

FISCAL YEAR 2022-2023
ADOPTED BUDGET



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

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**GOLDEN GATE BRIDGE
HIGHWAY AND TRANSPORTATION DISTRICT**

FISCAL YEAR 22/23 ADOPTED BUDGET

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

The Budget Office would like to give a special thank you to **Lehnee Salazar** as she retires after 12 years with the District and 7 years in the Budget Office. Thank you for bringing your dedication, much needed accounting perspective, and love of the numbers to ensure a successful budget book every year.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
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California**

For the Fiscal Year Beginning

July 01, 2021

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, 2021. 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

The District is starting to escape the pandemic-induced travel doldrums in the Golden Gate Corridor. This, coupled with additional one-time federal COVID relief funding, provides a smooth trajectory for the District as we navigate through uncertainty and change into the post-pandemic world.

Society now understands how COVID is transmitted, has vaccines to reduce the likelihood and severity of infection, and has antiviral drugs to treat the most vulnerable if they become infected. As such, more people are returning to offices, gathering in-person with family and friends, as well as visiting sporting and entertainment venues.

This has corresponded with a marked return of local travel as evidenced by heavy congestion on local streets and Highway 101. However, regional travel between the North Bay and San Francisco still lags and remains well below pre-pandemic levels.

Despite the slow return, travel is trending upward. For example, in March 2022 the District's ferries carried ten (10) times more passengers than a year earlier in March 2021. Overall Bridge traffic is 15 to 20 percent below pre-pandemic levels, while bus and ferry ridership are both about 60 to 65 percent below pre-pandemic levels - the best since the start of the pandemic.

At the onset of the pandemic and in response to the precipitous drop in customer demand and associated drop in funding, the District slashed transit service in the Golden Gate Corridor. Transit resources were focused on regional bus routes, concentrated mainly along the Highway 101 and 580 corridors, and in maintaining continuity of ferry service.

As travel picks up, the District is adding transit service back commensurate with the return of travel in the Golden Gate Corridor. Recreational travel is bouncing back faster than commute travel, so in July 2021 the District reinstated weekend ferry service between Larkspur and San Francisco and between Sausalito and San Francisco. On December 13, 2021, the District commenced operating new ferry service between San Francisco and Angel Island State Park seven days a week. Then, on January 31, 2022, the District launched new weekend and midday ferry service between Tiburon and San Francisco.

Today, demand for commute travel in the Golden Gate Corridor remains tepid. Monday through Fridays, from 5:00 a.m. until 9:00 a.m., Bridge traffic is still about 30 percent below pre-pandemic levels, while bus and ferry ridership is much lower. We are seeing our customers return incrementally; so in September 2021, the District commenced commute bus service from the San Anselmo Hub to the San Francisco Financial District. Then, in March 2022, the District brought back the first commute bus service in southern Marin. The Route 114 express bus trips connect Mill Valley and Marin City to San Francisco's Financial District with four morning and four evening express trips.

On the waterside, in September 2021, the District added two morning commute ferry trips from Larkspur to San Francisco and, in April 2022, the District added an additional evening ferry trip from San Francisco



to Larkspur. Even with these additional trips, the number of Larkspur ferry trips remains a fraction of pre-pandemic service.

On December 13, 2021, the District removed Tiburon-Sausalito-SF ferry triangle service, directly connecting both Tiburon to San Francisco and Sausalito to San Francisco and added several commute trips to both routes.

As the year progresses, revenues from bridge tolls and transit fares are averaging about \$1 million per week less than pre-pandemic levels. Fortunately, in October 2021, the District received \$43.8 million from MTC's second tranche of American Rescue Plan (ARP) funding, and in March 2022 the District received an additional \$75 million of ARP funding as part of a nationwide competitive program. This one-time COVID relief money pays for the ongoing costs of providing bus and ferry service and backfills the missing Bridge tolls and transit fares associated with the continued diminished travel in the Golden Gate Corridor.

As part of efforts to make transit more seamless in the Bay Area, on December 12, 2021, the District introduced new route numbers to help customers better distinguish between Golden Gate buses and other Bay Area bus systems. For example, the District's old Route 30 (now Route 130) runs parallel to and one block over from San Francisco MUNI's Route 30 in the Marina neighborhood, so infrequent or new customers sometimes got on the wrong bus. The new numbering system avoids such confusion in the four counties where we operate.

To help improve transit speed and reliability, the District was pleased to celebrate with SFMTA in opening the long-awaited Van Ness Bus Rapid Transit project in April 2022. The project adds transit-only lanes to Van Ness Avenue, among other improvements, and will speed up transit travel times by up to 30% along the corridor, providing passengers a faster and more reliable trip to and from downtown San Francisco.

In 2022, the District continued to help the community navigate the COVID-19 pandemic. In January 2022, the District partnered with Marin County and Curative, our prior partners in using the Larkspur Ferry Terminal as a mass vaccination site, to offer COVID tests for the community during the Omicron surge.

The financial challenges of the pandemic, coupled with an absence of demand for our transit service, necessitated a freeze on filling vacant positions during these past few years. However, with federal COVID relief funding now in hand and as we see a return of travel in the Corridor, the District needs to hire staff, especially bus operators. Staff worked in partnership with Amalgamated Transit Union (ATU) Local 1575, the College of Marin (COM), the Santa Rosa Junior College (SRJC), and California Transit Works (CTW) to design two workforce development programs for recruiting qualified bus operator candidates and enhancing the professional development of the District's Bus Operators. California Apprenticeship Initiative (CAI)-New and Innovative grants of \$500,000 each or \$1 million total will fund the programs at SRJC and COM. Both programs will prioritize outreach to disadvantaged, priority populations to recruit candidates.

Maintaining a focus on mobility in the Corridor and after extensive public outreach, the Board of Directors adopted new measures to facilitate mobility and enhance safety on the Bridge. Effective January 1, 2022, Class 1, 2 and 3 electric bikes (e-bikes) are expressly allowed on the Golden Gate Bridge sidewalks and a 15 miles per hour (mph) bicycle speed limit was established on Bridge sidewalks, reduced to 5 mph around the towers.

The District is moving forward with a solution to reduce or eliminate the sounds that emanate from the Bridge during high wind events. After extensive analysis and testing, the District has developed a cost-



General Manager's Message

effective measure that will eliminate many of the wind-induced sounds altogether and make most remaining sounds barely audible. The proposed solution will be invisible to most Bridge users, and importantly, will not affect the Bridge's structural stability during sustained high winds. Bids opened in April 2022 to purchase the materials that will be installed by Bridge staff. Installation is expected to be complete by the end of 2022.

In February 2022, the District also restriped both the northbound and southbound lanes of the Golden Gate Bridge. The restriping helps drivers as they approach and cross the Bridge and will improve traffic safety moving forward.

In calendar year 2021, 223 people came to the Bridge to hurt themselves. 198 were stopped by District staff working in conjunction with partner agencies, but sadly 25 people died by jumping from the Bridge. Construction of the suicide deterrent system, the Net, is ongoing, with the first section of netting, about 1,000 feet in length, installed on the west side of the North Approach Viaduct earlier this year. There is no more noble task than saving lives and we continue to make progress toward completing this important project.

We look forward to the continued return of regional travel between the North Bay and San Francisco as we navigate the long tail of the pandemic. The District will continue to add back bus and ferry service incrementally as we see the return of our customers traveling in the Golden Gate Corridor. As we add back service, our limited resources will be focused on equity, areas without access to regional transit service and historic high ridership routes.

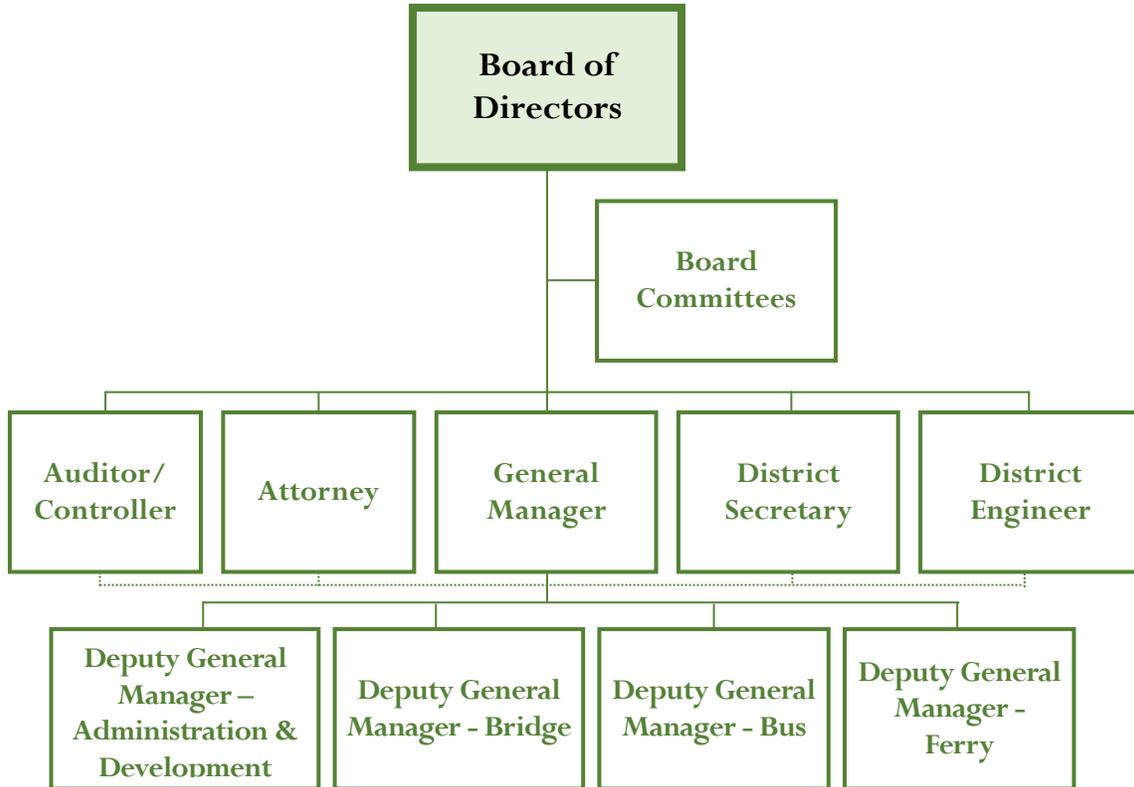
Working together with our partner agencies, Bridge users and Bus and Ferry riders ensures our collective success. I would like to sincerely thank and recognize our employees who help keep people moving safely by Bridge, bus and ferry. Lastly, I want to thank our customers for their continued support.



Denis J. Mulligan
General Manager



DISTRICT ORGANIZATIONAL CHART



GOLDEN GATE BRIDGE, HIGHWAY & TRANSPORTATION DISTRICT PROFILE

The Golden Gate Bridge, Highway and Transportation District (District) is a special district of the State of California 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. Approximately 840 employees are employed by the District, working in one of three operating divisions (Bridge, GGT, GGF) or in the administrative division.

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

On August 15, 1970, the District inaugurated GGF service between Sausalito and San Francisco. Service was added between Larkspur and San Francisco on December 13, 1976. Since March 31, 2000, dedicated San Francisco Giants Baseball ferry service has been provided between Larkspur and the Giants waterfront ballpark in downtown San Francisco. On March 6, 2017, the District began weekday commute Golden Gate Ferry service between Tiburon and San Francisco. On December 13, 2021, the District commenced operating new ferry service between San Francisco and Angel Island State Park. Today, the fleet is comprised of seven vessels serving nearly 2.5 million passengers annually (pre-COVID passenger data).

On December 10, 1971, Assembly Bill 919 was passed requiring the District to develop a long-range transportation program for the corridor. The result was the creation of the integrated bus and ferry system – GGT and GGF. On January 1, 1972, the District introduced GGT basic bus service and on January 3, 1972, GGT commute service began. GGT also provides local bus service within Marin County under contract with Marin Transit. January 1, 2022, marked GGT's 50th anniversary. GGT serves 4.8 million regional and local customers annually (pre-COVID passenger data) with an active fleet of 176 clean diesel and diesel/electric hybrid buses.

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





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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 were and continue to be 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 as a statewide mask mandate was imposed and many workers continued to work remote, the pre-pandemic commuters did not return to San Francisco from the North Bay. In November 2020, the Bay Area region was shut down again with 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 worked toward reducing the spread of COVID-19, aggressively vaccinating its residents, and working towards a greater re-opening of the local economy. However, in July 2021, a month after the mask mandate was lifted, a new aggressive COVID variant once again stifled the District's trend toward pre-pandemic recovery. Like the winter before, in December 2021 the Bay Area region was restricted due to COVID concerns and commuters were not traveling. At the time of this writing, many employees at large businesses are still working remotely, predicted out-of-state visitors have not returned, and massive conventions and other large events remain sparse. Thus, the District has not yet seen the growth in demand across its modes of transportation necessary to return to its historical levels of service.

Pandemic Effect on District Operations

The District continues to experience an unprecedented drop in customer demand in its three operations. The District's fee for service financial model is based primarily on usage of its services which has demonstrated its vulnerability in the unthinkable scenario brought on by the pandemic. The Adopted budget is based upon current information as of the spring of 2022. During the initial shelter-in-place orders issued in March 2020, traffic on the GGB declined by 70%. Additionally, the District's transit services also experienced impossibly large ridership losses: Golden Gate Transit of up to 88% and Golden Gate Ferry of up to 99%. By June 2020 the state mandated face coverings, implemented a six-foot social distance standard, and limited indoor activities. When the number of COVID cases began to decrease in the summer Bridge traffic grew substantially but remained 30% below pre-COVID levels. In November 2020 California COVID cases grew significantly again and the state mandated another shelter in place order for the month of December 2020. Starting in 2021, cases decreased as the state vaccinated more of its residents and by summer 2021 COVID-19 cases declined to the lowest in the nation so the State slowly started lifting restrictions. At that time, Bridge traffic recovered to 87%, Bus ridership recovered to 36%, and Ferry ridership recovered to 33% of pre-pandemic levels.



However, by December 2021/January 2022, another variant shut down many winter events and the District operations saw another decrease, resulting in Bridge traffic down to 71%, Bus ridership to 26%, and Ferry ridership to 16% compared to pre-pandemic levels.

While there has been another increase in ridership in the spring of 2022 and there is optimism and assumptions for growth in customer demand, this is a time of an unprecedented level of uncertainty as to the amount of potential long-term change in human behavior that will occur. The District's Adopted FY 22/23 budget is built with conservative growth assumptions for increased revenue but with sufficient expense authority to allow the District to monitor the change in human behavior and adjust its level of service accordingly.

Pandemic Effect on the FY 22/23 Budget

This section is designed to describe the impact that COVID-19 has on the FY 22/23 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. Since the onset of COVID-19 in 2020, the District has completed budgets in FY 20/21 and FY 21/22 and now in FY 22/23. Each of these budgets have tried to predict customer service needs in this unpredictable COVID environment. Since customer behavior has still not returned to pre-pandemic levels, the service plans of the first two COVID budgets were not fully carried out. The Adopted FY 22/23 budget now contains those expanded service plans. Since the post-COVID future is still unsure, throughout the year the District will actively monitor and adjust the budget to best represent the changing needs of its customers.

The FY 22/23 Adopted budget assumes some recovery in all service areas but still requires a third year of unprecedented one-time funding from the federal government to be balanced. The FY 22/23 Adopted budget continues to predict 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 in the future once the one-time federal funding is expended (likely sometime in FY 23/24 or early FY 24/25).

Given the continued uncertainty of this unprecedented time, this COVID section is included in the Budget to provide the assumptions used in forecasting this year's budget. As of this date, the District has received a net of \$282.5 million (net of the negative \$5.4 million STA adjustment that was a part of the 2nd Tranche ARP award) in emergency one-time federal funding as a result of the COVID-19 pandemic. The District has been able to balance the last two year's budgets and this year's Adopted budget with one-time funding from CARES, CRRSAA, and the American Recovery Plan Act (ARP) funds.

COVID-19-Related Budget Assumptions

The actuals for FY 21/22 are based on the current month end of June 30, 2022. This Adopted budget contains assumptions based on COVID conditions and mandates as of June 2022. The following significant events that have affected the District's bridge traffic and bus and ferry ridership since the pandemic began in March of 2020.



Key COVID-19 Dates

- **March 17, 2020** – Bay Area Shelter in Place (SIP), including all schools and colleges closed
- **March 20, 2020** – Statewide SIP
- **April 18, 2020** – Five Bay Area Counties issue order for mandatory face coverings
- **May 31, 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
- **December 6, 2020** – Regional Stay-at-Home orders for Bay Area
- **December 11, 2020** – COVID-19 Vaccine approved by FDA
- **January 25, 2021** – Vaccine prioritization begins for 65 years and older
- **February 21- June 17, 2021** – The District, Marin County and their contractor Curative, hosted mass vaccination operations at Larkspur Ferry Terminal providing approximately 60,000 vaccines
- **April 15, 2021** – Anyone over 16 is eligible for the COVID-19 vaccine
- **June 15, 2021** – State reopening, mask mandates align with CDC guidelines
- **July 29, 2021** – Delta variant creates spike in positive cases and proof of vaccination requirements begin
- **September 24, 2021** – CDC recommends additional vaccination dose
- **October 29, 2021** – FDA authorizes Pfizer vaccine for 5-to 11-year-olds
- **December 15, 2021** – State reinstates mask mandate for indoor public spaces due to Omicron variant
- **February 9, 2022** – Gov. Newsome signed legislation to extend COVID-19 paid sick leave
- **February 16, 2022** – State lifted indoor mask mandate in public settings for vaccinated people
- **March 10, 2022** – Federal officials extend mask requirements on planes and public transportation
- **March 11, 2022** – San Francisco lifts its vaccine mandate for indoor businesses
- **April 18, 2022** – CDC masks on public transportation conveyances mandate lifted
- **April 24, 2022** – First Annual National COVID Week of Remembrance; U.S. death toll reached 1,000,000
- **June 21, 2022** – Children under the age of 5 approved for the COVID vaccination



COVID-19: BRIDGE DIVISION OVERVIEW AND STATUS

Bridge Division Revenues and Expenses

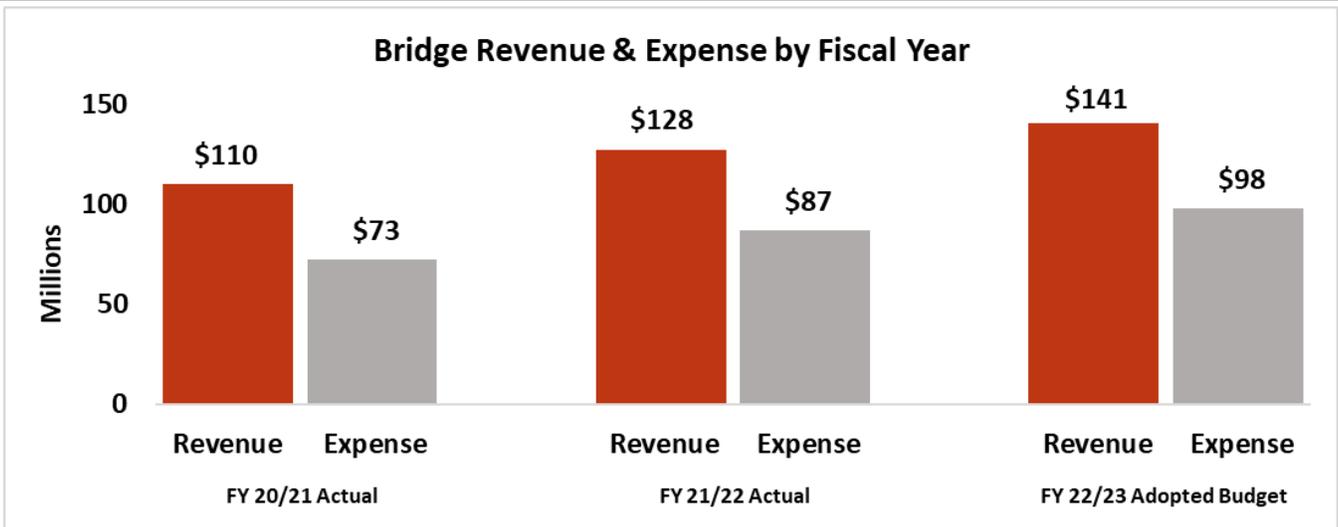
The Bridge Division’s revenues as well as the majority of the District’s revenues are generated by tolls charged for southbound bridge crossings. Due to the reduced level of travel during the pandemic, Bridge revenues dropped to \$136 million in FY 19/20 and further decreased to \$110 million in FY 20/21. FY21/22 Bridge revenues are estimated to recover to \$128 million and then to \$141 million in FY22/23. Even with yearly toll rate increases total toll revenue is still projected to be short of the \$150 million pre-COVID amount.

The expenses for the Bridge Division have increased slightly in the past three years. Although traffic is less than pre-COVID levels, the operations, maintenance and construction work on the Bridge continues at the same pre-COVID pace. The work is not dependent on the level of traffic. The FY22/23 Adopted Budget assumes that level of work will continue at pre-COVID levels.

The following table compares the FY 20/21 Actual, FY 21/22 Actual, and FY 22/23 Adopted Budget revenues and expenses. The District funds a large portion of its transit system with the extra revenues produced by the Bridge Division. After falling in FY 21/22, the amount of revenue available for transit is expected to increase to \$43 million in FY 22/23.

BRIDGE DIVISION REVENUES AND EXPENSES

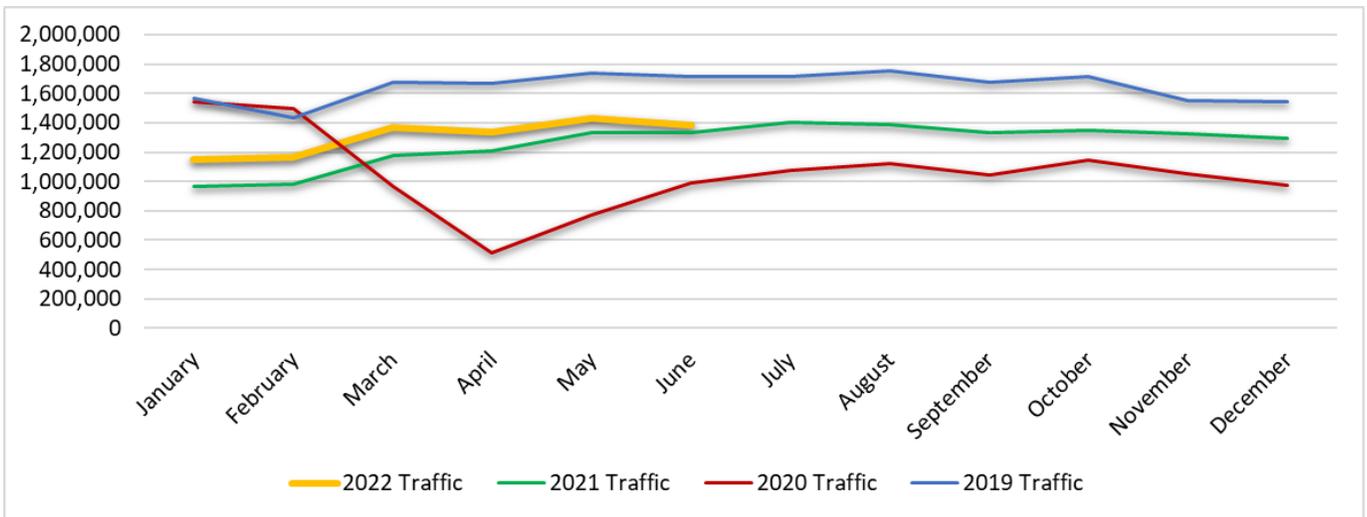
Bridge Revenues and Expenses	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Adopted Budget
Total Bridge Division Revenues	\$110,187,797	\$127,526,583	\$140,909,900
Total Bridge Division Expenses	\$72,531,446	\$87,062,828	\$98,277,500
Revenues Over/(Under) Expenses	\$37,656,351	\$40,463,755	\$42,632,400



Impacts on Bridge Traffic Patterns

The following graph shows the weekly change in southbound traffic. Using the first month of the calendar year as a base month, the graph shows southbound traffic for calendar year 2019, 2020, 2021, and 2022 through the end of March. Traffic dropped an average of 24% for calendar year 2021 compared to 2019. 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 shows traffic levels recovering with that trend continuing into 2022 through end of March. Further recovery is expected but traffic is still well below pre-pandemic levels.

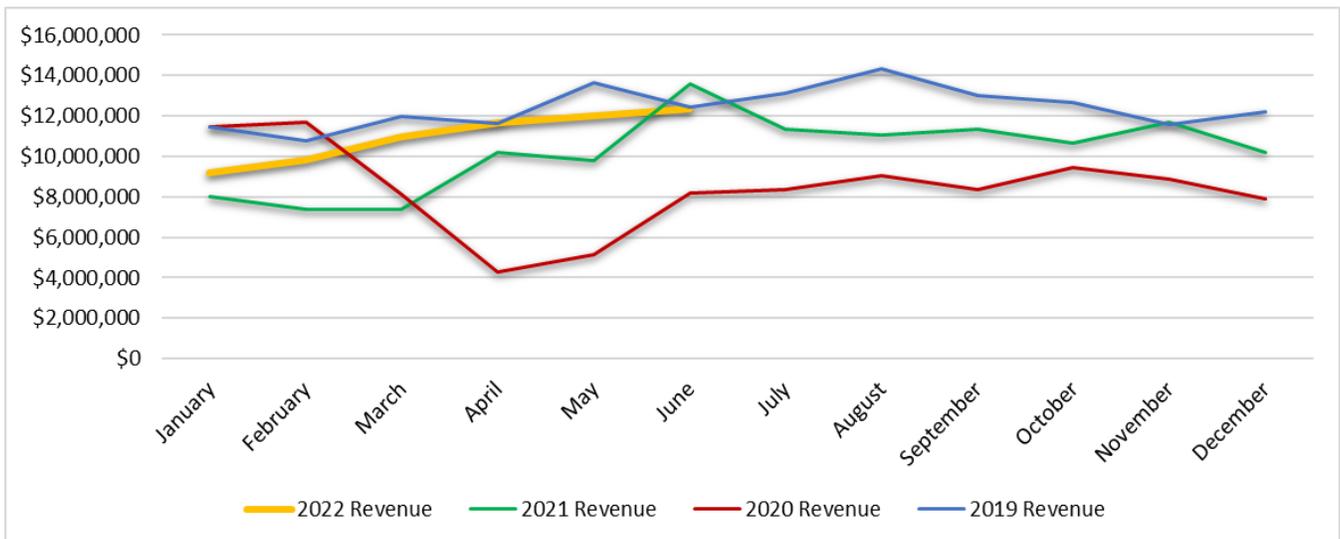
COVID-19 BRIDGE SOUTHBOUND TRAFFIC TRENDS (2019-2022)



Impact on Bridge Toll Revenue

The following graph shows the change in bridge toll revenue. The 2019 line represents monthly revenue for the calendar year 2019, the pre-COVID trend. The 2020 line shows the dramatic effect of the shelter in place order beginning in March 2020. The 2021 and 2022 lines show the recovery from the pandemic, but a significant gap remains between pre-COVID to current levels. Toll revenue for 2020, 2021, and 2022 is displayed as collected for a specific month and year. Comparisons of revenues collected during the same month but different years are not a direct comparison, as there are no adjustments for toll rates that have changed over time. The toll revenue collection rate reached its lowest point at approximately 37% of pre-COVID revenue collected and has recovered to momentary high of 100% of pre-COVID revenue, for the month of April 2022.

