year 1 - 10 Estimate
DISTRICT GRANTS	\$55,846	\$42,799	\$39,490	\$47,404	\$45,224	\$230,763	\$83,856	\$74,458	\$47,835	\$39,289	\$18,876	\$475,077
	\$100,767	\$79,928	\$108,572	\$149,430	\$137,097	\$575,794	\$200,514	\$189,924	\$133,907	\$79,395	\$24,384	1,158,918
<b>TOTAL</b>	<b>\$156,613</b>	<b>\$122,727</b>	<b>\$148,062</b>	<b>\$196,834</b>	<b>\$182,321</b>	<b>\$806,587</b>	<b>\$284,370</b>	<b>\$274,382</b>	<b>\$126,742</b>	<b>\$118,684</b>	<b>\$43,260</b>	<b>\$1,633,996</b>
<b>District Portion Of the Capital Requirement</b>	<b>\$55,850</b>	<b>\$42,800</b>	<b>\$39,490</b>	<b>\$47,400</b>	<b>\$45,220</b>	<b>\$230,760</b>	<b>\$83,860</b>	<b>\$74,460</b>	<b>\$47,840</b>	<b>\$39,290</b>	<b>\$18,880</b>	<b>\$475,090</b>
Additional Capital Contribution Required to Fund Projected Capital Plan	45,040	31,010	24,060	27,740	23,770	\$ 151,620	42,440	52,510	26,760	18,040	(4,490)	\$ 286,880
Average of the 10 Year Capital Contribution	\$28,700	\$28,700	\$28,700	\$28,700	\$28,700	\$ 143,500	\$28,700	\$28,700	\$28,700	\$28,700	\$28,700	\$ 287,000

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Year 1 - 5	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Year 1 - 10
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
<b>Re-Stated: Fund District Capital through Reserves</b>												
District Funded Capital Projects net of Depreciation	\$45,000	\$31,000	\$24,100	\$27,700	\$23,800	\$ 151,600	\$42,400	\$52,500	\$26,800	\$18,000	(\$4,500)	\$ 287,000
Use Reserves to Fund District Projects*	8,000	8,000	8,000	8,000	8,000	40,000	8,000	8,000	8,000	8,000	8,000	80,000
Additional Capital Contribution Required to Fund Projected Capital Plan with Reserves	37,000	23,000	16,100	19,700	15,800	\$ 111,600	34,400	44,500	18,800	10,000	(12,500)	207,000
Average of the 10 Year Capital Contribution	21,000	21,000	21,000	21,000	21,000	\$ 105,000	21,000	21,000	21,000	21,000	21,000	\$ 210,000

In 2003 the Board authorized capital contribution from operations to fund future capital projects. In 2008 the Board instructed staff to assume spending all reserves except those that are restricted or set aside by the Board. This projection assumes \$80 million in capital contribution reserves will be released to fund capital projects during this 10-year projection period. \$8 million per year will be released from unrestricted reserves. The entire reserve balance is not allocated to fund capital projects due to the District is conservatively using the reserve due to the uncertainty of grant fundings for upcoming major capital projects. Thus, the capital contribution remains at \$21 million per year. The \$21 million is distributed to each Division according to its percentage share of District Funded capital projects. The annual capital contribution amount is calculated by taking the sum of the District funded portion of the capital program, less net depreciation, for ten years divided by ten years and rounded to the nearest million.

**Note:**  
\* - The entire reserve balance is not allocated to fund capital projects due to the District is conservatively using the reserve due to the uncertainty of grant fundings for upcoming major capital balance projects.

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

Category		Estimated Balance 7/1/2019
<b>Available Net Position before Long Term Deferred Outflows, Liabilities, Deferred inflows, Board Designated Reserves and Other Reserves (Note 1)</b>	[A]	(45,500,000)
<b>Long Term Deferred Outflows, Liabilities &amp; Deferred Inflows (Note 2)</b>		
CalPERS Retirement Pension Deferred Outflows, Deferred Inflows & Liabilities	\$	102,700,000
Golden Gate Transit Amalgamated Retirement Pension Deferred Outflows, Liabilities & Deferred Inflows		88,100,000
District Other Post Employment Benefits (OPEB) Deferred Outflows, Liabilities & Deferred Inflows		103,800,000
<b>Subtotal Long Term Deferred Outflows, Liabilities &amp; Deferred Inflows</b>	[B] \$	294,600,000
<b>Available Net Position before Board Designated Reserves and Other Reserves</b>	[A+B] \$	249,100,000
<b>Fiscal Year 2019 Board Designated Reserves and Other Reserves</b>		
Operating Reserve (Note 3)	\$	(17,300,000)
Emergency Reserve (Note 4)		(8,100,000)
Bridge Self Insurance Loss Reserve		(17,200,000)
<b>Subtotal: Fiscal Year 2019 Board Designated Reserves and Other Reserves</b>	[C] \$	(42,600,000)
<b>Net Position (Reserves) Available Before Committed Capital Projects</b>	[A]+[B]+[C] \$	206,500,000
<b>Fiscal Year 2019 Committed Capital Projects (District Funded Portion Only)</b>		
Capital Plan Reserve (Note 4)		
<b>Committed Capital Projects (District-funded portion only):</b>		
Bridge	\$	(81,100,000)
Transit		(30,900,000)
<b>Subtotal: Fiscal Year 2019 Committed Capital Projects (District Funded Portion Only)</b>	[D] \$	(112,000,000)
<b>Net Position Available for New Capital Projects or Operations as of 6/30/19</b>	[A]+[B]+[C]+[D] \$	94,500,000

Category		Estimated Balance 7/1/2020
<b>Beginning Net Position Available for New Capital Projects or Operations</b>	[A]+[B]+[C]+[D] \$	94,500,000
Add Budgeted Net Income/Loss for Fiscal Year 2020 (Note 5)	[E] \$	24,300,000
<b>Available Net Position before Board Designated Reserves and Other Reserves</b>	[A]+[B]+[C]+[D] +[E] \$	118,800,000
<b>Change in Fiscal Year 2020 Board Designated Reserves and Other Reserves</b>		
Change in Operating Reserve (Note 6)	\$	(200,000)
Change in Emergency Reserve (Note 7)	\$	(100,000)
Change in Bridge Self Insurance Loss Reserve (Note 8)	\$	(1,300,000)
<b>Subtotal: Change in Fiscal Year 2020 Board Designated Reserves and Other Reserves</b>	[F] \$	(1,600,000)
<b>Net Position (Reserves) Available Before Committed Capital Projects</b>	[A]+[B]+[C]+[D] +[E] +[F] \$	117,200,000
<b>Fiscal Year 2020 Committed Capital Projects (District Funded Portion Only)</b>		
Bridge	\$	(57,200,000)
Transit	\$	(19,100,000)
<b>Subtotal: Fiscal Year 2020 Committed Capital Projects (District Funded Portion Only)</b>	[G] \$	(76,300,000)
<b>Net Position Available for New Capital Projects or Operations as of 6/30/2020</b>	[A]+[B]+[C]+[D] +[E] +[F]+[G] \$	40,900,000

See Numbered Notes on the following page.

## APPENDIX E – NOTES

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