COVID-19 BRIDGE REVENUE TRENDS (2019-2022)



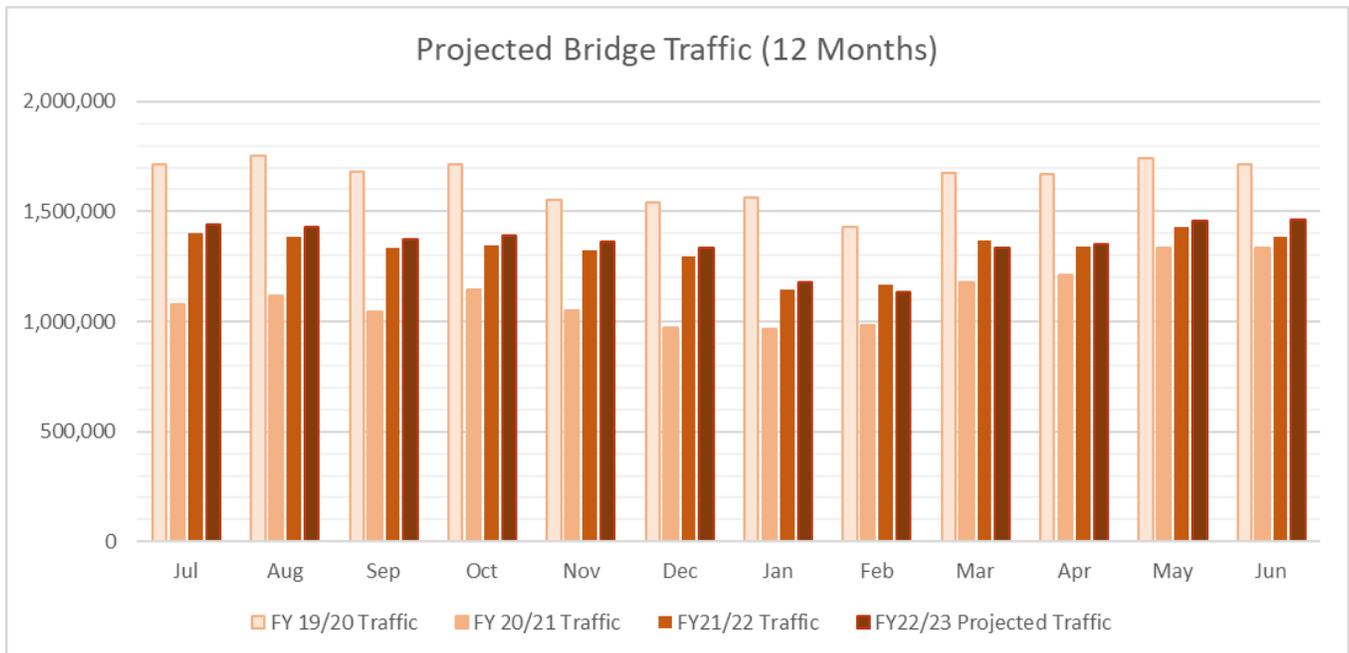
Bridge Division Recovery Rate Assumptions

The following table and graph represent the current assumption for the growth of traffic in FY 22/23 and is the basis for the adopted toll revenues in FY 22/23. The pre-COVID year for FY 19/20 is used for comparison. Given the continuing uncertainty of economic recovery, this projection is based on an assumption that the modest growth projected for the US 101 corridor and the current change in customer commute behavior continues. The projections assume traffic starts at 84% of pre-COVID levels in July 2022 and remains relatively flat as adjusted for seasonality ending at 85% in June 2023.

BRIDGE TRAFFIC (12 MONTHS)

	July	August	September	October	November	December
FY 19/20 Traffic	1,716,684	1,754,550	1,678,846	1,712,433	1,551,740	1,544,040
FY 20/21 Traffic	1,078,635	1,119,346	1,046,347	1,144,440	1,049,531	973,226
FY 21/22 Traffic	1,400,583	1,386,250	1,332,197	1,347,664	1,322,466	1,295,988
FY 22/23 Projected Traffic	1,442,600	1,427,838	1,372,163	1,388,094	1,362,140	1,334,868
FY 22/23 Projected vs Base Year Traffic Rate	84%	81%	82%	81%	88%	86%

	January	February	March	April	May	June
FY 19/20 Traffic	1,565,042	1,430,668	1,674,526	1,666,954	1,740,947	1,714,051
FY 20/21 Traffic	965,695	984,248	1,177,590	1,209,439	1,335,478	1,332,886
FY 21/22 Traffic	1,147,861	1,167,784	1,370,880	1,340,741	1,429,232	1,383,373
FY 22/23 Projected Traffic	1,180,436	1,135,428	1,334,209	1,351,609	1,458,075	1,462,109
FY 22/23 Projected vs Base Year Traffic Rate	75%	79%	80%	81%	84%	85%



COVID-19: TRANSIT OVERVIEW

The Bus and Ferry Division's traditional sources of revenue are the bridge toll subsidy, fare revenue, state, federal, and local operating 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 dropped dramatically due to the decrease in commuters from Marin and Sonoma Counties traveling into San Francisco during the pandemic. Those two sources of lost revenue are the reason that the District's FY 22/23 budget is projected to have a transit funding shortfall before the use of emergency one-time federal funding.

Toll Revenue:

As shown in the earlier Bridge Division section, the amount of bridge toll funding for transit operations is projected to grow but it will still be less than what it was before COVID changed the commuting patterns for the District's customers.

Fare Revenue:

Pre-COVID transit fares were approximately \$35.7 million. The revenues from transit fares began declining due to the pandemic in FY 19/20 to \$26.5 million, \$12 million in Bus fares and \$14.5 million in Ferry fares, respectively. In FY 20/21 transit fare revenues were even more extremely affected by customer behavior and dropped to \$3.8 million (almost a 1/10th of pre-COVID levels), \$3 million in Bus fares and \$817,000 in Ferry fares respectively. In FY 21/22 transit fares have recovered to \$12 million, \$5.4 million in Bus fares and \$6.6 million in Ferry fares. That recovery is expected to maintain its gains relatively in FY 22/23 with transit fare revenue at \$9.9 Million, \$4.8 million in Bus fares and \$5.1 in Ferry fares.

It is important to note that the transit patron estimates for FY22/23 were created in early Spring 2022 when there was reason for caution and being conservative on projecting transit ridership growth. Throughout the remainder of FY21/22, there was a pronounced pickup of transit ridership, which drove actual transit ridership significantly beyond the prior estimates.

Emergency One-Time Federal Revenue:

The District has been fortunate to receive a net total of \$282.5 million in one-time federal grant funds (\$5.4 million is netted out for STA adjustment due to ARP award) to offset the loss of bridge toll subsidy for transit operations and the drop in fare revenue to two main sources of funding for the District's transit divisions.

One-time federal funding has been used to balance the District's transit budget in FY 20/21 and FY 21/22. The FY 22/23 Adopted Budget shows that the transit system will continue to have a budget shortfall due to the loss of bridge toll subsidy and fare revenue. The projected \$75.1 million shortfall (after use of available toll subsidy) will be funded once more by one-time federal funding.



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 20/21, Bus Fare revenue dropped to \$3 million due to the effect of COVID. Fare revenue in FY 21/22 rebounded to \$5.4 million, and is projected to remain similar at \$4.9 million in FY 22/23.

CARES Act and CRRSAA funding were in used in FY 20/21 and FY 21/22 to make up for the funding shortfall in the Bus Division. The FY 22/23 adopted budget assumes that ridership will be relatively flat starting at 32% and ending the fiscal year at 33%. Again, it is assumed that the ridership percentage will grow at a slower rate than the rate of service restoration.

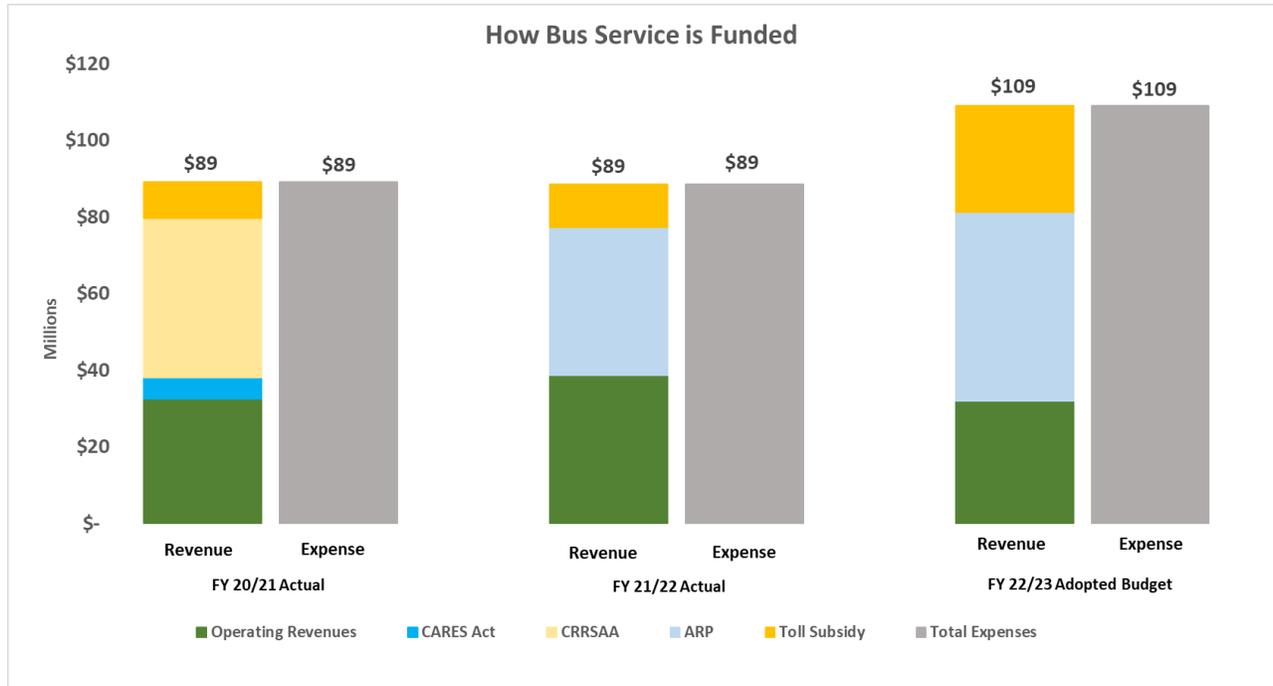
The FY 22/23 Adopted Bus Budget projects a \$77 million shortfall. To balance the budget, the District will spend approximately \$49.1 million in one-time ARP funds. The remainder of the shortfall is funded with available Bridge tolls.

BUS DIVISION REVENUES AND EXPENSES

Bus Revenues and Expenses	FY20/21 Actual	FY21/22 Actual	FY22/23 Adopted Budget
Total Bus Division Revenues	\$32,545,419	\$38,702,619	\$ 32,012,700
Total Bus Division Expenses	\$89,098,702	\$88,530,380	\$109,023,300
Revenues Over/(Under) Expenses (*)	(\$56,553,283)	(\$49,827,761)	(\$77,010,600)
CARES Act	5,517,981		
CRRSAA-1 st tranche	14,101,168		
CRRSAA-2 nd tranche	27,372,705		
ARP-1 st tranche		38,629,095	
ARP-2 nd tranche		16,889	28,673,700
ARP-3 rd tranche			20,434,600
Subtotal	46,991,854	38,645,984	49,108,300
Adjusted Revenues Over/(Under) Expenses (*)	(\$ 9,561,429)	(\$11,181,777)	(\$27,902,300)

* The remaining balance for FY 20/21, FY 21/22, and FY 22/23 is covered by excess funds provided by the Bridge Division.

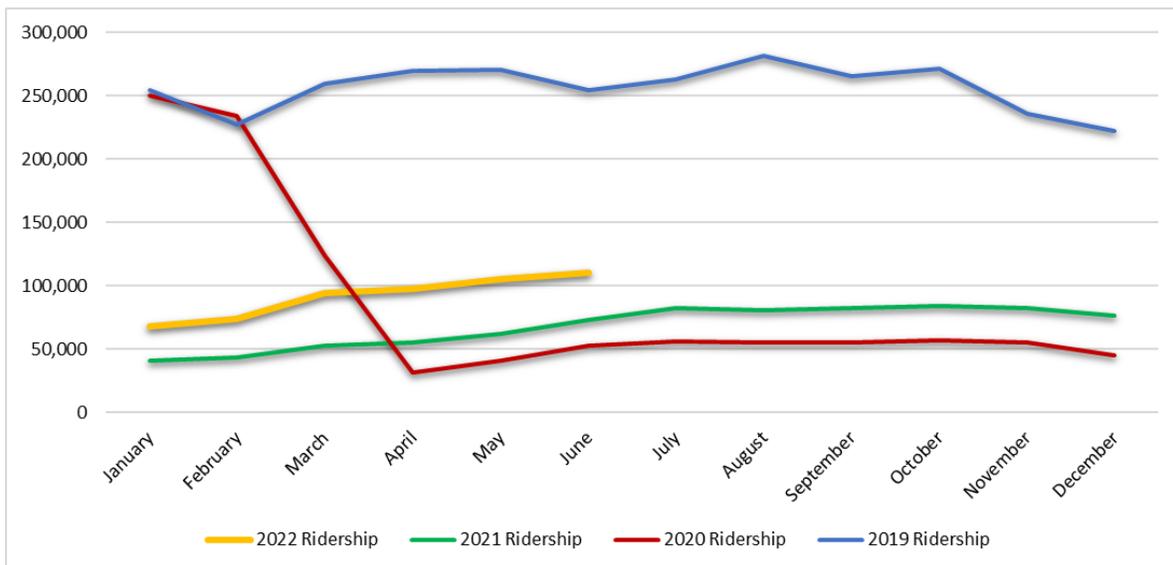




Impacts on Bus Ridership

The following graph shows Bus ridership for 2019, 2020, 2021, and through March 2022. In FY 21/22 Bus ridership recovered from 2020 where it dropped as low as 12% of pre-COVID ridership and has since recovered to 43% of pre-COVID ridership, for the month of June 2022. The 2019 line serves as the pre-COVID monthly 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 due to COVID restrictions. The 2022 line shows a slight recovery.

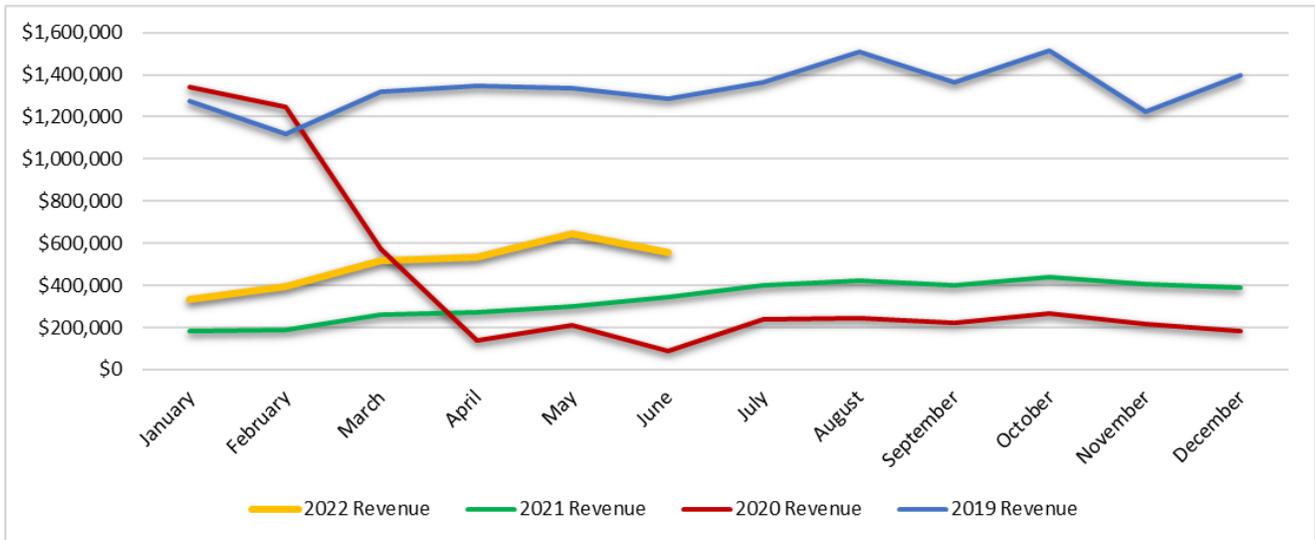
COVID-19 BUS RIDERSHIP TRENDS (2019-2022)



Impacts on Bus Fare Revenue

The following graph shows the shift in monthly bus fare revenue for 2019, 2020, 2021, and 2022 through the end of March. Bus fare revenue dropped to as low as 7% of pre-COVID revenue in 2020 and then recovered to 48% of pre-COVID revenue in May 2022. Bus revenue remains dramatically short of pre-COVID levels. Bus fare revenue for 2020, 2021, and 2022 is displayed as collected for a specific month and year. Comparisons of revenues collected during the same month but different years are not a direct comparison, as there are no adjustments for bus fare rates that have changed over time.

COVID-19 BUS FARE REVENUE TRENDS (2019-2022)



Bus Division Recovery Rate Assumptions

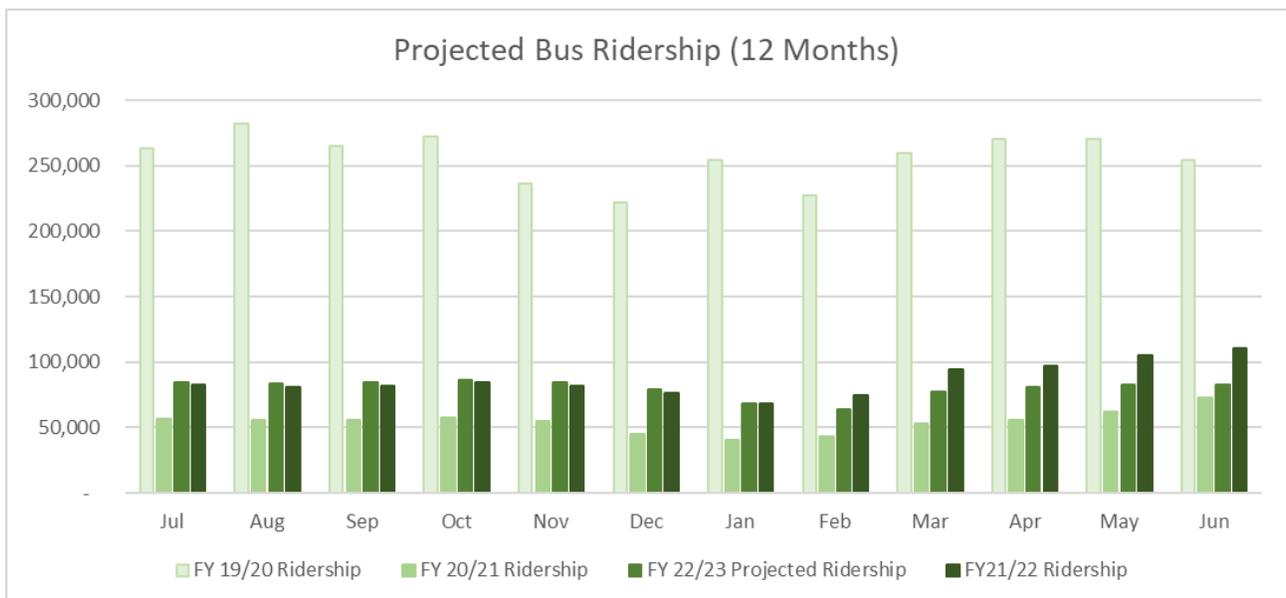
The following table and graph show the current assumption for growth of bus ridership and is the basis for the adopted fare revenue in the FY 22/23 Adopted Budget. The growth projections assume bus ridership at 32% of pre-COVID ridership in July 2022 and remains flat at 33% at the end of the fiscal year.

It is important to note that the transit patron estimates for FY22/23 were created in early Spring 2022 when there was reason for caution and being conservative on projecting transit ridership growth. Throughout the remainder of FY21/22, there was a pronounced pickup of transit ridership, which drove actual transit ridership significantly beyond the prior estimates.

BUS RIDERSHIP (12 MONTHS)

	July	August	September	October	November	December
FY 19/20 Ridership	263,448	281,582	265,337	271,683	236,152	222,284
FY 20/21 Ridership	56,326	55,660	55,273	57,323	54,897	44,896
FY21/22 Ridership	82,325	80,775	82,037	84,079	82,049	76,449
FY 22/23 Projected Ridership	84,795	83,198	84,498	86,601	84,510	78,742
FY 22/23 Projected vs Base Year Ridership Rate	32%	30%	32%	32%	36%	35%

	January	February	March	April	May	June
FY 19/20 Ridership	254,220	227,626	259,460	270,004	270,381	254,403
FY 20/21 Ridership	40,789	43,050	52,674	55,561	62,030	73,051
FY 21/22 Ridership	68,338	74,227	94,436	97,369	105,347	110,495
FY 22/23 Projected Ridership	67,861	63,852	77,584	80,691	82,419	82,767
FY 22/23 Projected vs Base Year Ridership Rate	27%	28%	30%	30%	30%	33%



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 and to less than a million in FY 20/21. Ferry fare revenue recovered in FY 21/22 to \$6.6 million and is expected to remain relatively flat in FY 22/23 at \$5.1 million.

CARES Act and CRRSAA funding were used in FY 20/21 and FY 21/22 to make up for the funding shortfall in the Ferry Division. It is expected that \$25.9 million in ARP funds will be necessary to balance the Ferry Budget in FY 22/23.

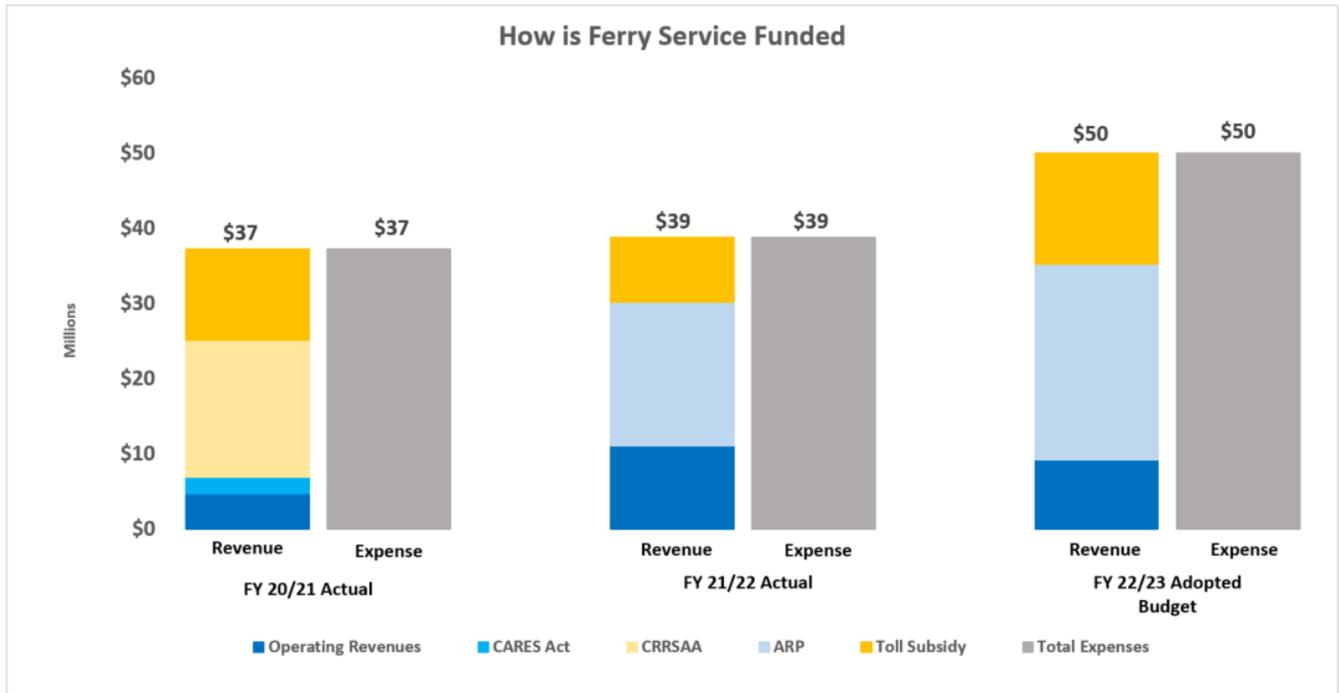
The FY 22/23 Adopted Budget assumes that ridership will grow from 25% to approximately 29% of pre-pandemic service levels. It is assumed that the ridership percentage will grow at a slower rate than the rate of service restoration.

FERRY DIVISION REVENUE AND EXPENSES

Ferry Revenue	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Adopted Budget
Total Ferry Division Revenues	\$ 4,732,264	\$11,135,148	\$9,272,500
Total Ferry Division Expenses	\$37,243,848	38,787,857	\$49,679,400
Revenues Over/(Under) Expenses (*)	(\$32,511,584)	(\$27,652,709)	(\$40,695,300)
CARES Act	2,199,475		
CRRSAA-1 st tranche	6,218,791		
CRRSAA-2 nd tranche	12,056,770		
ARP-1 st tranche		19,068,323	
ARP-2 nd tranche			15,164,700
ARP-3 rd tranche			10,800,700
Subtotal	\$20,475,036	\$19,068,323	\$25,965,300
Adjusted Revenues Over/(Under) Expenses (*)	(\$12,036,548)	(\$8,584,386)	(\$14,730,000)

* The remaining balance for FY 20/21, FY 21/22, and FY 22/23 are covered by excess funds provided by the Bridge Division.

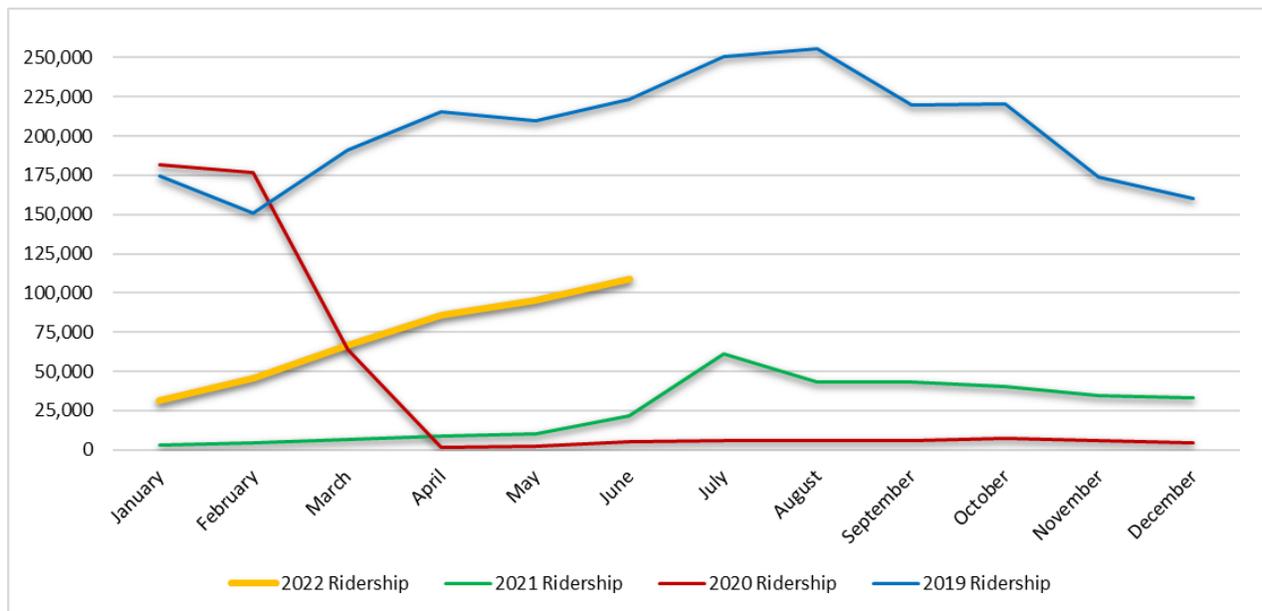




Impacts on Ferry Ridership

The following graph shows Ferry ridership for 2019, 2020, 2021, and 2022 through June. The 2020 line shows the dramatic drop in ridership corresponding to the March 2020 shelter in place orders. Ridership slowly recovered in 2021 and now has started a steeper recovery in the first months of 2022. In FY 20/21 Ferry ridership had dropped as low as 0.8% of pre-COVID ridership before recovering to momentary high of 49% of pre-COVID ridership by the end of June 2022.

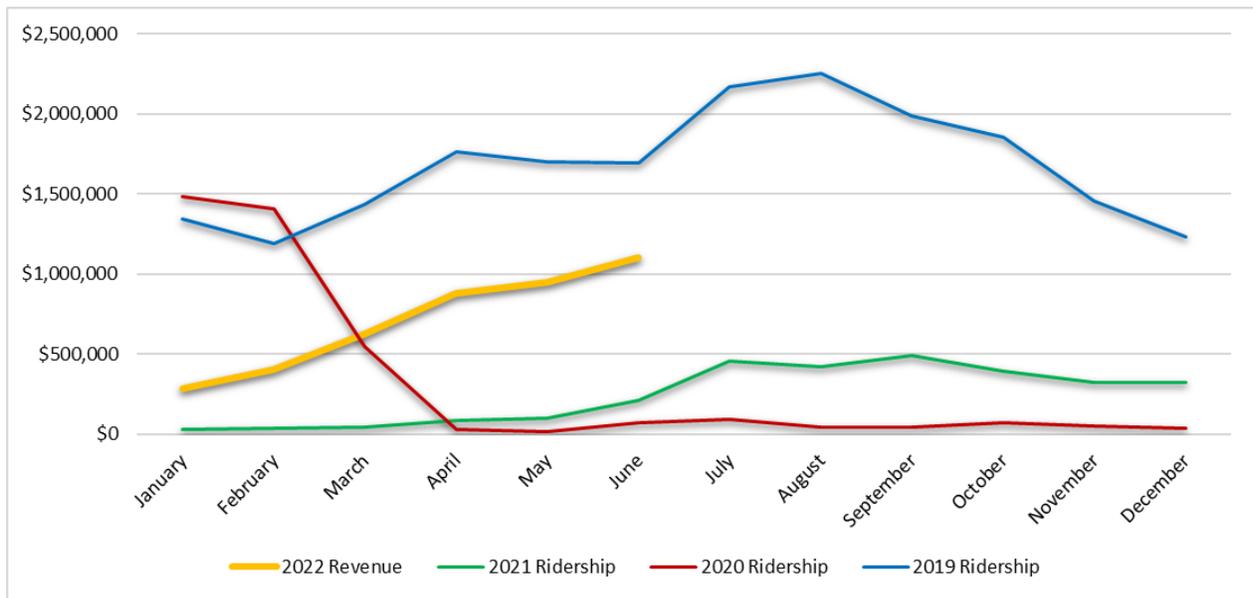
FERRY RIDERSHIP TRENDS (2019-2022)



Impacts on Ferry Fare Revenue

The following graph shows the shift in monthly revenue from 2019, 2020, 2021, and 2022 through the end of March. The Ferry revenue had dropped as low as 1% of pre-COVID revenue and then recovered as high as 65% of pre-COVID revenue in June 2022. Ferry fare revenue for 2020, 2021, and 2022 is displayed as collected for a specific month and year. Comparisons of revenues collected during the same month but different years are not a direct comparison, as there are no adjustments for ferry fare rates that have changed over time.

FERRY REVENUE TRENDS (2019-2022)



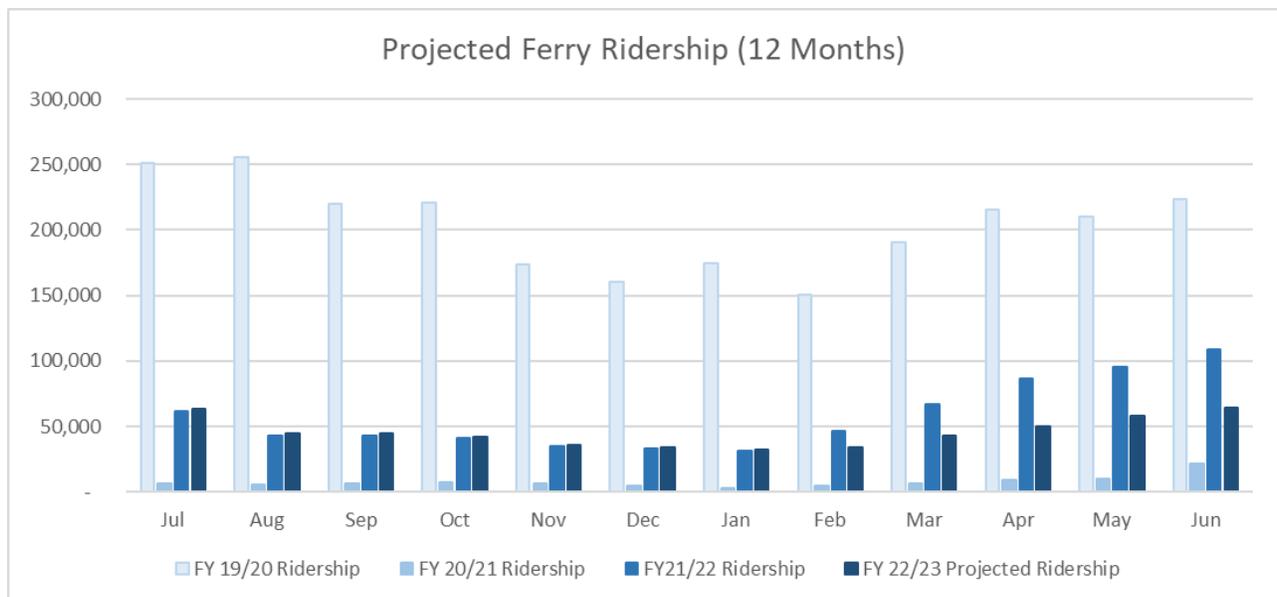
Ferry Division Recovery Rate Assumptions

The following table and graph show the current assumption for growth of ferry ridership that is the basis for the adopted fare revenue in FY 22/23. At this time, the growth projections assume starting from 25% of pre-COVID ridership in July 2021 and growing to 29% of pre-COVID ridership by end of FY 22/23.

FERRY RIDERSHIP TRENDS (12 MONTHS)

	July	August	September	October	November	December
FY 19/20 Ridership	250,836	255,583	219,679	220,787	174,068	159,978
FY 20/21 Ridership	6,051	5,765	6,141	7,243	5,957	4,279
FY 21/22 Ridership	61,507	43,271	43,200	40,690	34,710	33,037
FY 22/23 Projected Ridership	63,352	44,569	44,496	41,911	35,751	34,028
FY 22/23 Projected vs Base Year Ridership Rate	25%	17%	20%	19%	21%	21%

	January	February	March	April	May	June
FY 19/20 Ridership	174,437	150,792	190,688	215,436	209,932	223,549
FY 20/21 Ridership	3,181	4,420	6,420	8,863	10,180	21,361
FY 21/22 Ridership	31,036	46,077	66,454	86,151	95,177	109,052
FY 22/23 Projected Ridership	32,014	34,145	42,982	50,209	57,670	63,805
FY 22/23 Projected vs Base Year Ridership Rate	18%	23%	23%	23%	27%	29%



COVID-19 Transit Emergency One-time Funding

The District has received at net total of \$282.5 million (net of the \$5.4 million in STA adjustment for ARP funding) in emergency one-time funding to fund transit service and related staffing. Without these funds the District would have had to reduce its service and staffing levels in FY 20/21 and those lower service and staffing levels would likely still be in place in this adopted FY 22/23 budget.

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 the second tranche of \$39.4 million in FY20/21.

American Recovery Plan Act (ARP)

On March 11, 2021, ARP was signed by President Biden which includes \$30.5 billion in federal funding to continue supporting public transportation system in response to the COVID-19 pandemic. The Bay Area Region has been allocated approximately \$1.7 billion and the District received three tranches: \$57.7 in tranche I, net of \$38.5 million for tranche II (\$43.9 million offset by a \$5.4 million reduction in STA adjustment) and, through a national competitive grant program, \$75 million for tranche III. These funds will be used to fill the projected transit funding shortfall in FY 21/22, FY 22/23 and likely into FY 23/24.



FINANCIAL IMPACT OF COVID-19 ON THE FY 22/23 ADOPTED BUDGET

The impact of COVID-19 on the District’s revenues has been extreme for more than two years now. That trend is expected to continue in FY 22/23 and beyond. The District received a net of \$282.5 million in Federal one-time emergency funding through the CARES Act, CRRSAA and ARP to balance the budget shortfall of its transit operations caused by the unprecedented drop in bridge traffic and the lack of demand for transit ridership. Going forward, economic recovery in the region and the future work habits of its core commute customers will dictate future service levels and the future need for additional funding. Without a significant change in commute patterns of its customers in the next year to two, the District will be required to seek additional local, state and federal funding or reduce transit expenses to balance future budgets. Without additional revenue in future years, customer commute travel behavior will be the largest driver in how much change the District will have to implement to balance its budget.

Since the one-time federal funding is available to balance this Adopted FY 22/23 Budget, it does not contain the need for the Board and staff to find additional revenues or reduce transit expenses. The following table shows the \$75.1 million FY 22/23 budget shortfall, how one-time funding will balance the expenses, and the cumulative \$55.9 million of one-time toll revenue carryover in FY 22/23. Toll revenue carry over are District reserves that were earned as toll revenue by the Bridge Division that was not used to subsidize transit due to the District’s receipt of emergency one-time Federal funding for the purpose. The next two sections of the Adopted Budget will assume the \$75.1 million projected transit funding shortfall will be covered by ARP funds.

ONE-TIME FEDERAL FUNDING AND TOLL REVENUE CARRYOVER

	FY 19/20 Actual	FY20/21 Actual	FY21/22 Actual	FY22/23 Adopted Budget
Total Revenues	\$ 203,030,944	\$147,314,578	\$177,364,350	\$ 182,195,100
Total Expenses	\$ 221,746,351	\$204,757,482	\$214,381,062	\$ 257,268,700
Operating Revenue Over/(Under) Expenses	\$ (18,715,407)	\$(57,442,904)	\$(37,016,712)	\$ (75,073,600)
One-Time Federal Funding:				
Cares Act Funding	\$ 43,863,006	\$ 7,717,456		
CRRSAA Funding		\$ 59,749,434		
ARP Tranche I			\$ 57,697,418	
ARP Tranche II			\$ 16,889	\$ 43,838,300
ARP Tranche III				\$ 31,235,300
Total One-Time Federal Funding	\$ 43,863,006	\$ 67,466,890	\$ 57,714,307	\$ 75,073,600
Adjusted Revenue Over/(Under) Expenses	\$ 25,147,599	\$ 10,023,986	\$ 20,697,595	\$ -
Cumulative Toll Revenue Carryover	\$ 25,147,599	\$ 35,171,585	\$ 55,869,180	\$ 55,869,180

For the purpose of showing the cumulative toll carryover, this table represents audited figures before GASB adjustments and will not match the budget data for the past fiscal years represented.





Budget Overview

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FY 22 / 23 ADOPTED BUDGET OVERVIEW

The FY 22/23 Adopted Budget is a policy document that identifies the strategic direction and priorities of the Board of Directors for the fiscal year. The Adopted budget is the implementation tool for the Board's policy directions and initiatives that were developed in its long-term strategic financial planning process.

As detailed in the COVID-19 Impacts section (see pages 17-34), this is the third year in a row that the District has had to develop a budget with enormous uncertainty as to the level of customer demand it will see during the budget year. The budget is developed between December and mid-March based on the policy objectives of the Board and the then current assumptions for the District business. Since March 2020, there has been, and there still is, enormous uncertainty as to how quickly the District's customers, thus revenues, will 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 the last two fiscal years. This Adopted Budget will be balanced using emergency one-time federal grants again. Staff will work with the Board to determine what changes in expenses and revenues are necessary to keep the structural deficit as small as possible in order to make the one time funding last as long as possible.

The Adopted FY 22/23 Budget includes:

- Operating Budget revenues of \$182.2 million and expenditures of \$257.3 million resulting to net loss of \$75.1 million.
- Operating Budget includes the utilization of \$75.1 emergency one-time ARP funding to balance the budget.
- Capital Budget revenues of \$30 million and expenditures of \$54 million.
- District reserves of \$24 million will be used to fund the FY 22/23 Capital Budget.

The FY22/23 Adopted Budget has an operating loss of \$75.1 million. In order to balance the budget, the District is projected to spend \$75.1 million of the one-time federal funding. FY22/23 Adopted Budget includes an increase in operating revenues by \$4.8 million due to net increase in toll and fare revenues and investment interest income offset by decrease in state operating assistance and other operating income. FY22/23 expenses are projected to be higher by \$42.9 million due to increased salary costs, pension, and District-wide professional service costs associated with a projected increase in service to meet rising customer demand as COVID travel restrictions are reversed.

This report is an overview of the FY 22/23 Adopted Budget and a summary of the development process.

Overview of Operating Budget

The FY 22/23 Adopted Operating Budget of \$257.3 million is \$42.9 million, or 20%, more than the FY 21/22 Actual expenses of \$214.4 million. Salary increases are included for the Coalition and Non-Represented employees. The Adopted Budget does not include a budgeted wage increase for ATU employees represented employees because their contract for the fiscal year has yet to be negotiated.

Revenue is estimated to be \$257.3 million, which is an increase of approximately \$22.2 million, or 9%, from the FY 21/22 Actual revenue of \$235.1 million. The increase is primarily due to the increased usage of one-time federal grant (\$17.4 million), increased Toll Revenue (\$6 million), and Investment Interest Income (\$11.9 million) offset by decrease in Transit Fares (\$2.2 million) in State Operating Assistance (\$6.4 million), Marin Transit Contract Revenues (\$0.2 million) and Other Operating Income (\$4.5 million).



Budget Overview

This budget includes changes to the District reserves. The Adopted Budget has a \$9.8 million projected positive impact on the District's financial reserves. This is primarily due to the use of the one-time federal funding to balance the operating budget and increases in toll and fare revenues and investment interest income.

The FY 22/23 Adopted Budget includes many actions that were originally in the 2014 Strategic Financial Plan. Typically every year the Strategic Financial Plan is reviewed and updated. However, when the 2014 Strategic Plan was completed in 2020, addressing the impacts of COVID prevented the District from developing a new Financial Plan. Development of a District-wide Strategic Plan is now underway. The FY 22/23 Adopted Budget is a baseline budget and contains the projected service levels in the Bridge, Bus, and Ferry operations. One-time federal funding will be used to balance the budget this year but if the dramatic decreases to revenue brought on by the COVID-19 pandemic continue into future years, 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 22/23 Adopted Capital Budget includes total anticipated expenditures of \$54 million, funded with \$24 million District funds and \$30 million in federal, state, and local grant funds. It supports the implementation of 58 projects (9 new and 49 continuing) necessary to maintain existing services and facilities and to implement high-priority safety and security projects. The \$54 million Adopted Capital Budget is allocated to the following projects: Bridge Division Projects (68%); Bus Division (5%); Ferry Division (23%); and District Division projects (4%). The Adopted Capital Budget contains Actual FY 21/22 project expenditures (see Appendix C). Thirteen projects were completed in FY 21/22.

In an effort to reduce the number of new projects in the FY 22/23 budget, each division prioritized its capital projects. Higher priority projects were included in the FY 22/23 budget to allow project managers to continue working and focusing their efforts on those projects. The remaining projects were included in the FY 23/24 capital project list, which consists of projects that are ready to be included in the FY 22/23 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 23/24 list to the FY 22/23 budget.

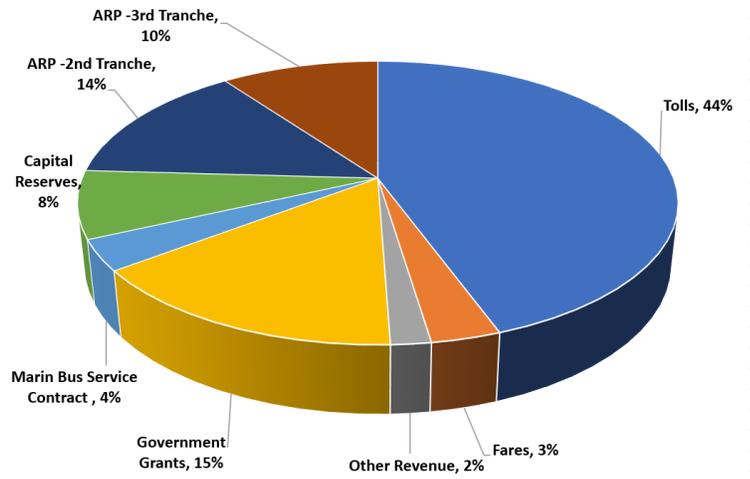
Use of Reserves

The FY22/23 Adopted Budget is projected to utilize one-time emergency federal funding to balance the operating budget. The Capital Budget is estimated to use \$24 million in District reserve funds. As an offset to the Capital spending of \$24 million, the FY22/23 Adopted Budget also includes \$33.8 million in transfers to reserves resulting in a net reserve increase of \$9.8 million.



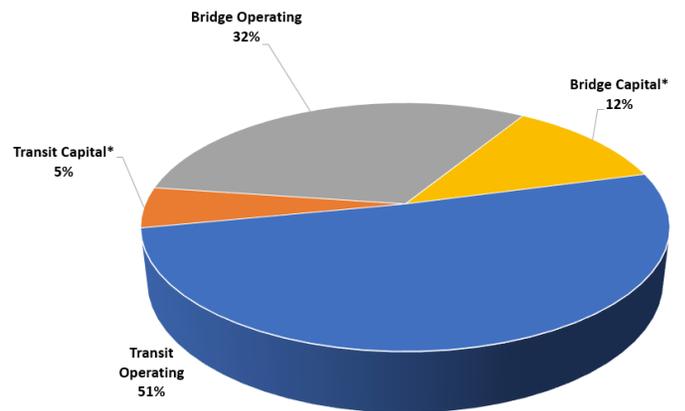
**REVENUE SOURCES
FY 22/23 ADOPTED OPERATING AND CAPITAL BUDGET
(IN MILLIONS)**

Source of Revenues	
Tolls	\$138.2
Fares	10.0
Other Revenue	5.7
Government Grants	47.5
Marin Bus Service Contract	10.9
Capital Reserves	24.0
ARP – 2nd Tranche	43.8
ARP – 3rd Tranche	31.2
Total	\$311.3



**EXPENSE ALLOCATION
FY 22/23 ADOPTED OPERATING AND CAPITAL BUDGET
(IN MILLIONS)**

Type of Expense	
Transit Operating	\$159.0
Transit Capital*	16.5
Bridge Operating	98.3
Bridge Capital*	37.5
Total	\$311.3



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



**FY 22/23 ADOPTED OPERATING AND CAPITAL BUDGET
THREE-YEAR COMPARISON (IN MILLIONS)**

	Actual FY 20/21	Actual FY 21/22	Proposed FY 22/23	Adopted FY 22/23
Revenue				
Bridge Tolls	\$108.4	\$132.2	\$138.2	\$138.2
Transit Fares	3.8	12.1	10.0	10.0
Other*	14.7	9.5	16.6	16.6
Operating Assistance	20.6	23.6	17.4	17.4
CARES Act Funding	7.7	-	-	-
CRRSAA-1st Tranche	20.3	-	-	-
CRRSAA-2nd Tranche	39.4	-	-	-
ARP-1st Tranche	-	57.7	-	-
ARP-2nd Tranche	-	0.0	37.6	43.8
ARP-3rd Tranche	-	-	36.1	31.2
Operating Revenue Subtotal	\$214.9	\$235.1	\$255.9	\$257.3
Capital Grants	30.3	\$25.3	\$29.1	\$30.0
Total Revenue	\$245.2	\$260.4	\$285.0	\$287.2
Expenses				
Labor and Fringes	\$124.3	\$124.7	\$153.8	\$154.2
Services/Supplies/Other	43.3	55.8	69.6	70.5
Contribution to Capital & Other Reserves	31.3	33.9	32.5	32.5
Operating Expenses Subtotal	\$198.9	\$214.4	\$255.9	\$257.3
Capital Project Expense	54.7	40.7	54.1	54.0
Total Expenses	\$253.6	\$255.1	\$310.0	\$311.3
Total Revenue Over/(Under) Total Expense	\$(8.4)	\$5.2	\$(25.0)	\$(24.0)

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

	Actual FY 20/21	Actual FY 21/22	Proposed FY 22/23	Adopted FY 22/23
Total Revenue Over/(Under) Total Expense	\$(8.4)	\$5.2	\$(25.0)	\$(24.0)
Transfers to District Reserves				
District Capital Contribution**	\$ 21.0	\$ 21.0	\$ 21.0	\$ 21.0
Bridge Self-Insurance Against Losses	1.3	1.3	1.3	1.3
Depreciation	10.3	12.9	11.5	11.5
Subtotal Transfers to Reserves	\$32.6	\$35.2	\$33.8	\$33.8
Impact on Reserves	\$24.2	\$40.5	\$8.8	\$9.8
Transfer to OPEB (Other Postemployment Benefits) Trust	\$1.3	\$2.3	\$(2.2)	\$(2.2)

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

**See Capital Contribution section on page 73 for more detail.



TRANSIT SYSTEM FUNDING

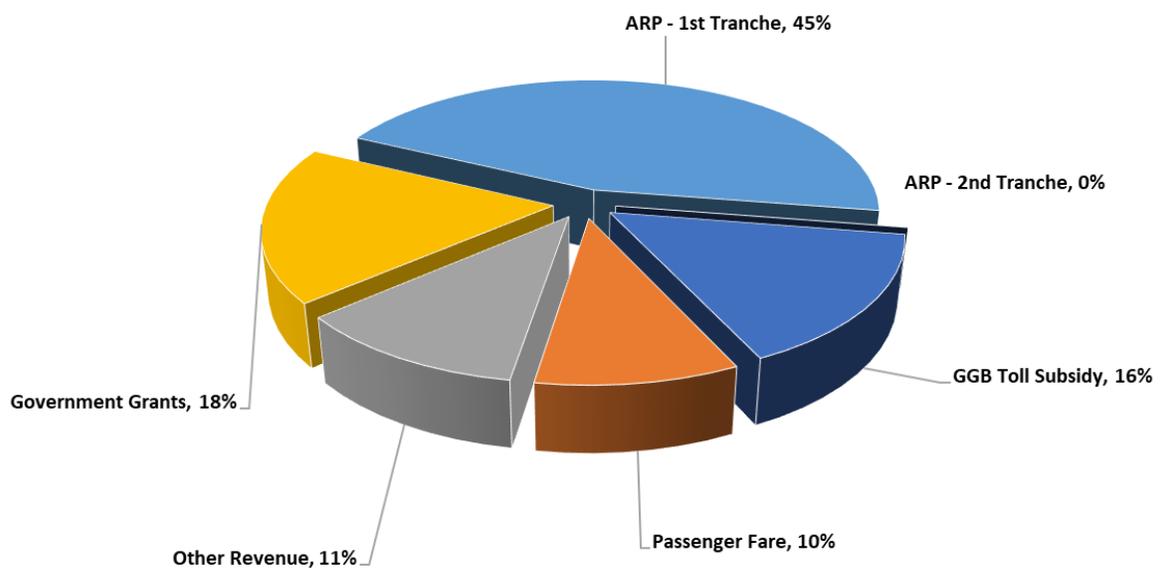
The Transit system is currently using emergency one-time federal funding to balance the FY 22/23 budget. It is unknown at this time if ridership will return to its previous pre-COVID levels before that one-time federal funding is expended. The Board and staff will implement the necessary policy changes in future fiscal years to balance future budgets. In FY 21/22 transit fares only covered 10% of the Transit expense. That is projected to decrease modestly to 6% in FY 22/23. The toll subsidy funded 16% of transit expenses for FY 21/22 and is projected to fund 27% in FY 22/23. 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 subsidy and fare revenue in FY 21/22. One-time federal revenue will again make up the shortfall in FY 22/23.

The following table displays how the toll subsidy and other revenues are allocated to fund the FY 21/22 Estimated Actual Expenses and Adopted FY 22/23 Budget Expenses.

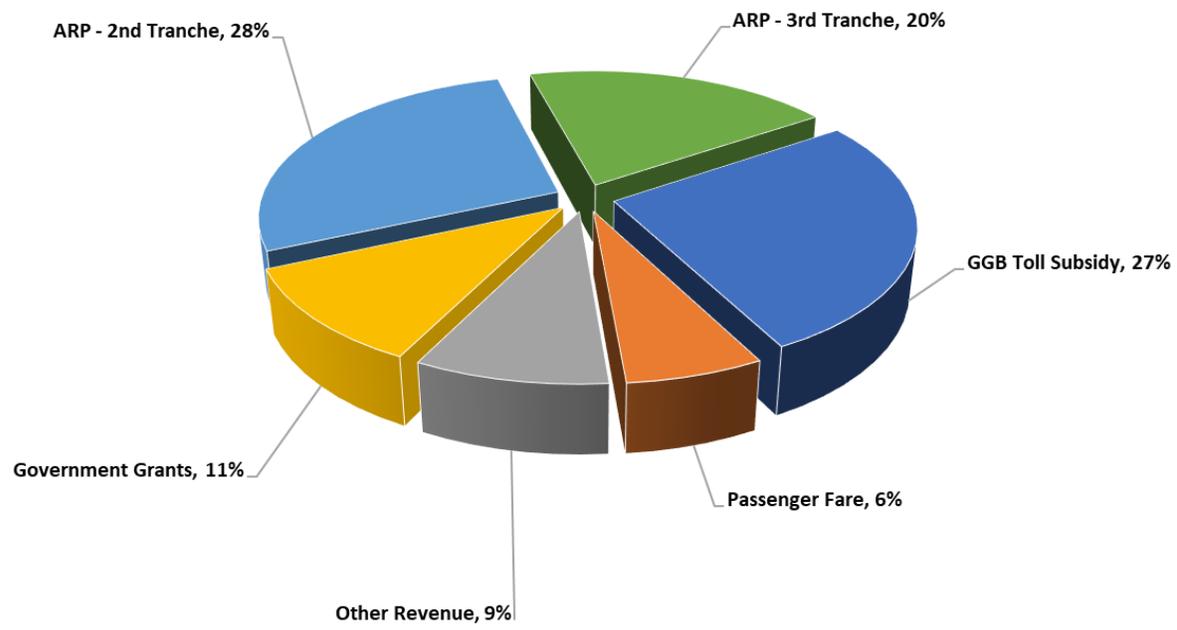
	How Golden Gate Transit was Funded in FY 21/22 (In Millions)				How Golden Gate Transit is Estimated to be Funded in FY 22/23 (In Millions)			
	Bus Division	Ferry Division	Total Transit	% of Cost	Bus Division	Ferry Division	Total Transit	% of Cost
GGB Toll Subsidy	\$11.2	\$8.6	\$19.8	16%	\$27.9	\$14.7	\$42.6	27%
Passenger Fare	5.4	6.7	12.1	10%	4.8	5.1	10.0	6%
Other Revenue	14.0	0.2	14.2	11%	13.8	0.2	13.9	9%
Government Grants	19.2	4.3	23.6	18%	13.4	4.0	17.4	11%
ARP-1st Tranche	38.6	19.1	57.7	45%	-	-	-	0%
ARP-2nd Tranche	0.0	-	0.0	0%	28.7	15.2	43.8	28%
ARP-3rd Tranche	-	-	-	0%	20.4	10.8	31.2	20%
Total	\$88.5	\$38.8	\$127.3	100%	\$109.0	\$50.0	\$159.0	100%



FY 21/22 Actual
Transit System Funding Cost



FY 22/23 Budget
Transit System Funding Cost



DISTRICT FINANCIAL SITUATION

Financial Reserves: Impact of Fiscal Year 21/22 (Unaudited)

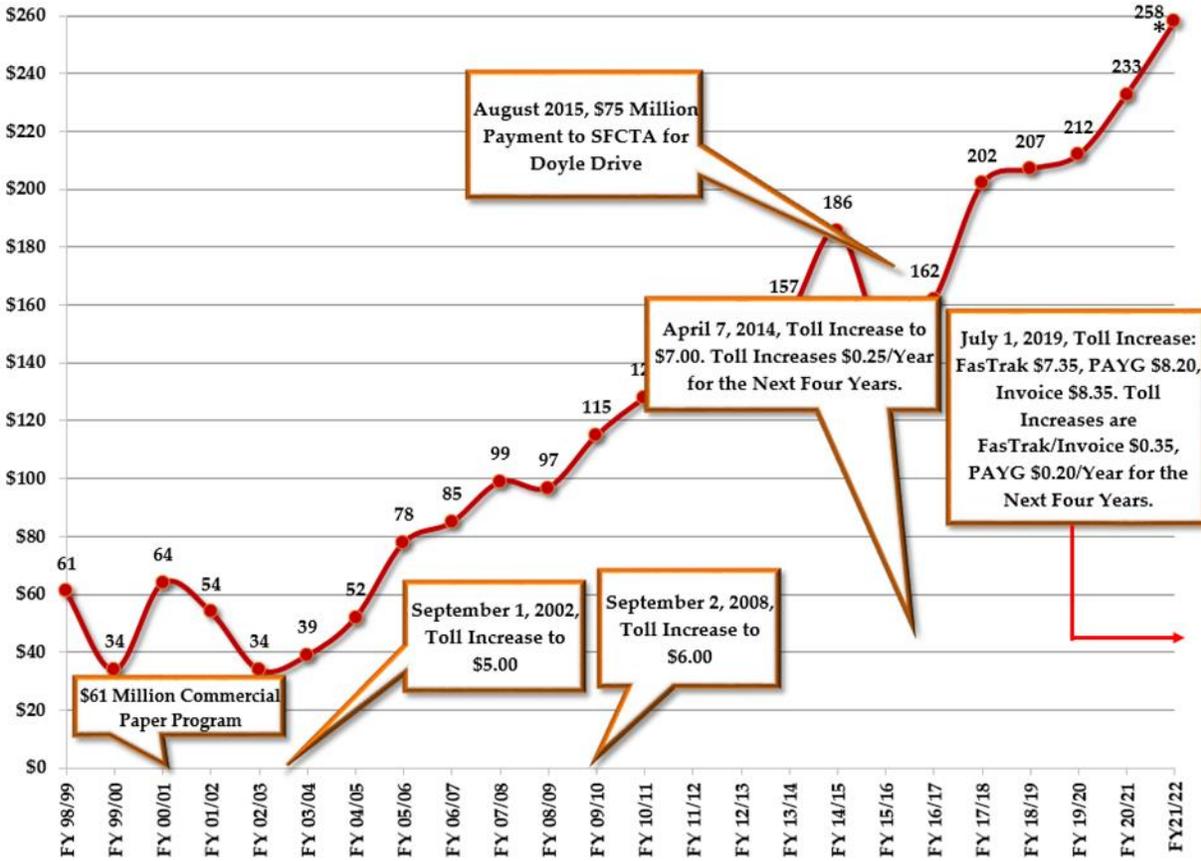
On June 30, 2022, the District finished the FY 21/22 operating budget year (which includes a \$21 million transfer to the capital reserves) with expenses of \$37 million over than actual revenues before the utilization of one-time federal funding. The utilization of one-time federal funding will be used to balance the budget and makeup the \$37 million operating loss.

Although the travel restrictions implemented to counter COVID severely upended the District's finances, the District's short-term and long-term financial situation is as strong as it is because the Board took steps over previous years to increase revenues and decrease expenses. Those actions to increase revenues include toll increases, increased carpool and multi-axle vehicle tolls, successive transit fare increases, and discussions with local and regional partners that produced millions more in contract and grant revenue. Actions to decrease expenses include, administrative and program reductions, freezing of open positions, salary freezes, and multiple medical plan reforms for all active and retired employees, bus transit service reductions, and ferry and bus service restructuring. The Board has previously passed long-term Strategic Financial Plans in 2002, 2009 and 2014 that contained the above actions. The Board had plans to develop a new strategic financial plan in FY 20/21, but that effort was on hold to allow the District to address current issues due to the COVID pandemic. Moving forward, the Board of Directors may undertake a strategic planning process under acknowledgment of the contingent nature imposed on it by the uncertainties of COVID-19.

The strong reserve position maintained by the District has been essential in FY 21/22 and will be again in FY 22/23. The District temporarily used its Emergency and Operating reserves to fund its services waiting for the CRSSAA and ARPA Act funding to arrive and then again waiting for ARPA funding to arrive. Those federal funds allowed the District to use its toll funds to subsequently reimburse its reserves. As shown, the one-time CARES Act and CRRSAA funding are only for transit expenses and are projected to almost completely cover the District's transit expenses in FY 20/21. ARPA funding covered the gap in transit revenues in FY 21/22 and all of the funding gap in FY 22/23. If bridge patronage and transit ridership assumptions in this budget do not change in future years, policy changes to reduce expenses and increase revenues will still be needed to be developed and approved to balance future operating budgets.



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



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

Impact of FY 22/23 Adopted Budget

The FY 22/23 Adopted Budget was developed to continue the Board’s efforts toward achieving long-term financial sustainability and to maintain sufficient reserves to complete its capital plan. It has taken years of determined fiscal stewardship by the Board to build up the District’s reserves, which are necessary to maintain the billions of dollars-worth of District capital assets. With continued lower customer demand brought on by the COVID-19 restrictions, emergency one-time federal funding will be used to fund the shortfall in transit revenues allowing the District to fund its capital reserves with toll revenue. The Adopted FY 22/23 Budget assumes the use of ARP funding to balance the budget. The Capital Budget is estimated to spend \$24 million in District reserve funds. This budget assumes that the District will not spend its Emergency and Operating reserves.

The District’s share of the capital budget is intended to be funded by reserves. Capital budgets are designed to be balanced over the long-term, which is the objective of the long-term financial plan. The \$21 million Capital Contribution included as an expense in the operating budget is designed to cover these costs. Since the operating budget is projected to be balanced due to the use of emergency one-time federal funding this



year, it is expected that the entire \$21 million will be available to transfer to capital. Thus, the reserves are projected to be reduced only by capital costs as planned.

The funds produced by the operating budget are put into the District's Capital reserves until the Board allocates them to fund the District share of the cost of capital projects or to cover temporary operating budget deficits. After funds are allocated by the Board, they are usually spent over several years depending on the particular multi-year spending pattern of the capital budget. The "Projected Reserves for Capital Projects" graph on page 46 represents a projection of how the current total of capital reserves (as presented on page 44) 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.

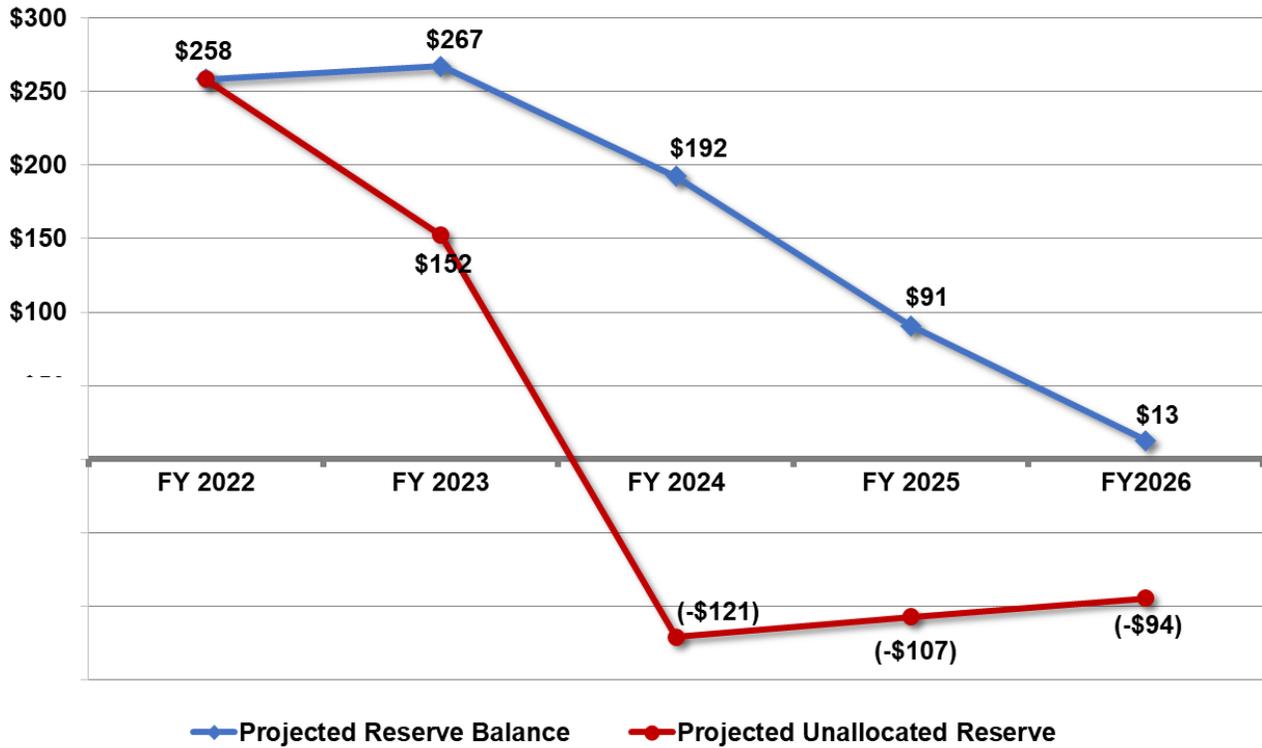
In accordance with GASB 68, \$67.7 million of CalPERS Net Pension Liability (NPL) was recognized effective June 30, 2021. The graph on the following page does not include the impact of the GASB 68 requirement. The reason being that those funds are set aside to cover liabilities that are decades into the future and the District is on track to pay down those liabilities prior to them coming due. Also, in accordance with GASB 68, \$97.1 million of ATU NPL was recognized June 30, 2021. 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, \$50.6 million net Other Postemployment Benefits (OPEB) liability was recognized effective June 30, 2021. 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 2022 GASB 75 and GASB 68 reports for ATU and the District respectively, have not been issued as of the development of this Finalized Budget. The figures above are unchanged as a result and reflect Fiscal Year 2021 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 damage to the bridge that reduced toll revenue collection. This budget includes a \$1.3 million contribution, based on the Board’s annual approval to contribute to this reserve, for a total of \$22.4 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 22/23 Adopted Budget provides that the \$61 million remains outstanding throughout FY 22/23 and does not provide for further borrowing. In addition, the FY 22/23 Adopted Budget fully funds the maintenance of the commercial paper program, including long-term arrangements with Goldman Sachs and Morgan Stanley, to market the commercial paper and the agreement with JP Morgan to provide a line of credit. Total commercial paper program costs as a percentage of the total commercial paper notes outstanding are summarized in the table below.

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

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Actual	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Adopted
Average Annual Interest Rate **	1.18%	1.67%	1.13%	0.16%	0.35%	2.13%*
CP Program-related Costs	0.78%	0.70%	0.66%	1.17%	0.80%	0.86%
Total CP Program Costs as a % of Total CP Notes Outstanding	1.96%	2.37%	1.79%	1.33%	1.15%	2.99%

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 22/23 Adopted Budget reflects the average interest rate for the preceding 12 months. The interest earnings are based on the operating budget being balanced so that the reserves are not drawn down for operating needs. If the operating budget is not balanced, the earnings would be lower, with all other assumptions being equal.

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

** See page 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 were temporarily delayed in order to address the shock of the COVID-19 crisis. During the period of this proposed FY 22/23 Budget, the Board of Directors may undertake a strategic planning process under acknowledgment of the contingent nature imposed on it by the uncertainties of COVID-19.

Guiding Principles of the 2014 Plan

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

Once a plan is approved by the Board it becomes a part of the Board's regular financial planning cycle and is monitored, reviewed, and updated annually with completed, dropped, or added initiatives. The Financial Plans, when compared to each updated projection, are an essential means to monitor the progress of reducing the deficit. The Plans utilizes the current five- and ten-year period projections submitted annually to the Board. The use of these financial projections enables the 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 the current 2014 Financial Plan was coming to an end. That Plan had 46 initiatives, and all but two were considered implemented or closed as part of the plan and were shown as such in 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.

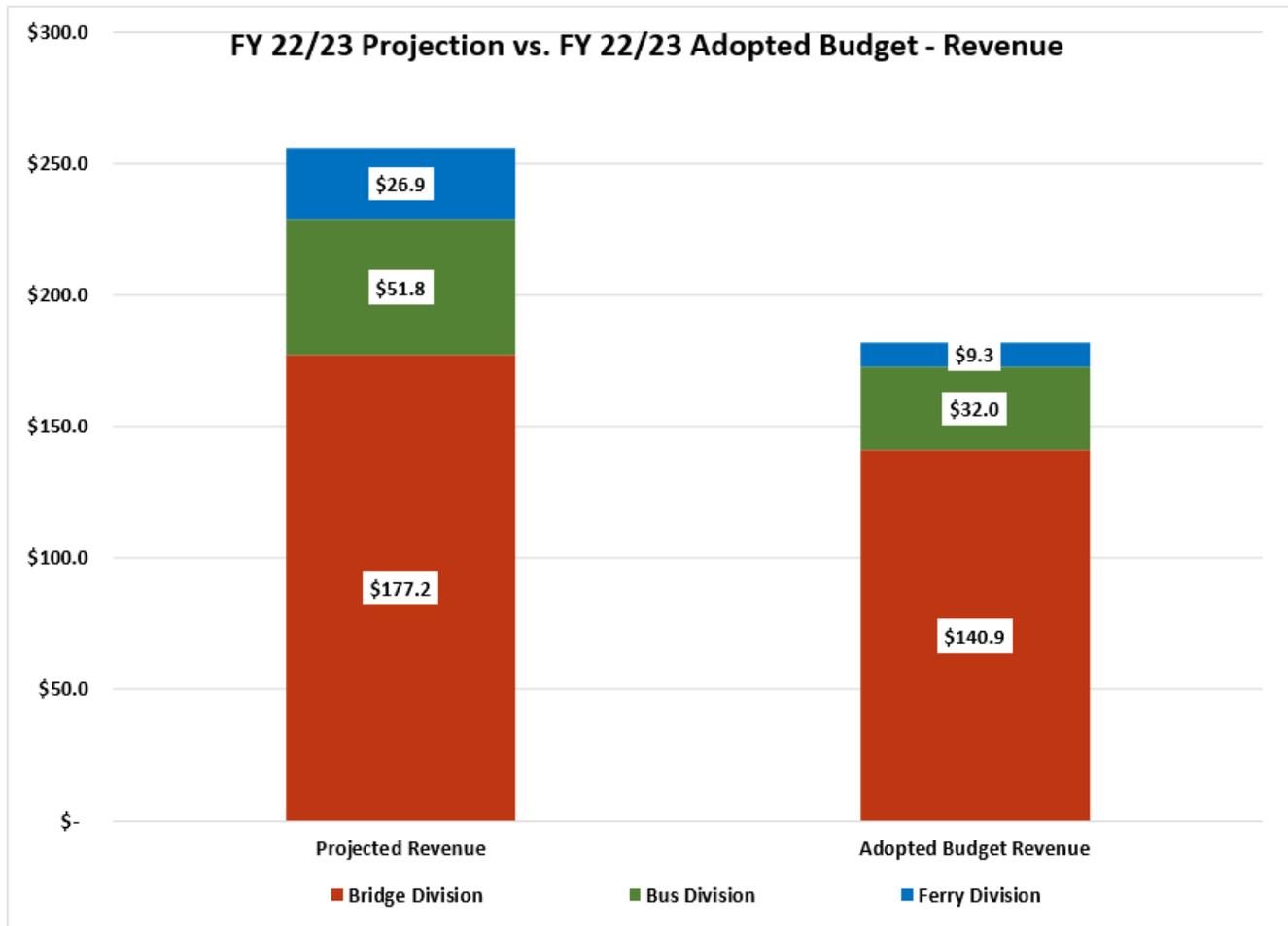


FY 22/23 Projection vs. FY 22/23 Adopted Budget – Revenue

The following exhibit compares the latest projected revenues for FY 22/23 contained in the long-term projections with the FY 22/23 Adopted Budget revenues. The FY22/23 Adopted Budget revenue is approximately \$73.7 million less than projected.

FY 22/23 PROJECTION COMPARED TO FY 22/23 ADOPTED BUDGET REVENUES 10-YEAR PROJECTION (IN MILLIONS)

	Projected Revenue	Adopted Budget Revenue	Variance	
Bridge Division	\$177.2	\$140.9	\$(36.3)	-25.7%
Bus Division	\$51.8	\$32.0	\$(19.8)	-61.8%
Ferry Division	\$26.9	\$9.3	\$(17.6)	-189.8%
Total	\$255.9	\$182.2	\$(73.7)	-40.4%

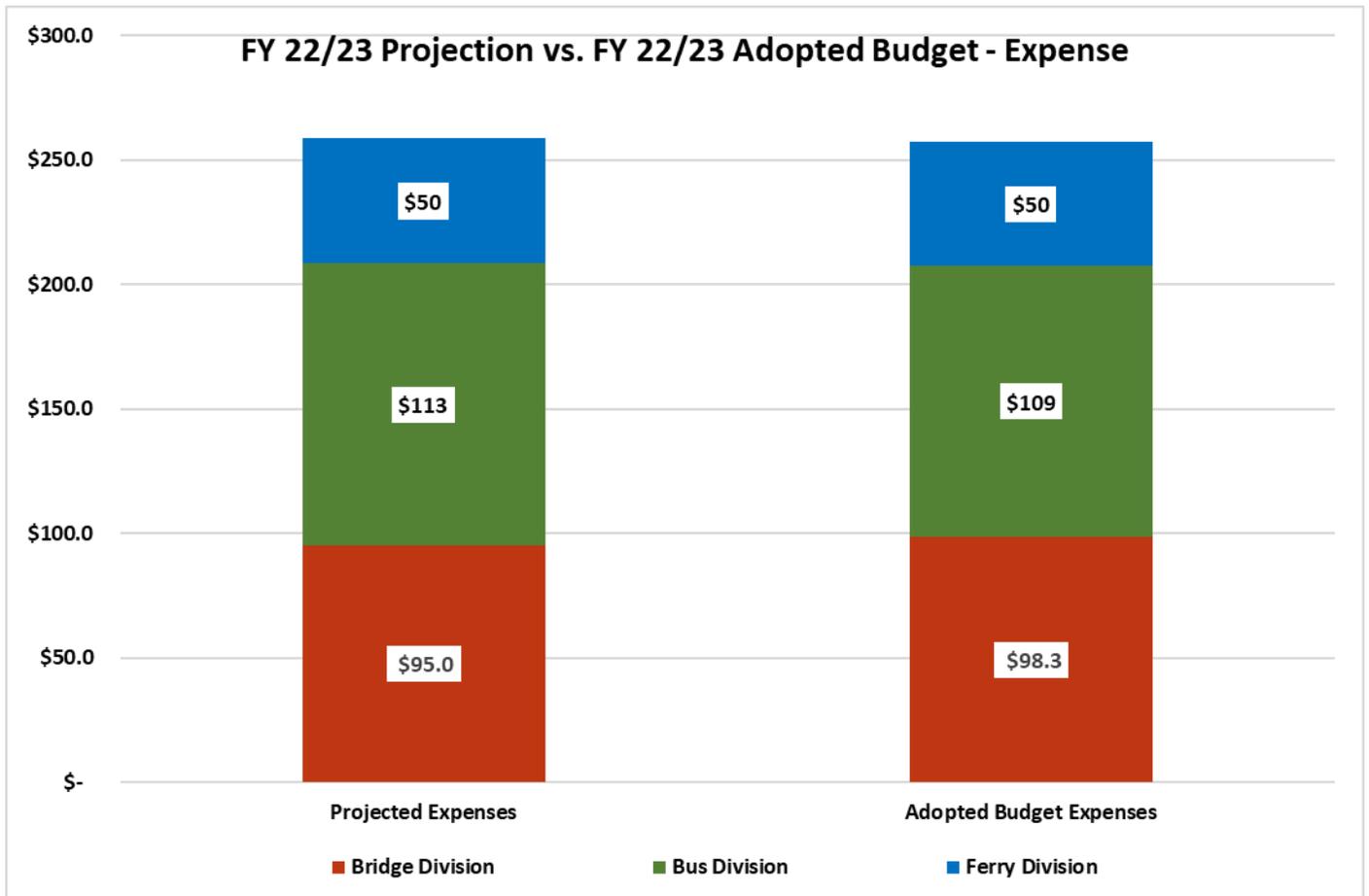


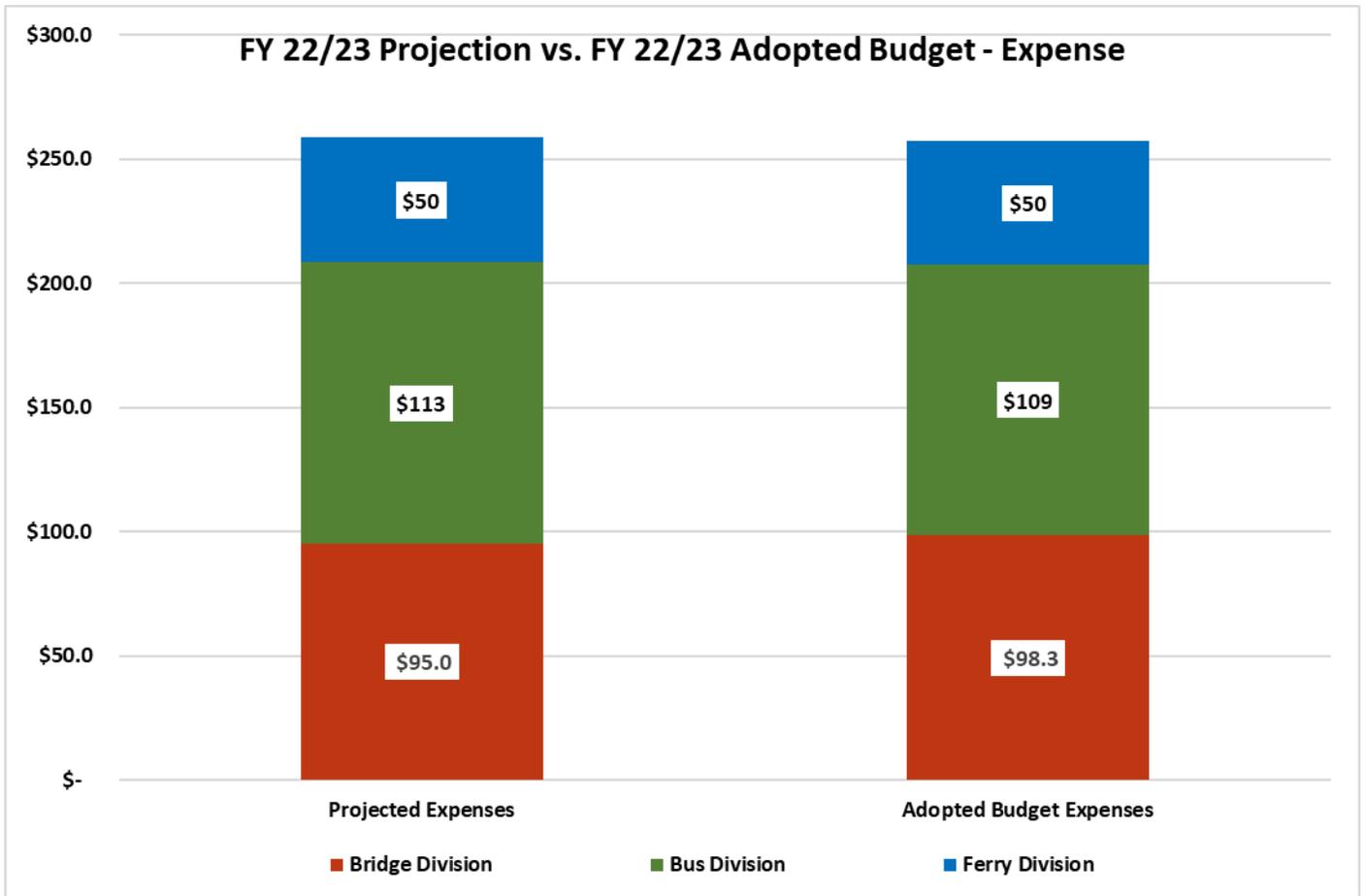
FY 22/23 Projection vs. FY 22/23 Adopted Budget – Expenses

The following exhibit compares the latest projected expenses for FY 22/23 contained in the long-term projections with the FY 22/23 Adopted Budget expenses. The FY22/23 Adopted Budget is approximately \$1.2 million less than projected.

FY 22/23 PROJECTION COMPARED TO FY 22/23 ADOPTED BUDGET EXPENSES 10-YEAR PROJECTION (IN MILLIONS)

	Projected Expense	Adopted Budget Expense	Variance	
Bridge Division	\$95.0	\$98.3	\$3.2	3.4%
Bus Division	\$113.2	\$109.0	\$(4.2)	-3.7%
Ferry Division	\$50.3	\$50.0	\$(0.3)	-0.5%
Total	\$258.5	\$257.3	\$(1.2)	-0.5%





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 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 22/23 Adopted Budget identifies the strategic directions and priorities of the Board of Directors and is structured to reflect the goals of the Board’s long-term strategic planning process. It incorporates actions taken by the Board resulting from that process, such as the multi-year goal to reduce operating costs and an additional five-year toll and fare increase plan. In addition, the FY 22/23 Adopted Budget includes full funding of expense for accrual of retiree health benefits.

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

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



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 Adopted FY 22/23 Capital Budget includes \$30 million in Federal, State and Other Local funding and \$24 million in District funding. This represents a federal/state/other local funding percentage of 56% and a District funding percentage of 44%.

Board Approval: Once the operating and capital budgets have been thoroughly reviewed and approved by the General Manager and the Auditor-Controller, they are formally presented to the Finance-Auditing Committee. This Finance-Auditing Committee meeting marks the initial discussions which culminate with the final adoption by the Board of Directors. The budget is scheduled for Board consideration before the end of the fiscal year preceding the new budget year. The FY 22/23 Adopted Budget is presented to the Finance-Auditing Committee in May 2022 and adopted by the Board of Directors in June 2022.



BUDGET PREPARATION AND PROCESS CALENDAR FOR FY 22/23

Dates	Activity
Feb 8, 2022	General Manager, Auditor-Controller and Budget Office review District’s goals and objectives, establish budget expense targets and timelines.
Feb 15, 2022	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 15 – Mar 4, 2022	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 25 – Mar 11, 2022	Operating and capital budgets are submitted to the Budget Office and Capital and Grant Programs Office for review and consolidation.
Mar 18 – Mar 25, 2022	CFO meets with DGMs to review Proposed budgets.
Mar 28 – April 4, 2022	DGMs, CFO, Director of Budgets and Director of Capital and Grant Programs Office meet with General Manager to discuss Division budgets and Division goals.
April 5 – May 12, 2022	Budget Office prepares the Proposed Budget document.
May 19, 2022	Budget presented and reviewed by the Finance-Auditing Committee.
May 19 – June 23, 2022	Budget discussion and possible Board approval.
June 24, 2022	FY 22/23 Proposed Budget adopted by the Board of Directors.
August 26, 2022	Adopted Budget is published.



FY 22/23 ADOPTED BUDGET POLICIES

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

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

Typically, on an annual basis, the Board of Directors attend a Strategic Plan Special Session or Workshop in which staff present the current long-term plan and develop strategies for implementing deficit reduction plans and projects. Every year, immediately following adoption of the current budget, Finance staff develop a long-range 5- and 10-year projection, which is used in the Board Special Session or Workshop review and discussion. Please refer to District Financial Situation on page 43 of the budget document for a more in-depth discussion of the District's financial situation.

Sources of Revenue: Sources of revenues for the District are Bridge tolls, fares from bus and ferry patrons, grants from federal, state, and local agencies, contract services and investment income. Tolls fund not only the majority of the Bridge operations, but they also subsidize the District's transportation operations in the Bus and Ferry Divisions. Please refer to Transit System Funding on page 41 of the budget document for a more detailed overview of the toll subsidy for the Bus and Ferry Divisions.

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

Capital Improvement Plan: Each year the District develops an annual and multi-year capital improvement plan. This capital improvement plan is part of the budget development process. Multi-year capital plans are included in Appendix D of the budget document. At least 55% of the District's Adopted FY 22/23 Budget is funded by capital grants; the remaining 45% of projects are funded through District capital reserves.

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



Special Reserve Accounts

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

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

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

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







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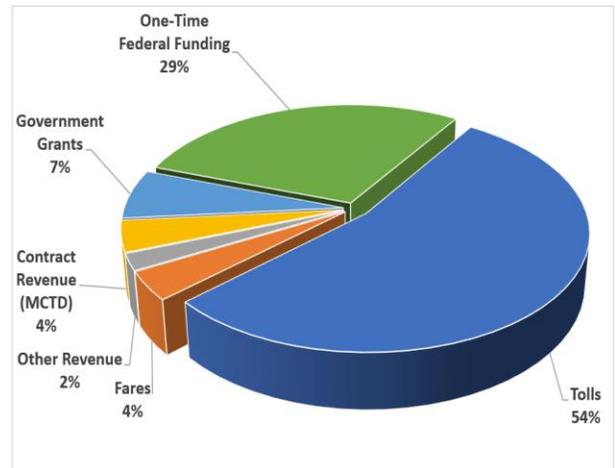


OPERATING BUDGET SUMMARY

The District is projected to have a balanced budget in FY 22/23 with the use of emergency one-time Federal grant funds provided to the District due to the COVID pandemic. The District projects that it will use \$75.1 million in ARP funding to balance the FY22/23 Adopted Budget of \$257.3 million. The following tables and graphs provide information on the sources of funding and areas of expenditures in the FY 22/23 Adopted Operating Budget.

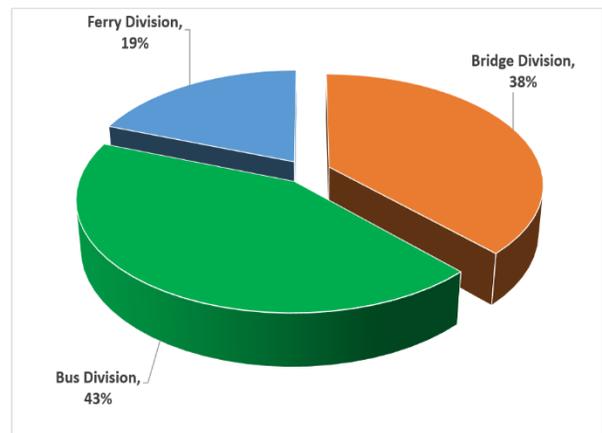
WHERE WILL THE MONEY COME FROM TO OPERATE THE DISTRICT IN FY 22/23?

	FY 22/23	% of total
Tolls	\$138.2	54%
Fares	10.0	4%
Other Revenue	5.7	2%
Contract Revenue (MCTD)	10.9	4%
Government Grants	17.4	7%
One-time Federal Funding	75.1	29%
Total	\$257.3	100%



WHERE WILL THE MONEY GO TO OPERATE THE DISTRICT IN FY 22/23?

	FY 22/23	% of total
Bridge Division	\$98.3	38%
Bus Division	109.0	43%
Ferry Division	50.0	19%
Total	\$257.3	100%
Revenues Over Expenses	\$0	



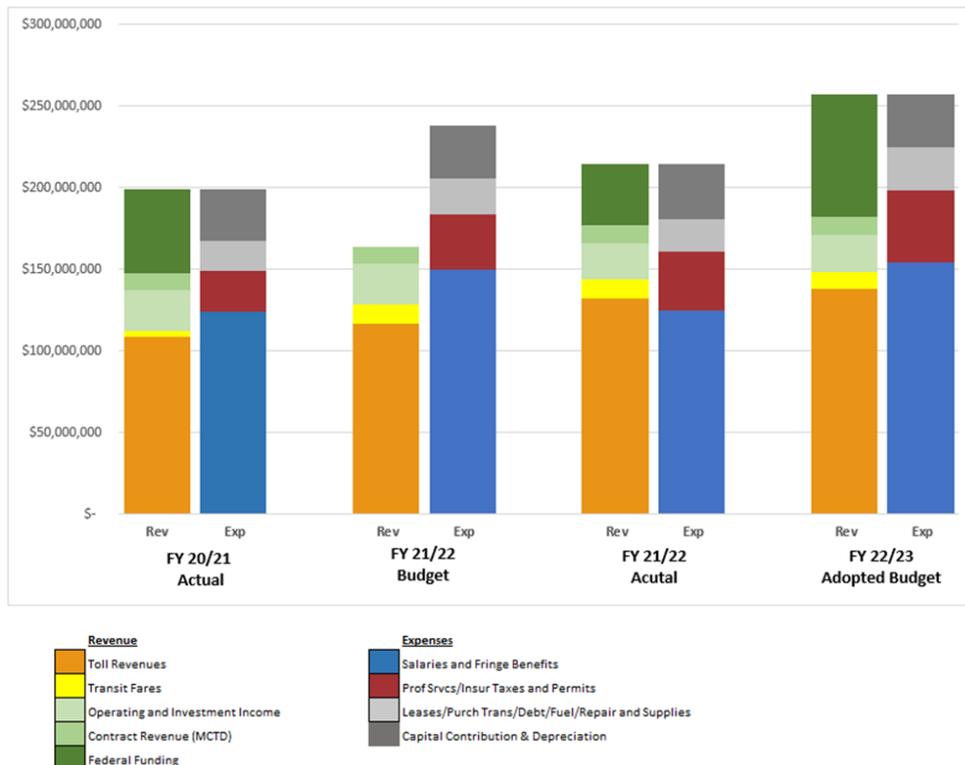
REVENUE OVER EXPENSES SUMMARY

	FY 20/21 Actual	FY 21/22 Budget	FY 21/22 Actual	FY 22/23 Adopted Budget
Revenues (*)	\$147,465,480	\$163,565,900	\$177,364,350	\$182,195,100
Expenses (*)	\$198,874,012	\$238,229,100	\$214,381,062	\$257,268,700
Revenues Over/(Under) Expenses	\$(51,408,532)	\$(74,663,200)	(\$37,016,712)	\$(75,073,600)
One-Time Federal Funding				
CARES Act	7,717,456	-	-	-
CRRSAA-1 st tranche	20,319,959	-	-	-
CRRSAA-2 nd tranche	39,429,475	-	-	-
ARP-1 st Tranche	-	-	57,697,418	-
ARP-2 nd Tranche	-	-	16,889	43,838,300
ARP-3 rd Tranche	-	-	-	31,235,300
Subtotal One –Time Funding**	\$67,466,890	-	\$57,714,307	\$75,073,600
Adjusted Revenues Over/(Under) Expenses	\$16,058,358	\$(74,663,200)	\$20,697,595	\$0

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

** At the time the FY21/22 Budget was adopted, there was no one-time funding available so the adopted budget was expected to use toll carryover funds and still result in a deficit.

CHART OF OPERATING REVENUES AND EXPENSES



OPERATING REVENUES

In FY 22/23, operating revenues are projected to increase approximately \$4.8 million to \$182.2 million from the FY 21/22 Actual of \$177.4 million. The net increase is primarily due to the projected increase in toll revenues, transit fare revenues and interest income offset by a decrease in state operating assistance, Marin Transit Contract Revenue and other operating income. The District has been provided with a net of \$282.5 million in emergency one-time federal funding to make up for the revenue loss in its transit divisions. In FY20/21, \$67.5 million of this one-time funding was expensed. 57.7 million was expensed in FY21/22 and \$75.1 million will be used to balance the FY22/23 Adopted Budget.

Principal Categories of Revenue

Bridge Tolls: Bridge toll revenues are projected to be \$138.2 million, which is \$6 million more than FY 21/22 Actual. The Bridge toll increase is primarily due to a projected increase of 2% in traffic and fourth 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 22/23, Bus Transit fare revenue is estimated to decrease \$0.6 million. Bus ridership is forecasted to decrease by 8% from FY 21/22. Ferry Transit fare revenue is projected to decrease \$1.6 million due to an assumed decreased ridership of 21%. No fare increases are projected for FY22/23. The five-year fare increase program for Bus and Ferry fares ended in FY21/22.

Other Operating Income: Other Operating Income includes the continuation of approximately \$2.4 million in Regional Measure 2 (RM2) funds from the Metropolitan Transportation Commission (MTC) to assist in subsidizing Bus Routes 580. The Adopted budget assumes a reduction in other operating income due to the receipt of insurance recoveries monies in FY21/22 and lower advertisement, parking revenue and other revenue budgeted in FY22/23.

State Operating Assistance: State Operating Assistance is projected to decrease by \$6.5 million in FY22/23. Majority of the decrease is attributable to the reduction of \$5.4 million which was part of the region's proposal for the District to receive \$43.9 million in the second tranche of ARP funding. State Operating Assistance is composed of two funding sources: 1.) State Transit Assistance (STA) program projected to be \$3.7 million; and 2.) Transportation Development Act (TDA) funds of \$13.4 million. See page 65 for a detailed overview of STA/TDA funding.

Federal Operating Income: FY22/23 Adopted Budget includes \$251,000 in federal grants from Federal Emergency Management Agency (FEMA) for the Ferry Active Threat Exercise Program.

One Time Federal Grant Income: In FY 22/23 it is projected that \$43.8 million from the second tranche and \$31.2 million from the third tranche of the ARP funding will be utilized to balance the budget.

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 bus service within Marin County through June 30, 2022. The contract was subsequently extended to the end of 2022. A contract for future service is currently under negotiation. The District has projected the receipt of a Marin County Local Service payment of \$10.9 million for FY 22/23.



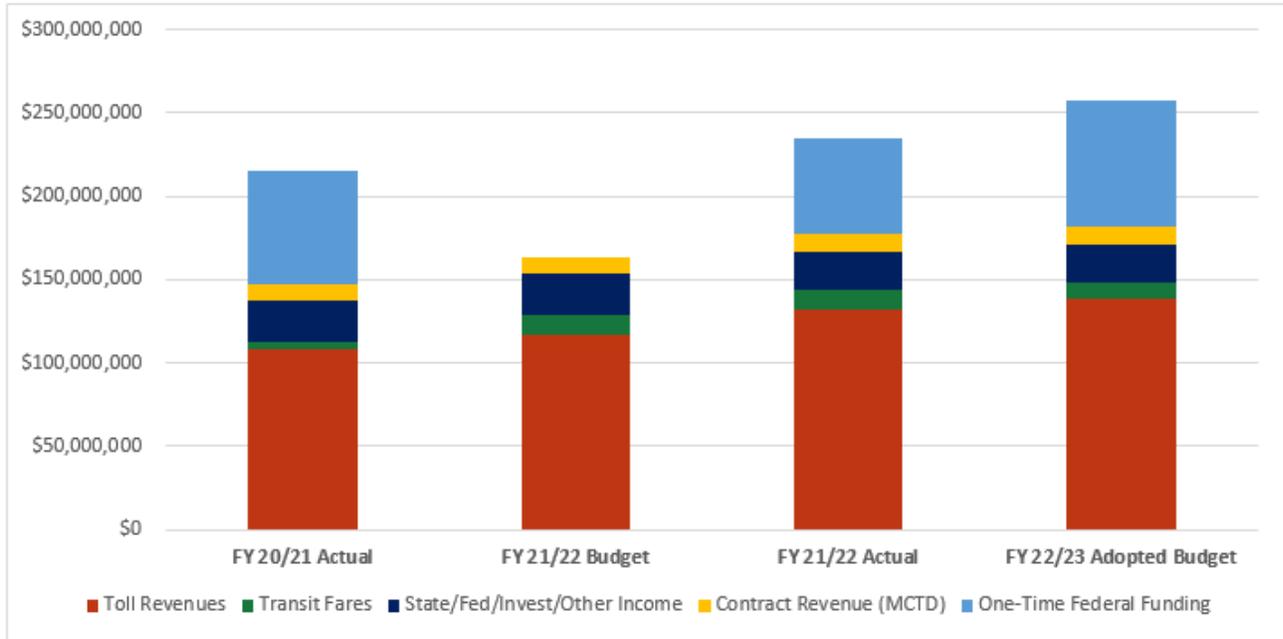
Investment Income: Actual Investment Income consists of both interest income and market valuation gains and losses relating to the District’s overall investment portfolio. The total investment return on the investment portfolio was projected at a negative 2.84% for FY 21/22 Actual versus FY 22/23 Adopted Budget of 0.87%, resulting in a \$11.9 million increase from FY 21/22 Actual. An estimated loss in the market valuation of the District Investments of \$9.4 million occurred in FY 21/22 due to increased interest rates.

OPERATING REVENUES

Revenues	FY 20/21 Actual	FY 21/22 Budget	FY 21/22 Actual	FY 22/23 Adopted Budget
Toll Revenues	\$108,351,941	\$116,613,300	\$132,211,683	\$138,202,600
Transit Fares	3,814,319	12,118,000	12,112,688	9,961,600
Other Operating Income	3,252,534	2,903,300	7,762,761	3,219,800
State Operating Income	20,512,643	20,561,200	23,599,469	17,139,700
Federal Operating Income	37,834	-	-	251,000
Contract Revenue (MCTD)	10,156,817	10,170,100	11,068,698	10,920,400
Investment Income	1,339,392	1,200,000	(9,357,949)	2,500,000
Subtotal	\$147,465,480	\$163,565,900	\$177,364,350	\$182,195,100
One-Time Funding				
CARES Act	7,717,456	-	-	-
CRRSAA-1 st Tranche	20,319,959	-	-	-
CRRSAA-2 nd Tranche	39,429,475	-	-	-
ARP-1 st Tranche	-	-	57,697,418	-
ARP-2 nd Tranche	-	-	16,889	43,838,300
ARP-3 rd Tranche	-	-	-	31,235,300
One-Time Funding Subtotal	\$67,466,890		\$57,714,307	\$75,073,600
Revenues	\$214,932,370	\$163,565,900	\$235,078,657	\$257,078,700
Percent Change		(23.9)%	43.7%	9.4%



CHART OF OPERATING REVENUES



INVESTMENT INCOME

	FY 19/20 Actual	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Adopted Budget
Interest Earned	\$5,984,328	\$4,020,243	\$3,382,074	\$2,500,000
Market Gains and Losses	3,953,718	\$(2,680,851)	\$(12,740,023)	-
Investment Income	\$9,938,046	\$1,339,392	\$(9,357,949)	\$2,500,000
Average Investment Portfolio at Cost	\$267,648,636	\$286,932,232	\$329,763,424	\$286,623,912
Average Investment Return	3.71%	0.47%	-2.84%	0.87%



STATE OPERATING INCOME

State Operating Income Funding Source	FY 20/21 Actual	FY 21/22 Budget	FY 21/22 Actual	FY 22/23 Adopted Budget
Transit Development Act				
Marin County's Apportionment	\$6,841,983	\$6,430,900	\$7,416,263	\$5,804,400
Sonoma County's Apportionment	5,979,639	6,216,300	6,282,679	7,590,400
State Transit Assistance (STA)				
MTC for Administering Clipper Grant	\$10,000	\$10,000	\$10,000	\$10,000
Revenue-Based Funds	6,447,940	6,693,800	8,396,836	8,154,200
ARP Adjustment-Revenue Based Funds	-	-	-	(4,341,900)
Population-Based Funds-Real Time Signage	63,000	-	-	-
Population-Based Funds - County Block Grant*	1,170,081	1,210,200	1,447,324	971,000
ARP Adjustment-Pop Based Funds-County Block Grant	-	-	-	(1,048,400)
Total State Operating Revenue	\$20,512,643	\$20,561,200	\$23,553,102	\$17,139,700
Percent Change		0.2%	14.6%	-27.2%

* Population-Based Funds – County Block Grant estimate as of March, 2022.



OPERATING EXPENSES

The FY22/23 Adopted Operating Expense is \$257.3 million (including a \$21 million contribution to reserves for future capital projects). This is an increase of 20.0% over FY21/22 Actual Expenses and 8.0% higher than FY 21/22 Adopted Budget. The increase is primarily due to the refunding of staffing and operating costs associated with service that was reduced due to the lack of customer demand during the COVID pandemic.

OPERATING EXPENSES

	FY 20/21 Actual	FY 21/22 Budget	FY 21/22 Actual	FY 22/23 Adopted Budget
Salaries	\$63,466,754	\$78,407,000	\$65,041,909	\$84,536,300
Fringe Benefits	60,829,576	63,822,800	59,665,396	69,705,900
Professional Services	19,586,832	28,392,500	26,089,285	32,933,600
Fuel & Related Taxes	3,628,439	8,368,500	7,904,582	11,639,400
Repair & Operating Supplies	8,355,851	9,362,000	8,360,104	9,477,100
Insurance, Taxes & Permits	4,976,360	10,343,900	10,312,385	10,912,700
Purchased Transportation	1,486,646	1,692,400	1,297,030	2,012,000
Other	768,070	972,800	679,299	1,119,900
Lease & Rentals	4,397,207	999,100	899,220	1,127,000
Debt Service - Interest Expense	98,000	1,455,000	212,000	1,300,000
Subtotal Expenses	\$167,593,735	\$203,816,000	\$180,461,210	\$224,763,900
Percent Change		21.6%	(11.5)%	24.5%
Capital Contribution	\$21,000,000	\$21,000,000	\$21,000,000	\$21,000,000
Depreciation	10,280,277	13,413,100	12,919,852	11,504,800
Total Expenses	\$198,874,012	\$238,229,100	\$214,381,062	\$257,268,700
Percent Change		19.8%	(10.0)%	20.0%

Expense Budget Assumptions:

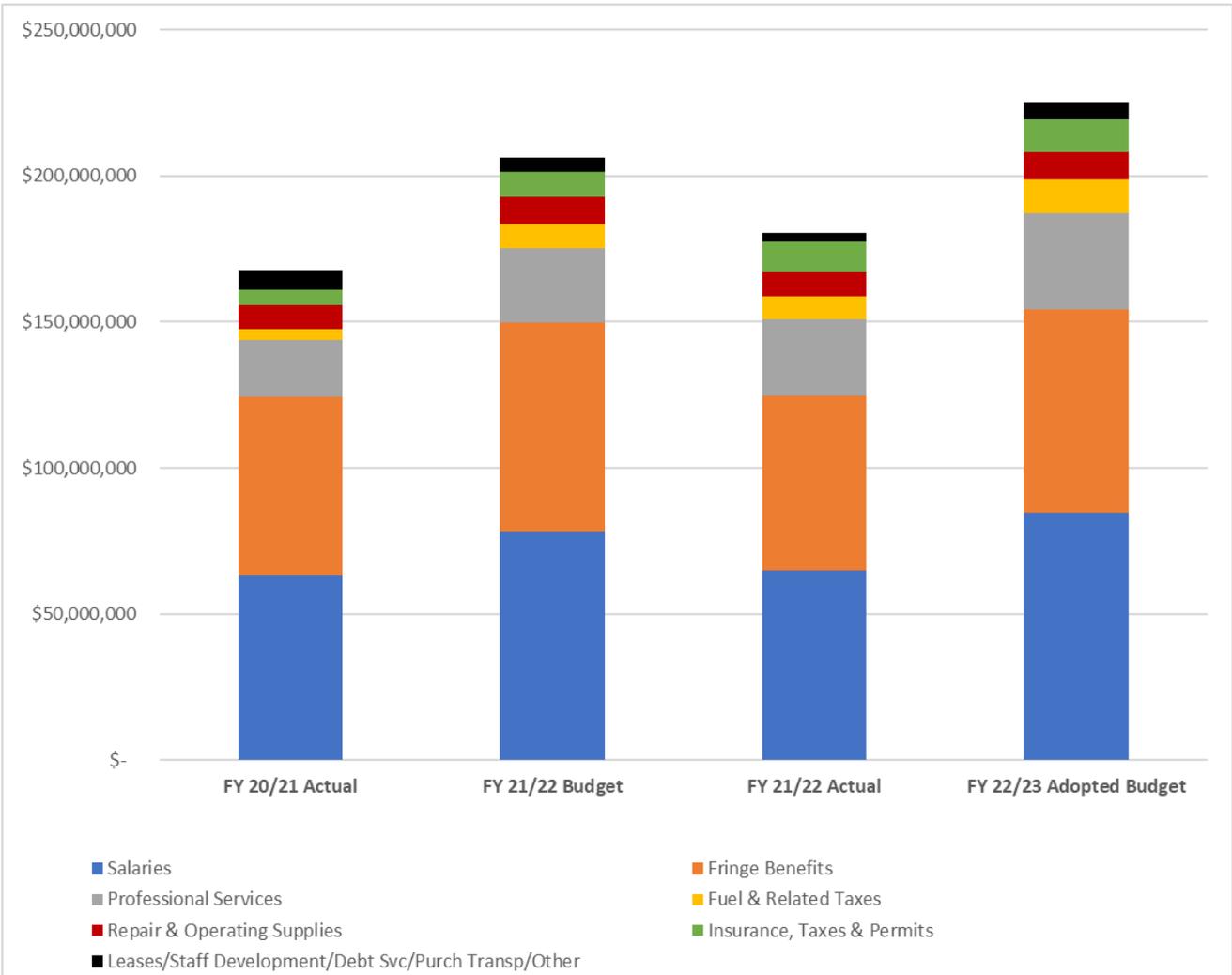
- 3.5% salary increase effective July 1, 2022 and January 1, 2023 for Coalition and Non-Represented employees unless specified otherwise in their ratified Memorandum of Understanding. No budgeted salary increase is included for ATU represented employees for FY 22/23 due to ongoing negotiations.
- Includes 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.

- \$3.75/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 22/23 Adopted Budget interest expense reflects the average interest rate for the preceding 12 months ending March 31st plus 2%.
- Capital Contribution of \$21 million is included in the FY 22/23 Adopted Budget to fund the
- 10-year Capital Plan.
- The District’s contribution to Other Postemployment Benefits (OPEB) is included in the line item of Fringe Benefits.

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



Summary of Changes to Expenses

On a net basis, the FY 22/23 Adopted Operating Budget shows an increase of 20% over FY 21/22 Actual Expenses. The bulk of the 20% increase can be broken down into the following categories: fully funding vacant positions left vacant due to lower customer demand for transit services during the pandemic, fuel at \$3.75 per gallon, increase in professional services due to increase in need for services and refunding of projects for FY 21/22, and re-funding commercial paper debt service due to the indenture service requirement.

The following is a summary of changes to the FY 22/23 Adopted Budget from FY 21/22 Actual Expenses.

SUMMARY OF CHANGES TO EXPENSES

Expenses (In Millions)	% Change (from Actuals)	Description
\$214.4		FY 21/22 Estimated Actual Expenses
19.5	9.1%	Salary Increase; Re-funding Vacant Positions
10.0	4.7%	Fringe Benefit Increase; Re-funding Vacant Positions
6.8	3.2%	Professional, Maintenance & Security Services
3.7	1.7%	Fuel & Related Taxes
1.1	0.5%	Repair & Operating Supplies
0.6	0.3%	Insurance, Taxes & Permits
0.7	0.3%	Purchased Transportation
0.4	0.2%	Other
0.2	0.1%	Leases & Rental
1.1	0.5%	Debt Service - Interest Expense
(1.4)	(0.7%)	Capital Contributions/Depreciation
\$257.3	20.0%	Total FY 22/23 Adopted Operating Budget

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

Significant Categories of Expense

The following is a more detailed discussion of how the following key categories of expenses are presented in the Adopted FY 22/23 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 increase for FY 21/22 is attributed to increase in costs.

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Actual	FY 20/21 Actual	FY 21/22 Actual
Average Cost/Toll Transaction	\$0.52	\$0.51	\$0.65	\$0.56	\$0.68
Percentage of Toll Revenue Used for Collecting Tolls	7.32%	6.96%	8.38%	6.91%	8.25%

2. Cost of Transaction per Patron

The Clipper Fare and Cash Fare cost of transactions includes the labor cost, maintenance cost, service fees and equipment cost. The total cost of transactions are only the expenses incurred by Golden Gate Transit. The decrease in the cost of transactions for Clipper fare payment on Bus in FY 21/22 is due to the recovery of ridership but is still considerably higher than pre-pandemic cost per transaction. The decrease in the cost per transaction of cash fare payment on bus and Clipper fare payment on Ferry is also due to the recovery of ridership but is still considerably higher than the pre-pandemic cost per transaction.

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Actual	FY 20/21 Actual	FY 21/22 Actual
Cash Fare Payment on Bus	\$0.47	\$0.50	\$0.68	\$1.40	\$1.23
Clipper Fare Payment on Bus	\$0.27	\$0.26	\$0.34	\$0.95	\$0.66
Clipper Fare Payment on Ferry	\$0.34	\$0.36	\$0.49	\$5.38	\$1.25

3. Other Postemployment Benefits (OPEB)

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

The ADC for FY 21/22 Budget was \$12 million and was based on the earlier actuarial valuation as of July 1, 2019. This differs from the Actual Expenses of \$11.8 million because that expense represents a net operating cost. The remaining difference represents OPEB expenses charged to capital projects. The Adopted FY 22/23 Budget fully funds the ADC payment of \$8.1 million. The FY 22/23 Adopted Budget OPEB expense is based on the actuarial valuation as of July 1, 2021. The ADC decreased due to the very strong investment earnings



Operating & Capital Budget Summary

of the OPEB Trust and the transfer of District healthcare plans to CalPERS.

OPEB EXPENSE BY OPERATING DIVISION

Division	FY 20/21 Actual	FY 21/22 Budget	FY 21/22 Actual	FY 22/23 Adopted Budget
Bridge	\$2,585,585	\$2,834,300	\$2,775,714	\$2,072,100
Bus	7,375,204	7,615,800	7,562,450	4,901,000
Ferry	1,520,630	1,582,400	1,491,768	1,156,800
Total	\$11,481,419	\$12,032,500	\$11,829,932	\$8,129,900

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

The Adopted FY 22/23 Budget fully funds healthcare plans for all of District employees and retirees. The purpose of this section is to provide information on the per employee cost of the District's healthcare plans and the contribution toward that cost made by the employee or retiree.

District Healthcare Plans:

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

The average medical plan cost per budgeted FTE for FY 22/23 is estimated at \$24,679 (with a projected 7% increase starting in January 2023) and an additional \$3,655 per FTE is allocated in HRA funding.

CalPERS plans are on a calendar basis (January 1 – December 31) and 2022 rates are shown below to demonstrate the differences between plans.

Cost of Healthcare Plans and Active Employee Premium Share Rates:

Currently, the premium sharing for employees ranges between 3% and 14% of the cost of premium. The rate is based on the employee's choice of plan and Board policy, or rates negotiated with bargaining parties:

Non-Represented employees pay a percentage of premium: 6% of premiums for those enrolled in Kaiser and Gold and 8.5% for those enrolled in Platinum.

Bus Operators and Coalition employees pay a flat amount: 7% of premiums for those enrolled in Kaiser or 8.6% in Gold and 14.2% for the more expensive Platinum plan.



The annual 2022 healthcare plan premium cost and premium sharing rates for the CalPERS Kaiser, PPO Platinum, and PPO Gold medical plans are summarized below:

	2022 ANNUAL PREMIUM COSTS		
	Single	EE+1	Family
Kaiser	\$ 10,285	\$ 20,569	\$ 26,740
Gold	\$ 8,415	\$ 16,830	\$ 21,878
Platinum	\$ 12,684	\$ 25,368	\$ 32,979

	2022 Premium Sharing Non Represented			2022 Premium Sharing Bus Operators			2022 Premium Sharing Coalition		
	Single	EE+1	Family	Single	EE+1	Family	Single	EE+1	Family
Kaiser	6.0%	6.0%	6.0%	7.0%	3.5%	2.7%	7.0%	3.5%	2.7%
Gold	6.0%	6.0%	6.0%	8.6%	4.3%	3.3%	8.6%	4.3%	3.3%
Platinum	8.5%	8.5%	8.5%	14.2%	7.1%	5.5%	14.2%	7.1%	5.5%

Net Cost of Healthcare Plans for Employees

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

Stipends for Active Employee and Pre-Age 65 Retirees

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

	2022 Stipends Non Represented			2022 Stipends Bus Operators			2022 Stipends Coalition		
	Single	EE+1	Family	Single	EE+1	Family	Single	EE+1	Family
Kaiser	\$ 1,000	\$ 2,000	\$ 3,000	\$ 1,000	\$ 2,000	\$ 3,000	\$ 1,000	\$ 2,000	\$ 3,000
Gold	\$ 1,000	\$ 2,000	\$ 3,000	\$ 500	\$ 1,500	\$ 2,000	\$ 1,000	\$ 1,000	\$ 2,000
Platinum	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Operating & Capital Budget Summary

Cost of Health Care for Active Employees:

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

	2022 Employee "Out-of-Pocket"			2022 Employee "Out-of-Pocket"			2022 Employee "Out-of-Pocket"		
	Stipend minus (Prem Sharing)			Stipend minus (Prem Sharing)			Stipend minus (Prem Sharing)		
	Non Represented			Bus Operators			Coalition		
	Single	EE+1	Family	Single	EE+1	Family	Single	EE+1	Family
Kaiser	\$ 383	\$ 766	\$ 1,396	\$ 280	\$ 1,280	\$ 2,280	\$ 280	\$ 1,280	\$ 2,280
Gold	\$ 495	\$ 990	\$ 1,687	\$ (220)	\$ 780	\$ 1,280	\$ 280	\$ 280	\$ 1,280
Platinum	\$ (1,078)	\$ (2,156)	\$ (2,803)	\$ (1,800)	\$ (1,800)	\$ (1,800)	\$ (1,800)	\$ (1,800)	\$ (1,800)

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

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

	2022 HRA			2022 HRA			2022 HRA		
	Non Represented			Bus Operators			Coalition		
	Single	EE+1	Family	Single	EE+1	Family	Single	EE+1	Family
Kaiser	\$ 1,500	\$ 3,000	\$ 3,000	\$ 550	\$ 1,100	\$ 2,200	\$ 1,500	\$ 3,000	\$ 3,000
Gold	\$ 3,500	\$ 7,000	\$ 7,000	\$ 3,500	\$ 7,000	\$ 7,000	\$ 3,500	\$ 7,000	\$ 7,000
Platinum	\$ 2,500	\$ 5,000	\$ 5,000	\$ 3,500	\$ 7,000	\$ 7,000	\$ 3,500	\$ 7,000	\$ 7,000

5. Workers' Compensation

The Workers' Compensation estimates are based on historical trends. The following table shows that the estimated actual claim costs for FY 21/22 are more than anticipated due to a significant claim being settled. FY 22/23 is expected to follow its 5-year average trends. The net totals are reflected in the FY 21/22 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 Adopted Budget
Total District	\$5,500,000	\$8,663,254	(\$278,435)	\$8,384,818	\$5,500,100



6. Indirect Cost Allocation Plan (ICAP)

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

INDIRECT COST ALLOCATION PLAN EXPENSES

	FY 20/21 Actual	FY 21/22 Budget	FY 21/22 Actual	FY 22/23 Adopted Budget
District Division's Gross Salaries & Benefits	\$27,180,881	\$32,041,200	\$27,644,456	\$35,906,569
Capitalized Salaries & Benefits	(3,158,009)	(4,904,100)	(3,110,881)	(5,141,669)
Capitalized Indirect Costs	(1,868,980)	(2,318,900)	(1,394,223)	(2,080,600)
Net Operating Salaries, Benefits & Indirect Costs	\$22,153,892	\$24,818,200	\$23,139,352	\$28,284,300

7. Capital Contribution

The Adopted Budget includes the Capital Contribution, which is a transfer of \$21 million to future capital reserves. This transfer, instituted by the Board in 2003, provides funding (including local match) for future capital projects. The annual contribution is based on the District-funded portion of the 10-year Capital Plan requirements. For FY 22/23, 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 21/22 Adopted Budget		FY 22/23 Adopted Budget	
Bridge	\$15,000,000	71%	\$15,000,000	71%
Bus	2,000,000	10%	2,000,000	10%
Ferry	4,000,000	19%	4,000,000	19%
Total	\$21,000,000	100%	\$21,000,000	100%



8. Pension Contribution

All eligible District employees participate in a pension retirement system dependent on their union affiliation. Miscellaneous (represented and non-represented) employees participate in CalPERS; it offers a defined benefit plan which provides benefits that are calculated using a defined formula. Depending on their CalPERS tier, the employee contribution rate can range from 7% - 8% of their salary towards their pension. The projected FY 22/23 CalPERS District employer contribution rate is 35.526%, amounting to \$18.8 million. The Amalgamated Transit Union (ATU) bus operators have a 7%/7.25% (PEPRA) employee contribution rate for their defined pension benefit plan. The ATU employer contribution rate for FY 22/23 is 34.5%, amounting to \$7.4 million. The District pension contribution rate for FY 22/23 is approximately 21.71% to 24.5%, amounting to \$841,000 for Inland Boatmen’s Union (IBU). For Marine Engineer’s Beneficial Association (MEBA) the District contributes 14.34%, amounting to approximately \$352,000 for FY 22/23.

**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 20/21	Actual FY 21/22	Adopted FY 22/23	Adopted FY 22/23	Adopted FY 23/23	%	Validation Rate	
CalPERS	\$16.0	\$15.9	\$18.4	35.526%	2.5% @ 55-8% 2.0% @ 60-7% 2.0% @ 62-7%	72%	6/30/2020	7%
ATU	5.4	4.6	7.4	34.50%	7%/7.25% for PEPRA	51.5%	1/1/2021	7%
IBU	0.4	0.6	0.8	21.25%- 23.95%**	2.50%	78%	7/1/2020	6.50%
MEBA	0.3	0.3	0.3	14.34%	1%	96.2%	1/1/2021	6.75%
Total	\$22.1	\$21.4	\$26.9					

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

**Deckhand, 21.25% and Ticket Agent Casuals, 23.95%.



FY 22/23 Adopted Budget Position Changes

DIVISION SUMMARY OF CHANGES TO THE TABLE OF ORGANIZATION

Positions by Division	FY 20/21 Year-End	FY 21/22 Adopted Budget	FY 21/22 Year-End	FY 22/23 Adopted Budget	Difference FY 21/22 Adopted Budget to FY 21/22 Year-End	Difference FY 22/23 Adopted Budget to FY 21/22 Year-End
Bridge	183	183	183	183	0	0
Bus	402	402	408	408	6	0
Ferry	104	104	104	104	0	0
District	150	150	150	151	0	1
Total	839	839	845	846	6	1

The Division-level details of the Table of Organization can be found in each Division’s sections. The FY 22/23 Adopted Budget has an increase of one position to the organization. The Table of Organization change for the FY 22/23 budget process are discussed in detail below.

District Division

New Position:

Business Info Sys Engineer (ERP) (1 position) – Add one full-time position, which would be the third position, to support the financial systems for the District whose priority would be to support the short and long term implementation and use of the Enterprise Resource Planning (ERP) system: the District’s financial system and all the support programs associated with it such as human resources, procurement and accounts payable. This position is designed to be the lead staff person to understand the user needs, the technical infrastructure, and resolve technical and system issues both planned and as they arise. This position is not only the subject matter expert of the ERP system it also serves in the role of ensuring data integrity, support of the users in the use of the data, and of understanding both the business and technical parts of the program. The request is now to allow this position to be on board from the beginning of the ERP implementation to learn the customizations of the system as it is implemented and contribute their knowledge to assist users to be able to access and utilize the system to its fullest.



CAPITAL PROGRAM SUMMARY

The FY 22/23 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.

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

This Program will implement 9 new projects and 49 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 22/23). Thirteen (13) capital projects were completed in FY 21/22 (Please see Appendix C for a list of all of the projects in the FY 21/22 Capital Budget).

The Adopted FY 22/23 Capital Budget will include accounting adjustments to reflect final total expenditures for FY 21/22. A discussion of each Division's FY 22/23 Adopted Capital Budget is contained in the individual Division chapters of this budget document.

The Adopted FY 22/23 Budget includes the requests for total budget increase to four (4) capital projects. Project justifications for the increases are summarized below. The fiscal impact due to the requested increases total \$8,477,000, to be funded with 100% District reserves. These project budgets are requested to be increased now rather than at the time of award to allow the District to plan for the increased cost of these projects and the total cost of the District's capital plan.

1. Bridge Division, Project 1820 – Toll Plaza Gantry – Design/Construction - \$7,264,000 to \$10,264,000 (increase of \$3 million to be funded with District reserves)

This project will construct a new gantry support structure spanning 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. The ongoing coronavirus pandemic has impacted material supply chains around the world and has resulted in significant material cost increases and



labor increases. Staff recommend increasing the project budget to take into account these increases.

2. Bridge Division, Project 2220 – Fort Point Arch Maintenance Access Project – \$1,773,000 to \$6,000,000 (increase of \$4,227,000 to be funded with District reserves)

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. The original budget underestimated the amount of scaffolding necessary to perform the work and the duration the scaffolding will be needed to complete the work. Staff recommend increasing the project budget to address these factors.

3. Bridge Division, Project 2221 – South Approach Viaduct Stringer Rehab – \$5,000,000 to \$6,000,000 (increase of \$1 million to be funded with District reserves)

This project will rehabilitate the stringers and associated framing in Tower Span 2 and Tower Span 3 of the South Approach Viaduct. The rehabilitation work includes furnishing and installing temporary steel supports and new structural steel members. The ongoing coronavirus pandemic has impacted material supply chains around the world and has resulted in significant material cost increases and labor increases. Staff recommend increasing the project budget to take into account these increases.

4. District Division, Project 2212 – Cyber Security Strategic Plan and Mitigations – \$500,000 to \$750,000 (increase of \$250,000 to be funded with District reserves)

This project will enable the District to create a strategic plan for cyber security. Both during and after the strategic plan development process, the District will implement mitigation activities. The increase in the budget will support an expanded scope to include a Districtwide assessment. The original scope of Project 2212 only covered the corporate network. The expanded assessment is for all seven District networks. The assessment will identify new projects for which staff will seek new funding. Staff recommend increasing the project budget to add the assessment.

FY22/23 CAPITAL EXPENDITURES BY DIVISION*

	Total Project	Prior Years	FY 22/23 Budget	Future Years
Bridge	\$276,589,000	151,706,000	36,712,000	88,171,000
Bus	\$20,447,000	10,244,000	2,535,000	7,668,000
Ferry	\$150,380,000	23,813,000	12,668,000	113,899,000
District	\$19,346,000	7,283,000	2,069,000	9,994,000
Total Expenditures	\$466,762,000	193,046,000	53,984,000	219,732,000



Operating & Capital Budget Summary

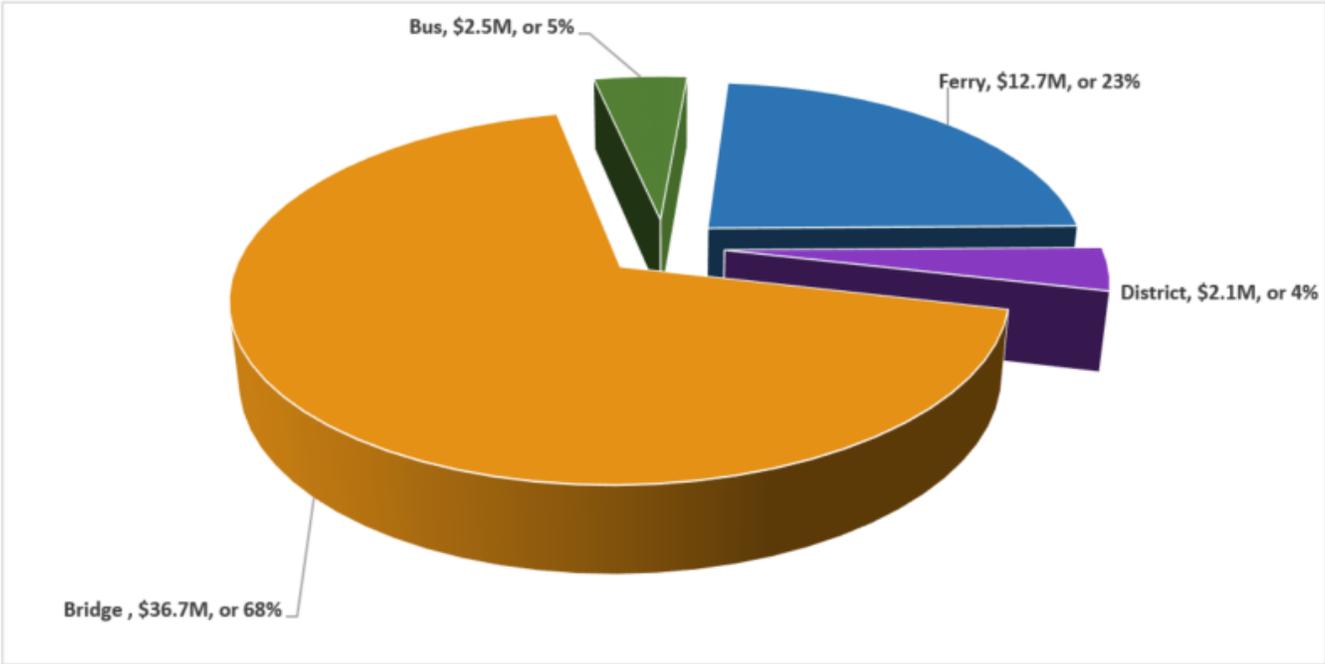
FY 22/23 CAPITAL EXPENDITURES BY FUND SOURCE*

	Total Project	Prior Years	FY 22/23 Budget	Future Years
District	\$204,431,000	73,401,000	24,015,000	107,015,000
Federal	\$249,610,000	114,338,000	29,014,000	106,258,000
State	\$10,536,000	4,769,000	887,000	4,880,000
Other Local	\$2,185,000	538,000	68,000	1,579,000
Total Expenditures	\$466,762,000	193,046,000	53,984,000	219,732,000

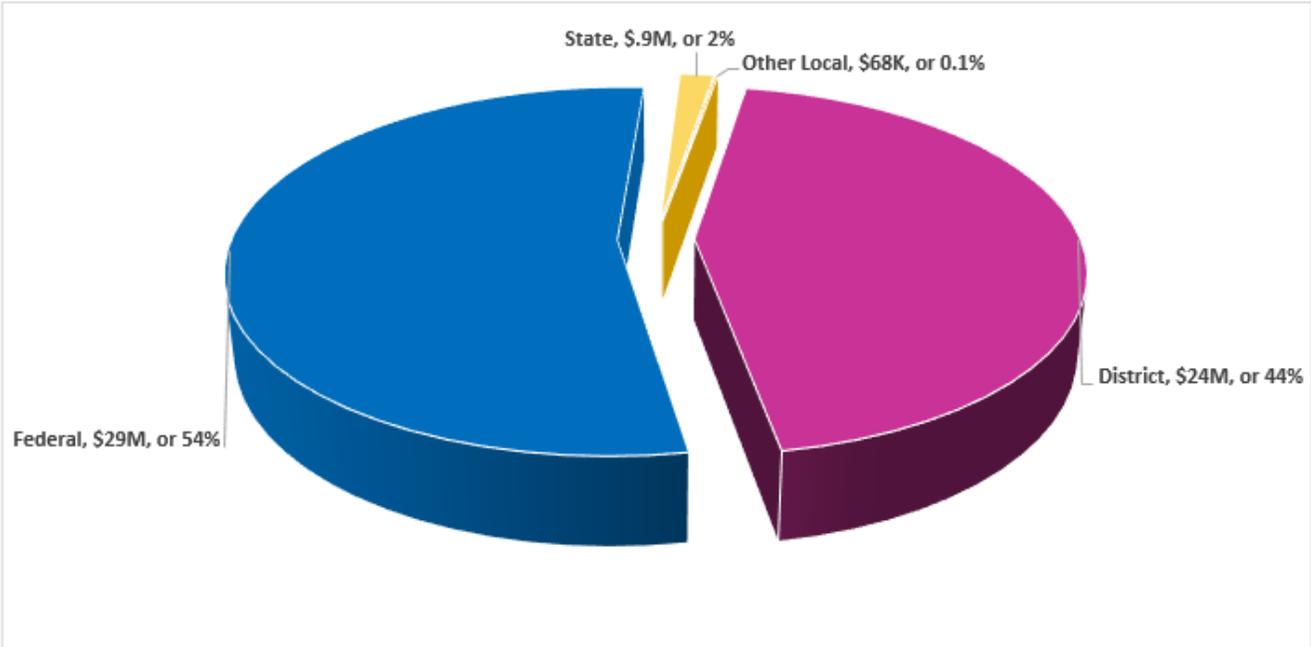
*All dollar amounts are rounded to the nearest thousand.



FY 22/23 CAPITAL BUDGET BY DIVISION
TOTAL FY 22/23 CAPITAL BUDGET = \$54 MILLION
(ROUNDED TO MILLIONS)



FY 22/23 CAPITAL BUDGET BY FUND SOURCE
TOTAL FY 22/23 CAPITAL BUDGET = \$54 MILLION
(ROUNDED TO MILLIONS)



Capital Project Impact on Operating Budget

Many of the capital projects planned for FY 22/23 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, \$206,633,000). 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, \$30,000,000). 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 22/23 Capital Budget Project List

As done annually, the operating divisions were asked to prioritize their capital projects. The projects included in the FY 22/23 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 22/23 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 22/23). Both operating division and engineering staff resources were considered to determine a reasonable and realistic work plan for FY 22/23.

Some of the projects and equipment requests that were not prioritized for the FY 22/23 Capital Budget were included in the FY 23/24 Capital Project List, which consists of projects that are poised and ready to be included in the FY 22/23 budget pending the availability of staff resources to deliver the project. Creating a list of FY 23/24 capital projects limits the number of projects in the FY 22/23 budget, which serves to reflect a more reasonable and accurate estimate of FY 22/23 expenditures for the District. There are twelve (12) projects on the FY 23/24 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 annual budget process, 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. This allows the General Manager the flexibility to move projects from the FY 23/24 list forward as FY 22/23 projects are completed.



FY 23/24 CAPITAL BUDGET PROJECT LIST

Project Name	Total Project Cost
BRIDGE	
Main Cable Access (#9826)	\$13,180,000
IS Data Center Seismic Retrofit (#1821)	\$1,500,000
Ballistic Glass and Blast Mitigation	\$1,008,400
Bridge Administration Office Improvements (#2020)	\$122,000
Subtotal Bridge	\$15,810,00
BUS	
D1 Bus Admin Building Roof, HVAC & Dispatch Room (#2131)	\$1,700,000
D2 Buildings Roof and Painting	900,000
Heavy Duty Shop Hoist	500,000
Mobile Operations Control Center	420,000
Safety Management System (SMS) Software (#2231)	100,000
Replace Steam Bay Wastewater Recycling System Des/Env (#2134)	100,000
Subtotal Bus	\$3,720,000
DISTRICT	
Facilities Ventilation Assessment, Rehab and Improvements (#2214)	\$2,570,000
Intranet Redesign (#2015)	\$150,000
Subtotal District	\$2,720,000
Total FY 23/24 Capital Budget Project List	\$22,250,000



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Golden Gate NRA, Park Archives, Interpretation Negative Collection, GOGA-2316



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 85 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.

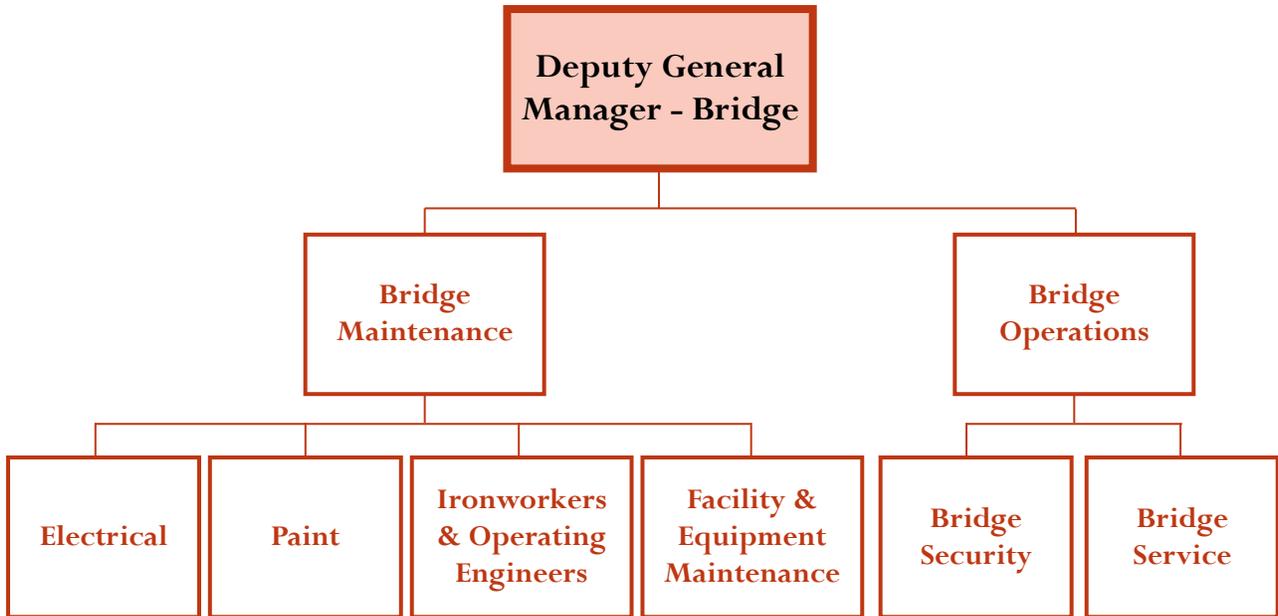
Responsibility for the safe and efficient operation and maintenance of the Golden Gate Bridge rests with the Bridge Division. In FY 21/22, the Bridge Division workforce was comprised of 183 budgeted skilled craft, security, service, administrative and management employees. The Deputy General Manager of the Bridge Division is responsible for the Bridge, which is comprised of two major organizational units: Bridge Maintenance and Bridge Operations.

Bridge Maintenance is responsible for the preservation, repair, and upkeep of the Bridge along with the associated visitor areas, shops, offices, specialized equipment and communications and security equipment. Bridge Maintenance is comprised of four Departments: 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 21/22 turned out to be a year fraught with challenges and yet rife with opportunities for Bridge Maintenance and Operations forces. The year emerged from the challenges associated from 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.

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 21/22 proved to be a highly productive year for Bridge Maintenance forces. Our most significant ongoing maintenance project, the South Approach Viaduct (SAV) restoration, is 90% complete. Suspended scaffolding and containment systems assisted the Maintenance forces in achieving this statistic. The work continued 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 completed, 218 tons of blasting abrasive and 3,195 gallons of paint and primer were applied to the SAV during FY 21/22. Another exciting development for Bridge Maintenance forces during FY 21/22 was implementation 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. The end-state of this program is to have Bridge Painter Apprentices progress through the program and culminate with them becoming Journey Men/Women Painters. At this stage of their training, it is a combination of classroom and fieldwork in achieving this objective.

As the Bay Area emerges from 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 absence of customers and visitors presented unique opportunities to get work completed and Bridge Maintenance forces took full advantage of those. Bridge Painters, Ironworkers, Laborers, Communication Technicians and Electricians assisted with the implementation of the Bike Safety Project. This project involved installation of; electronics bike signs to alert cyclists which sidewalks are open for usage, pavement markings in addition to speed-limit signs being installed on the Bridge. In addition, a Bicycle Incident Reporting Form was added to the District's website to assist with added safety measures. Light vehicle traffic on the Bridge allowed daytime lane closures to get much needed pavement and lane striping work completed without the need for costly nighttime project work. Light visitor traffic on the Bridge also allowed Electricians to start work on the Toll System upgrade. This important upgrade will remove certain elements of the older Electronic Toll Equipment System from the roadway level and raise it to a higher level near the roof of the Toll Plaza. This is an important step in the District's efforts to transition to the new Toll Gantry and upgrading the Electronic Toll Collection System.



Bridge Division

The large number of District administrative staff assigned to telecommute for pandemic safety reasons in FY 21/22 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 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 installation: of new Ticket Value Machine (TVM) across the District, upgrading the District's Lenel access system and Microwave Radio System. The Communication Technicians installed additional Security Cameras to assist Bridge Operations. The Facilities Maintenance crew and Ironworkers also completed several other important safety improvement projects during the year such as new pedestals underneath the Bridge Roadway. In addition, site improvements were finished at the Novato and San Rafael Bus Yards. Replacement and repair of existing Security Gates and Fences at the Bridge was also completed.

Bridge Operations

Fiscal Year 21/22 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 198 persons being removed from the Bridge for displaying signs of potential for suicide during calendar year 2021.

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 21/22, our Bridge Security and Roadway Services departments forged ahead with multiple operational and professional development improvement initiatives. Bridge Security Department personnel attended professional development training classes to assist in de-escalation techniques. In addition, Bridge Security and Roadway Service Departments continued by enhancing their response by implementing additional 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.



The Bridge Division participated in extensive public outreach that culminated in the Board of Directors adopting new measures to facilitate mobility and enhance safety on the Bridge. Effective January 1, 2022, Class 1, 2 and 3 electric bikes (e-bikes) are expressly allowed on the Golden Gate Bridge sidewalks and a 15 miles per hour (mph) bicycle speed limit was established on Bridge sidewalks, reduced to 5 mph around the towers.

Looking Forward to the Year Ahead

Fiscal Year 22/23 will undoubtedly be a challenging year for the Bridge Division as we struggle and transition from the physical and financial recovery related to the COVID-19 Pandemic to traffic, ridership and tourism returning. Some projects are projected to start later this year. These projects include, Main Cable Rehabilitation Project, Fort Point Arch Repainting and Steel Orthotropic Deck Repainting. We will continue to 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. In addition, 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 22/23 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 22/23 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 22/23. Please refer to the Bridge Division’s capital project detail for a more detailed description.

SEISMIC Seismic Phase IIIB – CM/GC

BRIDGE AND FACILITY CONSTRUCTION AND MAINTENANCE Suicide Deterrent System– Construction
Toll Plaza Gantry – Design/Construction
Toll Plaza Pavement Overlay



CHANGES FROM FY 21/22 ACTUAL TO FY 22/23 ADOPTED BUDGET

Revenues

The Bridge Division's FY 22/23 Adopted Revenue of \$140.9 million consists of:

- \$138.2 million from Toll Revenues
- \$0.2 million from Other Operating Income
- \$2.5 million from Investment Income

The Bridge Division's Adopted Revenues for FY 22/23 are forecasted to increase \$13.4 million, or 10.5%, from FY 21/22 Actual. The net increase is primarily due to increase of \$6.0 million in toll revenue and \$11.9 million in Investment Income, and a decrease \$4.5 million in Other Operating Income from FY 21/22 Actual. A loss in market valuation of the District's Investments of \$9.4 million in FY 21/22 due to increased interest rates makes the difference in Investment Income between FY 21/22 and FY 22/23 \$11.9 million as the District does not budget projected changes in market valuation due to changing interest rates. FY 22/23 toll revenue includes the fourth 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 22/23 is projected to grow from 84% to 85% by the end of FY 22/23. (Please see COVID-19 chapter of the budget for traffic growth assumptions.)

Expenses

The Bridge Division's FY 22/23 Adopted Operating Expenses total \$98.3 million. The Bridge Division's Adopted FY 22/23 Budget contains an \$11.2 million, or 12.9%, increase over FY 21/22 Estimated Actual expenses. The components of the changes to expenses are summarized in the table on the following page.



**SUMMARY OF CHANGES FROM FY 21/22 ACTUAL TO
FY 22/23 ADOPTED BUDGET
(ALL FIGURES IN MILLIONS)**

Labor	
Increase in salaries due to re-funding of vacant positions.	\$4.5
Increase in payroll taxes for FY 22/23 due to re-funding of vacant positions	0.3
Increase in PERS contribution in FY22/23 due to re-funding of vacant positions and higher contribution rate	1.1
Increase in medical expenses for FY 22/23 due to re-funding of vacant positions and increase in annual costs	3.0
Decrease in postemployment benefits (OPEB) for FY 22/23	(0.7)
Decrease in Workers' Compensation expenses for FY 22/23	(0.3)
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY 21/22	(0.7)
Professional Services	
Projected increase in District-wide professional services for FY 22/23	0.1
Increase in Bridge professional services due to projected increase in toll transactions for FY 22/23	1.5
Projected increase in District-wide legal services for FY 22/23	0.6
Increase in contracted maintenance and security services due to operating Bridge projects for FY 22/23	0.5
Decrease in FY 22/23 District Division temporary help services compared to FY 21/22	(0.4)
Supplies and Other	
Increase in re-funding commercial paper debt service due to Indenture's budgeting requirements	1.1
Higher than anticipated usage of fuel in FY 21/22	(0.1)
Projected increase in repair and operating supplies FY 22/23	0.2
Increase in liability insurance for FY 22/23 due to projected higher rates	1.0
Re-funding of staff development expenses unused in FY 21/22	0.3
Capital Contribution and Depreciation	
Projected decrease in depreciation for FY 22/23	(0.8)
Total Change from FY 21/22 Actual to FY 22/23 Adopted Budget	\$11.2



BRIDGE DIVISION OPERATING BUDGET

	FY 20/21 Actual	FY 21/22 Budget	FY 21/22 Actual	FY 22/23 Adopted Budget
Revenues				
Toll Revenues	\$ 108,351,941	\$ 116,613,300	\$132,211,683	\$138,202,600
Other Operating Income	496,464	195,100	4,659,478	207,300
State Operating Assistance	0	0	13,371	0
Investment Income	1,339,392	1,200,000	(9,357,949)	2,500,000
Total Revenues	\$ 110,187,797	\$ 118,008,400	\$127,526,583	\$140,909,900
Percent Change		7.1%	8.1%	10.5%
Expenses				
Salaries	\$ 20,160,599	\$ 24,769,200	\$22,538,866	\$27,047,600
Fringe Benefits	15,389,564	18,980,500	18,560,505	21,229,200
Professional Services	10,500,067	17,368,200	16,617,208	18,950,600
Fuel & Related Taxes	311,692	437,500	435,403	317,500
Repair & Operating Supplies	3,235,628	3,562,200	3,493,145	3,748,700
Insurance, Taxes & Permits	2,116,960	3,744,000	3,730,140	4,730,000
Other	276,708	305,400	209,428	473,000
Lease & Rentals	10,612	12,400	42,548	30,900
Debt Service - Interest Expense	98,000	1,455,000	212,000	1,300,000
Subtotal Expenses	\$ 52,099,830	\$ 70,634,400	\$65,839,243	\$77,827,500
Capital Contribution	15,000,000	15,000,000	15,000,000	15,000,000
Depreciation	5,431,616	6,248,000	6,223,585	5,450,000
Total Expenses	\$ 72,531,446	\$ 91,882,400	\$87,062,828	\$98,277,500
Percent Change		26.7%	-5.2%	12.8%
Revenues Over/(Under) Expenses	\$ 37,656,351	\$ 26,126,000	\$40,463,755	\$42,632,400



Assumptions

- 3.5% salary increase effective July 1, 2022 and January 1, 2023 for Coalition and Non-Represented employees unless specified otherwise in their ratified Memorandum of Understanding.
- Includes Employers' PERS Contribution of 35.526%.
- OPEB costs are included in Fringe Benefits and reflect adoption of GASB 75 which accrues for OPEB cost based on the Annual Required Contribution (ARC) for OPEB benefits.
- \$3.75/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 \$17.4 million.

BRIDGE OPERATIONS DATA/COSTS

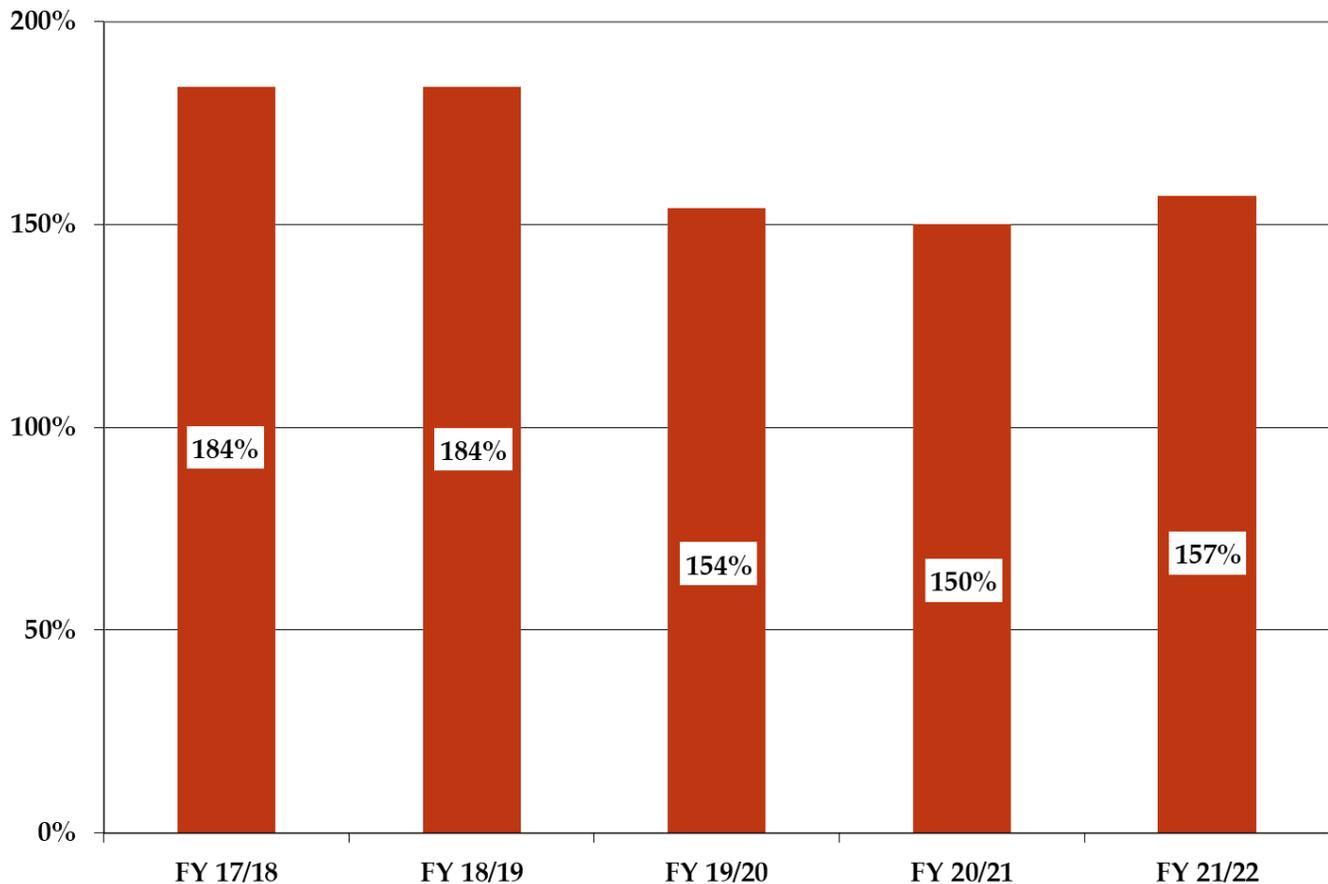
	FY 20/21 Actual	FY 21/22 Budget	FY 21/22 Actual	FY 22/23 Adopted Budget
Toll Revenue	\$108,351,941	\$116,613,300	\$132,211,683	\$138,202,600
Southbound Traffic	13,416,881	14,290,850	15,925,019	16,249,569
Average Toll	\$8.08	\$8.16	\$8.30	\$8.51



BRIDGE DIVISION PERFORMANCE MEASURES

OPERATING REVENUE AS A PERCENTAGE OF TOTAL OPERATING EXPENSE

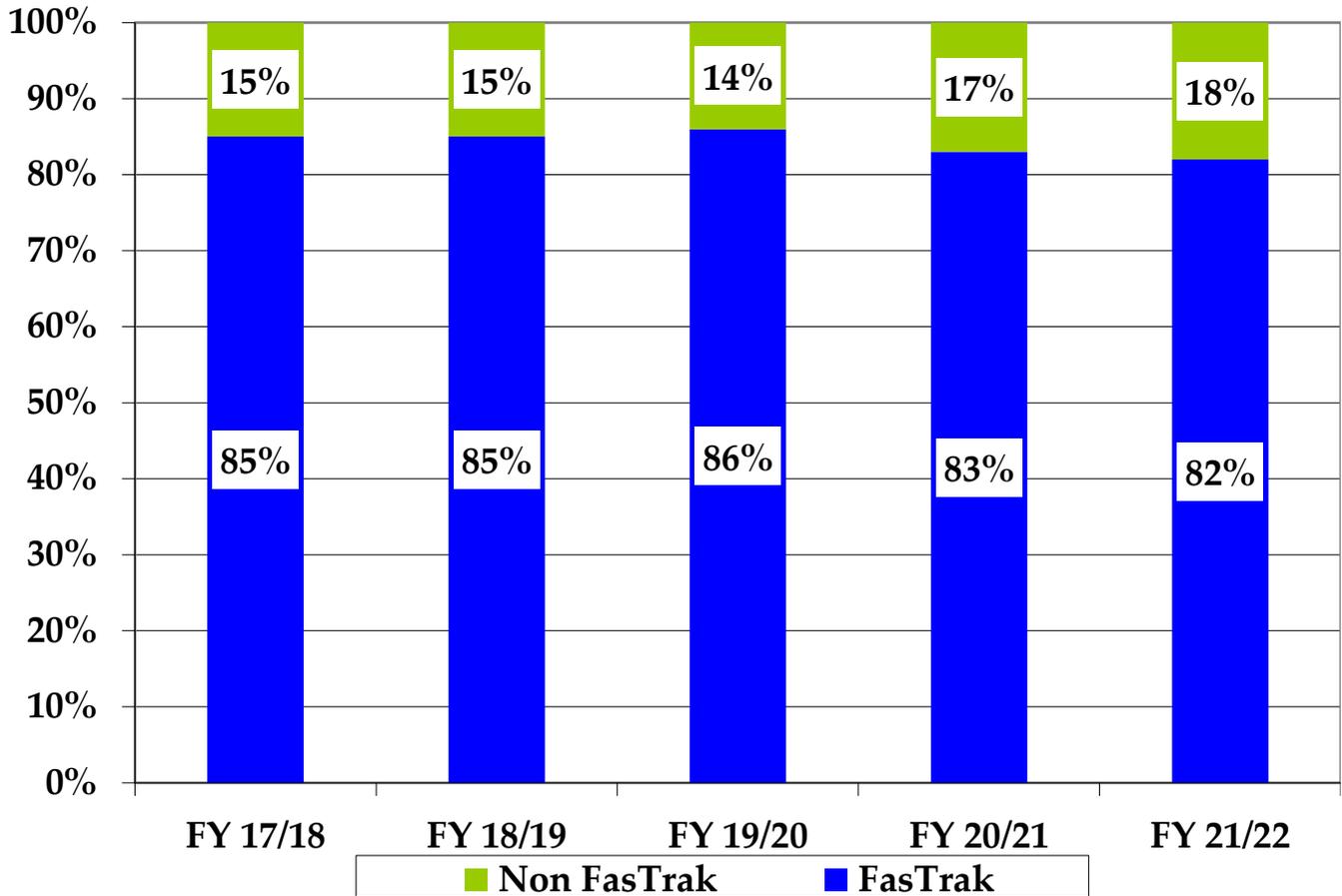
	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
Bridge Toll Revenue	\$146,567,882	\$146,471,101	\$125,764,310	\$108,351,941	\$132,211,683
Other Operating Revenue	\$665,258	\$438,869	\$1,319,778	\$496,464	\$4,672,849
Total Operating Expense*	\$79,861,863	\$79,884,306	\$82,641,791	\$72,531,446	\$87,062,828
Percentage	184%	184%	154%	150%	157%



*Total Operating Expense includes Depreciation and Capital Contribution.



FASTRAK MARKET SHARE

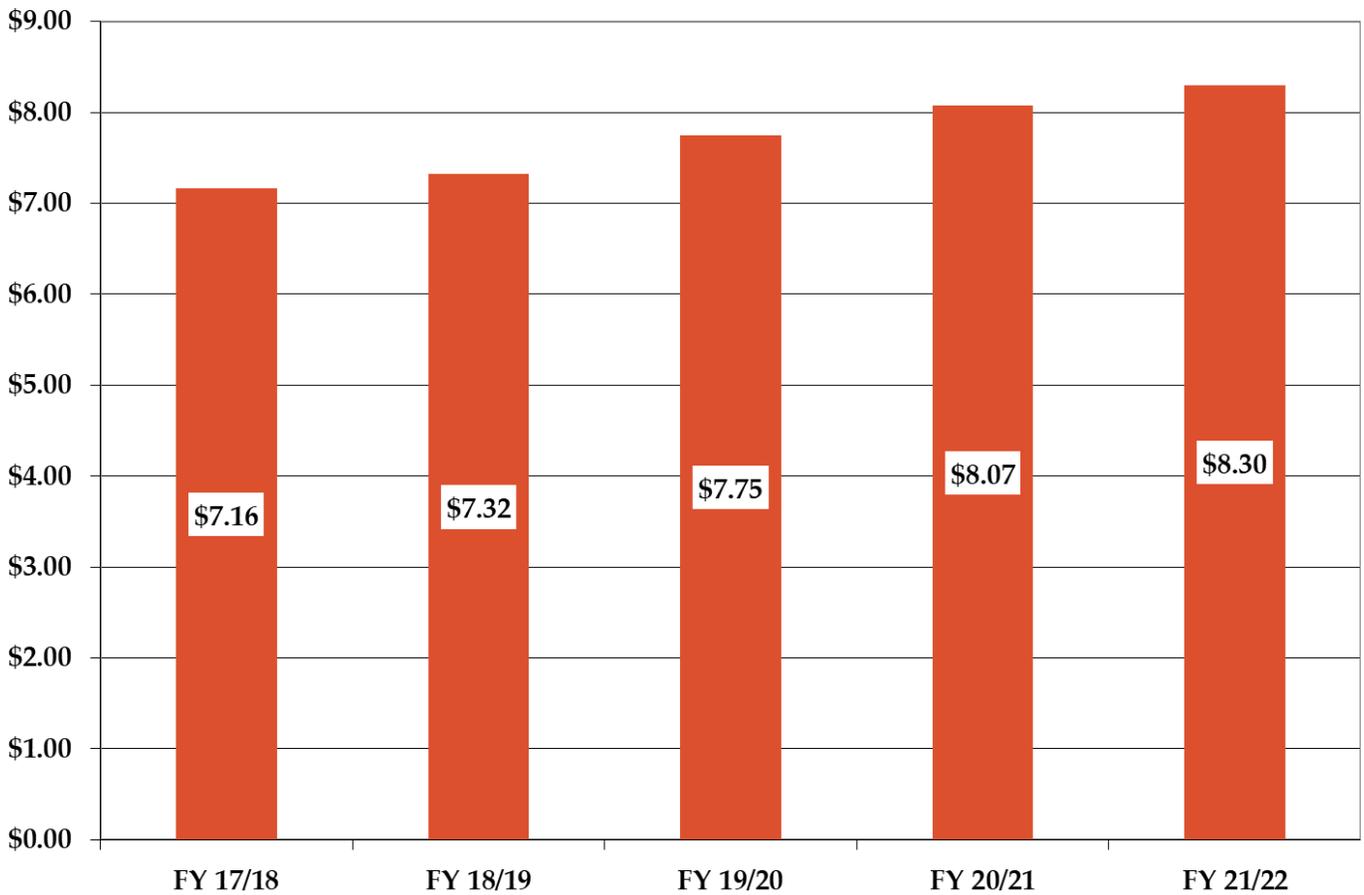


Note: FasTrak Market Share data includes customers whose toll tags do not read when passing through the Toll Plaza. The CSC processes these as valid FasTrak toll payments although they originate as violations in the Toll Plaza. AET was implemented on March 27, 2013. Vehicles no longer stop at the Toll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



AVERAGE TOLL PER SOUTHBOUND VEHICLE

	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
Total Southbound Vehicles	20,468,552	20,001,670	16,235,564	13,416,881	15,925,019
Bridge Toll Revenue	\$146,567,882	\$146,471,101	\$125,764,310	\$108,351,941	\$132,211,683
Average Toll	\$7.16	\$7.32	\$7.75	\$8.07	\$8.30



BRIDGE DIVISION CAPITAL BUDGET

Program Summary

The FY 22/23 Capital Budget for the Bridge Division totals \$36.7 million and represents 68% of the total agency's capital budget.

Major FY 22/23 capital projects include construction of the Suicide Deterrent System and Toll Plaza Pavement Overlay Projects (1526/1722) as well as Seismic Phase IIIB CM/GC (1923).

Actual capital expenditures to date for the Bridge Division during FY 21/22 totaled \$27.6 million, funded with \$10.1 million, or 36.8%, District funds and \$17.5 million, or 63.2%, in grant funds (See Appendix C).

Completed Projects

One (1) Bridge Division Capital Projects will be completed in FY 21/22.

Project 1422 – FasTrak® Equipment Upgrade – \$1,005,000 (Completed)

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

BRIDGE DIVISION CAPITAL BUDGET FY 22/23

Project Number and Description	Total Project	Prior Years	FY 22/23 Budget	Future Years	FY 22/23 Funding	
					District	Other
FY23 – New Projects	500,000	-	200,000	300,000	100%	0%
2320 - Main Cable Band Bridge Access (ENG)	500,000	-	200,000	300,000	100%	0%
FY23 - Board Increase	22,264,000	1,927,000	4,600,000	15,737,000	100%	0%
1820 - Toll Plaza Gantry - Des/Con (ENG)	10,264,000	1,927,000	3,500,000	4,837,000	100%	0%
2220 - Fort Point Arch Maintenance Access Project (BRIDGE/ENG)	6,000,000	-	600,000	5,400,000	100%	0%
2221 - South Approach Viaduct Stringer Rehab (BRIDGE/ENG)	6,000,000	-	500,000	5,500,000	100%	0%
FY23 - Continuing Projects	250,663,000	149,779,000	28,750,000	72,134,000	35%	65%



Project Number and Description	Total Project	Prior Years	FY 22/23 Budget	Future Years	FY 22/23 Funding	
					District	Other
1526 - Suicide Deterrent - Construction (ENG)	206,633,000	126,705,000	25,000,000	54,928,000	32%	68%
1528 - Golden Gate Bridge Wind Retrofit (ENG)	11,860,000	10,092,000	500,000	1,268,000	0%	100%
1525 - Toll System Upgrade (FIN)	11,731,000	5,323,000	1,000,000	5,408,000	100%	0%
1923 - Seismic Phase IIIB - CM/GC (ENG)	9,862,000	1,775,000	1,500,000	6,587,000	0%	100%
1118 - Suicide Deterrent - Design (ENG)	5,543,000	5,481,000	50,000	12,000	100%	0%
1722 - Toll Plaza Pavement Overlay (ENG)	3,500,000	122,000	500,000	2,878,000	100%	0%
2121 - Toll Plaza Admin Bldg. Elevator Replacement (BRIDGE/ENG)	1,534,000	281,000	200,000	1,053,000	100%	0%
FY23 - Capital Equipment	3,162,000		3,162,000		100%	0%
2329 - Capital Equipment (FY23) (BRIDGE)	3,162,000	-	3,162,000	-	100%	0%
Total Capital Expenditures	276,589,000	151,706,000	36,712,000	88,171,000	41%	59%
Capital Fund Source - Bridge						
District	114,389,000	53,699,000	17,716,000	42,974,000		
Other	162,200,000	98,007,000	18,996,000	45,197,000		
Total	276,589,000	151,706,000	36,712,000	88,171,000		

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



Bridge Division FY 22/23 Capital Project Detail

New Projects – Bridge Projects

Project 2320 – Main Cable Band Bridge Access – \$500,000

This project is for the procurement of an access system to perform localized restoration work on the main cable bands of the Golden Gate Bridge. [Operating Budget Impact: A reduction of \$10,000 to \$50,000.]

Projects Requesting Increase through the Budget

Project 1820 – Toll Plaza Gantry – Design/Construction - \$7,264,000 to \$10,264,000

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

The ongoing coronavirus pandemic has impacted material supply chains around the world and has resulted in significant material cost increases and labor increases. The project budget has been updated to take into account the material and labor increases since the development of the previous project budget.

Project 2220 – Fort Point Arch Maintenance Access Project – \$1,773,000 to \$6,000,000

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.]

The original budget underestimated the amount of scaffolding necessary to perform the work and the duration the scaffolding will be needed to complete the work. The project budget has been updated to take into consideration these factors.

Project 2221 – South Approach Viaduct Stringer Rehab – \$5,000,000 to \$6,000,000

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

The ongoing coronavirus pandemic has impacted material supply chains around the world and has resulted in significant material cost increases and labor increases. The project budget has been updated to take into account the material and labor increases since the development of the previous project budget.



Continuing Projects

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 1525 – Toll System Upgrade – \$11,731,000

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 1526 – Suicide Deterrent – Construction – \$206,633,000

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 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 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 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.]



Bridge Division

Project 2121 – Toll Plaza Administrative Building Elevator Replacement – \$1,534,000

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.]

Capital Equipment

Project 2329 – Capital Equipment – Bridge – \$3,162,000

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 20/21 Year-End	FY 21/22 Budget	FY 21/22 Year-End	FY 22/23 Budget	Net Change FY 21/22 to FY 22/23
Bridge Service 212					
Chief of Roadway Services	1	1	1	1	0
Lane Worker	4	4	4	4	0
Lane Worker Part-Time	3	3	3	3	0
Roadway Services Supervisor	4	4	4	4	0
Roadway Services Technician	14	14	14	14	0
Total	26	26	26	26	0
All Electronic Tolling 213					
Electronic Revenue Collection Analyst	2	2	2	2	0
Electronic Revenue Collection Manager	2	2	2	2	0
Total	4	4	4	4	0
Bridge Security 214					
Bridge Captain	1	1	1	1	0
Bridge Lieutenant	3	3	3	3	0
Bridge Patrol Officer	22	22	22	22	0
Bridge Sergeant	10	10	10	10	0
Total	36	36	36	36	0
Bridge Electrical 221					
Chief Electrician	1	1	1	1	0
Chief Plumber	1	1	1	1	0
Communications/Electronics Technician	4	4	4	4	0
Communications/Electronics Technician Supervisor	1	1	1	1	0
Electrical Superintendent	1	1	1	1	0
Electrician	7	7	7	7	0
Total	15	15	15	15	0
Bridge Paint 222					
Bridge Painter	28	28	28	28	0
Chief Bridge Painter	4	4	4	4	0
Chief House Painter	1	1	0	0	0
Lead House Painter	0	0	1	1	0
House Painter	2	2	1	1	0
Paint Laborer	5	5	5	5	0
Paint Apprentice	4	4	4	4	0
Paint Superintendent	1	1	1	1	0
Total	45	45	45	45	0



Bridge Division

District Staffing by Department	FY 20/21 Year-End	FY 21/22 Budget	FY 21/22 Year-End	FY 22/23 Budget	Net Change FY 21/22 to FY 22/23
Bridge Ironworkers 223					
Apprentice Ironworker	3	3	3	3	0
Ironworker	15	15	15	15	0
Ironworker Superintendent	1	1	1	1	0
Pusher Ironworker	3	3	3	3	0
Total	22	22	22	22	0
Operating Engineers 224					
Chief Operating Engineer	1	1	1	1	0
Operating Engineer	5	5	5	5	0
Total	6	6	6	6	0
Bridge Mechanics 226					
Body Fender Mechanic	2	2	2	2	0
Chief Mechanic	1	1	1	1	0
Heavy Duty Mechanic	3	3	3	3	0
Total	6	6	6	6	0
Bridge Streets & Grounds 227					
Carpenter	1	1	1	1	0
Cement Mason	1	1	1	1	0
Chief Laborer	2	2	2	2	0
Laborer	11	11	11	11	0
Superintendent of Facilities & Maintenance	1	1	1	1	0
Total	16	16	16	16	0
Bridge Procurement 240					
Buyer	1	1	1	1	0
Lead Storekeeper	1	1	1	1	0
Senior Buyer	1	1	1	1	0
Storekeeper	2	2	2	2	0
Total	5	5	5	5	0
Bridge General & Administration 290					
Administrative Assistant	1	1	1	1	0
Deputy General Manager, Bridge Division	1	1	1	1	0
Total	2	2	2	2	0
Bridge Division Totals					
Total Authorized Positions	183	183	183	183	0
Regular Positions	183	183	183	183	0
Limited Term (LT) Positions	0	0	0	0	0

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





Bus Division

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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.

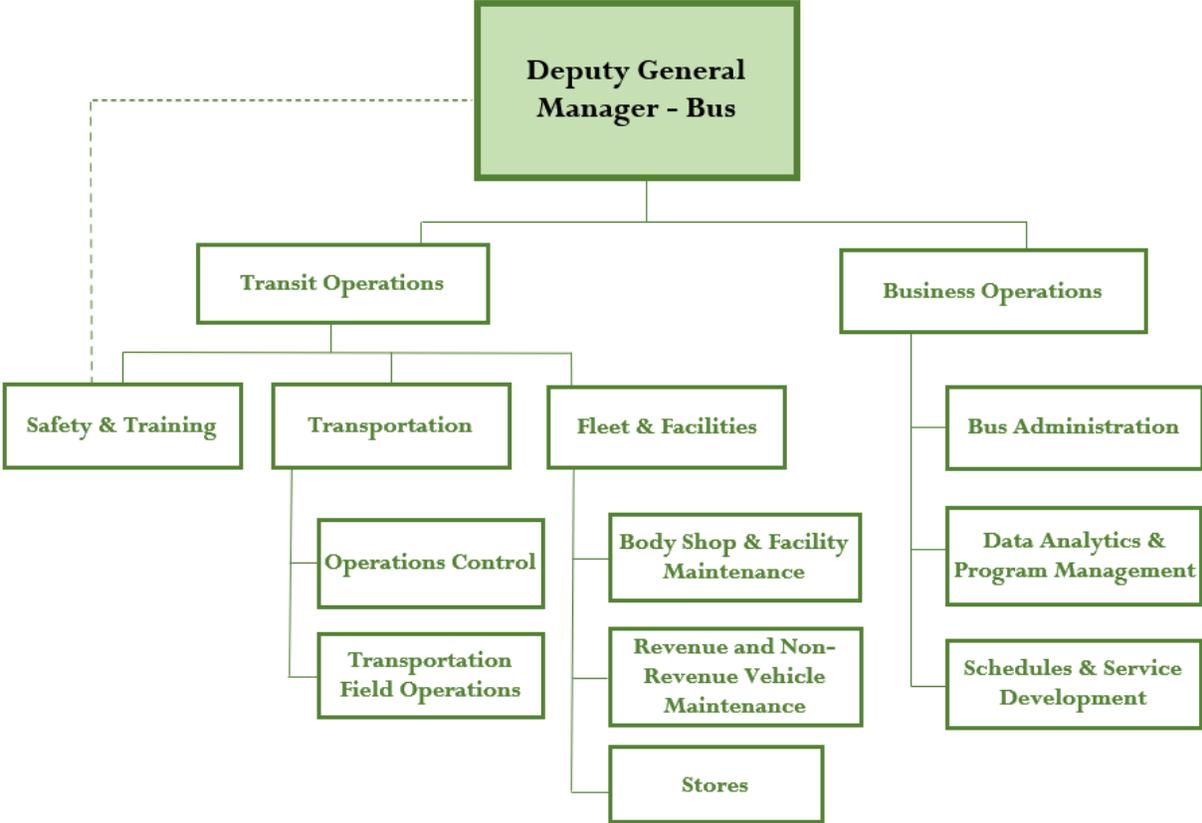
The Bus Division strives to operate bus transit services that are an attractive alternative to the automobile. The Division has bus facilities located at four sites within its 60-mile-long service corridor, with the central facility for operations, maintenance and administration in San Rafael. Satellite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

- Intercounty, regional bus service to provide general mobility along the Highway 101 (Golden Gate) and Highway 580 Corridors for meeting the needs of essential workers during the COVID-19 pandemic.
- Local bus service provided under an agreement with Marin Transit.
- Very limited commute service from south Sonoma, north Marin, and central Marin counties to support access to jobs as the economy slowly reopened.
- 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 22/23

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.
- Work continues on implementing Hastus modules in coordination with ATU 1575 and our IT Department, which are BidWeb, SelfService, and Employee Performance Manager (EPM). 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.
- Bus Division, Planning and IS staffs continue to work 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). Progress continues to be made in calibrating the APC component of the INIT data system that serves as part of the ITCS.
- Bus Division, Planning and IS staffs will continue improve and expand its Business Intelligence tools, such as the new Swiftly technology, which will allow for quicker access to real-time information necessary for maximizing operational agility and efficiency, improved customer service, and effective management of GGT's limited resources.
- IS and Bus Division staffs have moved closer to fully upgrading the EJ Ward Fueling system, which is critical for dispensing, controlling and monitoring fuel usage for the Division. Their current focus is on the EJ Ward hardware, such as the fuel control terminals and CANceivers with new versions.
- Work continues on relocating the Bettini Transit Center in downtown San Rafael to new site in coordination with the City of San Rafael and other stakeholders. In August 2021, the District issued the Draft Environmental Impact Report (DEIR), which identified the "Move Whistlestop Alternative" as its preferred alternative. Completion of the Final EIR is expected by summer 2022, which will reflect and address, as appropriate, public comments on the DEIR.
- District staff in the Transit Operations, Capital/Grants, and Engineering Departments are actively planning GGT's transition to a zero emission bus (ZEB) fleet. GGT's ZEB Roll-out Plan, approved by the Board in May 2021, provides a general framework for a transition by 2040; although, staff



recognizes that this is a living document and as ZEB technology improves, the transition timeframe may evolve accordingly.

- District staff in the Transit Operations, Planning, Marketing and Procurement Departments will continue to support projects/programs for successfully delivering GGT service on the new Van Ness Bus Rapid Transit Corridor in San Francisco.
- Transit Operations and Engineering Staff continue to plan for and complete GGT's Division 1 parking lot resurfacing and Solar Project in San Rafael. This project will also allow for the expansion of charging infrastructure for zero emission buses and electric vehicles, improved energy efficiency, and modest facility expansion adjacent to the main Bus Operator Breakroom.
- Fleet and Facilities staff continue to renovate and improve office and breakroom areas for bus operators, dispatchers and other operations staff at GGT's outer divisions in Novato, San Francisco and Santa Rosa. Renovations at the Novato facility are currently underway and should be completed by summer 2022.

Recruitment and Workforce Development

The Bus Division remains committed to providing reliable service for the residents of Sonoma, Marin, Contra Costa, 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 organizational development, recruiting and training efforts for FY 2022-23 include the following:

- Through the Board-approved reorganization of the Bus Division, which was set in motion in December 2021, staff will have greater capacity to position the Golden Gate Transit for the future; grow their skillset and knowledge, in order to adapt and evolve with the changing business and customer service landscape; deliver projects around advanced technology and the fleet transition to zero emission; monitor and report on system performance for scheduling and delivering transit service, especially as GGT recovers from the impacts of the COVID-19 crisis on its ridership; respond to emergencies and natural disasters more effectively, and; shape a stronger safety culture and training environment at all levels of the organization.
- With the establishment of a new Safety and Training Department, which was part of the Bus Division reorganization plan adopted by the Board in December 2021, GGT will be able to strengthen its training program in the Fleet and Facilities Unit of the Bus Division's Transit Operations Department. It also allows GGT to cross-train and implement redundancies in the bus operator training/apprenticeship program for graduating new operators/apprentices, as well as returning operators to full-time work after a long-term medical leave of absence, at a faster rate, which is critical for growing bus operator staffing, service levels and ridership as we come out of the COVID-19 crisis. In addition, the new organizational structure will allow GGT to comply with the Federal Transit Administration's (FTA) Public Transportation Agency Safety Plan (PTASP) Rule more effectively, by giving staff increased capacity to deliver safety priorities, programs and projects in a more timely and thorough manner.
- Staff is working in partnership with the College of Marin (COM) to expand the existing federal Department of Labor (DOL)-recognized bus operator apprenticeship program, which was established



in partnership with ATU Local 1575. The program expansion will allow future bus operator trainees/apprentices to earn 16-hours of college credit upon completion of the Bus Operator Training and Apprenticeship Program.

- To better support GGT's Bus Operator Training Program (also known as GGT's Bus Operator Apprenticeship Program), staff will be implementing a Bus Operator Pre-apprenticeship Program with the San Rosa Junior College (SRJC) in the fall of 2022. This will be a 16-week training and Certificate Program that will allow students, who are interested in becoming bus operators, to develop and/or strengthen job readiness skills and knowledge especially around customer service, technical reading, writing and math, crisis management/de-escalation of difficult situations, and general soft skills. For this program to be successful, GGT staff is partnering with ATU Local 1575 and our Bus Operator Mentors to shape the Practicum element of this Certificate Program, as well as planning for and carrying out pre-apprenticeship activities during the onsite "Shadow Days" at our GGT facility in San Rafael. Upon successful completion of this Program, the pre-apprentices will receive a Certificate of Completion from the SRJC and become eligible to automatically transition into GGT's Bus Operator Training/Apprenticeship Program with the College of Marin. The long-term plan is to make this a regional program and allow Sonoma County transit agencies to participate.
- Staff will continue its efforts to become a member of the California DMV Employer Testing Program (ETP) and train staff to become in-house DMV Examiners. The new Bus Division organizational structure better supports these efforts, which will allow GGT to streamline its Bus Operator licensing process, transition bus operator trainees to full-time status faster, and give our training staff a professional growth opportunity to expand their skillsets and expertise.
- 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.
- 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 implement morale and wellness programs and events including Transit Employee Appreciation Day on March 18, 2021. Other traditional, annual events that we will continue to host include our Annual Bus Rodeo 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.



- 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 into next fiscal year.
- Staff continues to respond to service coordination and health and safety recommendations 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 21/22:

- Staff will continue to review and update GGT’s 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. Any updates will be taken to the Board by November of each year for approval.
- Staff will continue to enhance and expand safety promotional programs with support from the Marketing and IS Departments, which are required by the FTA, in the next fiscal year. Current programs include the development of safety reporting tools on which active training at levels is ongoing, a quarterly safety newsletter, safety videos and electronic messages to be shared via monitors at all GGT divisions and SMS texts, etc.
- In response to the threat of the COVID-19 pandemic, the Bus Maintenance Department will continue to maintain vehicles and facilities as needed for protecting the health and safety of our employees and our customers, as well as for rebuilding public confidence.
- 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 FY 2021-2022.
- 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. In addition, GGT's vehicle maintenance program maximizes the availability of safe, reliable and clean buses for operation in revenue service, as well as vehicle and component useful life. The vehicle maintenance program also serves to minimize unscheduled maintenance activities and lower overall vehicle lifecycle maintenance costs. Our capital program outlines GGT's maintenance equipment needs and projects that are critical for continued operational efficiency, effectiveness, and compliance with applicable mandates/regulations.



FY 22/23 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 22/23 Project Focus

The following are capital projects that affect the Bus Division and will be part of the District’s workplan focus for FY 22/23. Please refer to the Bus Division’s Capital project detail for more description.

- FACILITIES**
 - D1 (San Rafael) Resurface Employee Parking Lot & Solar Panels
 - D2 (Novato) Pavement & Remediation
 - D3 (Santa Rosa) Bus Facility Parking Lot Rehabilitation Project
 - San Rafael Transit Center (SRTC) Relocation Design/Environmental

BUS OPERATIONS Zero Emission Bus (ZEB) Infrastructure Design



CHANGES FROM FY 21/22 ACTUAL TO FY 22/23 ADOPTED BUDGET

Revenues

The Bus Division's FY 22/23 Adopted Revenues of \$32 million consists of:

- \$4.8 million from Regional Fares
- \$13.4 million from Federal, State and Local Operating Grants
- \$2.9 million from Other Operating Income
- \$10.9 million from the Marin Local Service Contract

The Bus Division's Adopted Revenues for FY 22/23 are projected to decrease by \$6.7 million, or 17.3%, compared to FY 21/22 Actual. This net decrease is primarily attributed to a slight decrease of \$0.6 million in Bus fare revenue and a decrease of \$5.8 million in federal, state and local operating grants. The FY 22/23 Transit fares includes no fare increase. The five-year fare plan ended in FY 21/22. The projected regional ridership is forecasted to grow from 32% to 33% by end of FY 22/23. Fare revenue is projected at \$4.8 million for FY 22/23 using these growth rates. (Please see the COVID-19 Impacts chapter of this budget for ridership growth assumptions.)

One-Time Revenue: The Bus Division has received a significant amount one-time funding for a total of \$194.7 million. Bus received \$37.1 million in CARES act funding of which \$31.6 million was expensed in FY19/20 and \$5.5 million was allocated in FY20/21. Bus received \$14.1 million in the first tranche and \$27.4 million in the second tranche of CRRSAA funding, which were expensed in FY20/21. Bus received \$38.6 million in the first tranche, \$28.7 million in the second tranche and \$48.9 million in the third tranche of ARP funding. The entire amount of the first tranche and \$0.2 million of the second tranche of ARP funding were expensed in FY21/22. The remaining balance of \$28.7 million of the second tranche and \$20.4 million of the third tranche of ARP funding were allocated to be expensed in FY22/23. The remaining balance of \$28.5 million of the third tranche of ARP funding will be projected to be expensed in FY23/24. Lastly, because the District received CARES Act Funding in FY19/20, CRRSAA funding in FY20/21 and ARP funding in FY21/22 and to be utilized in FY22/23 and FY23/24, bridge toll revenue in the amount of \$36.3 million that would have been expended on bus operating expenses were able to be transferred to District Reserves.

Expenses

The Bus Division's FY 22/23 Adopted Operating Expenses total \$109 million. The Bus Division's FY 22/23 Adopted Budget contains an \$20.5 million, or 23.1%, increase in operating expenses over FY 21/22 Actual expenses. The increase is primarily to refunding staff reduced to lower service during to COVID and substantially higher fuel prices. The components of the changes to expenses are summarized in the table on the following page.



**SUMMARY OF CHANGES FROM FY 21/22 ACTUAL TO
FY 22/23 ADOPTED BUDGET
(ALL FIGURES IN MILLIONS)**

Labor	
Increase in salaries due to re-funding of vacant positions frozen due to COVID	\$11.8
Increase in payroll taxes for FY 22/23 due to re-funding of vacant positions	1.0
Increase in PERS contribution due to a re-funding of vacant positions and higher contribution rate	4.0
Increase in medical expenses for FY 22/23 due to re-funding of vacant positions and increase in annual costs	6.3
Decrease in postemployment benefits (OPEB) for FY 22/23	(2.7)
Decrease in Workers' Compensation expenses for FY 22/23	(2.5)
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY 21/22	(1.0)
Professional Services	
Projected increase in District-wide professional services fees for FY 22/23	1.2
Decrease in Bus professional services for FY22/23	(0.1)
Projected increase in District-wide legal services for FY 22/23	0.1
Increase in contracted maintenance and security services for FY 22/23	0.2
Decrease in FY 22/23 District Division temporary help services compared to FY 21/22	(0.5)
Supplies and Other	
Increase in projected fuel costs due to higher price per gallon in FY 22/23	1.5
Projected increase in repair and operating supplies FY 22/23	0.8
Decrease in liability insurance for FY22/23 due to a one-time settlement in FY21/22	(1.0)
Projected increase in purchased transportation cost for FY 22/23	0.7
Re-funding of staff development expenses unused in FY 21/22	0.1
Projected increase in leases for FY22/23	0.2
Capital Contribution and Depreciation	
Projected increase in depreciation expenses in FY 22/23	0.4
Total Change from FY 21/22 Actuals to FY 22/23 Adopted Budget	\$20.5



BUS DIVISION OPERATING BUDGET

	FY 20/21 Actual	FY 21/22 Budget	FY 21/22 Actual	FY 22/23 Adopted Budget
Revenues				
Regional Transit Fares	\$ 2,966,251	\$ 6,549,600	\$5,448,600	\$4,845,000
Other Operating Income	2,614,500	2,483,800	2,947,325	2,840,000
State Operating Income	16,770,017	16,977,500	19,237,996	13,407,300
Federal Operating Income	37,834	0	-	-
Other Operating Income (MT*)	10,156,817	10,170,100	11,068,698	10,920,400
Subtotal	32,545,419	36,181,000	\$38,702,619	\$32,012,700
CARES Act	5,517,981	0	0	0
CRRSAA-1 st Tranche	14,101,168	0	0	0
CRRSAA-2 nd Tranche	27,372,705	0	0	0
ARP- 1 st Tranche	0	0	38,629,095	0
ARP- 2 nd Tranche	0	0	16,889	28,673,700
ARP- 3 rd Tranche	0	0	0	20,434,600
Toll Revenue Carryover	0	16,450,600	0	0
Subtotal	46,991,854	16,450,600	\$38,645,984	\$49,108,300
Total Revenues	\$ 79,537,273	\$ 52,631,600	\$77,348,603	\$81,121,000
Percent Change		-33.8%	47.0%	4.9%
Expenses				
Salaries	\$ 33,538,689	\$ 40,555,600	\$31,450,704	\$43,250,800
Fringe Benefits	36,752,793	35,406,200	33,286,720	38,459,400
Professional Services	4,577,494	6,147,000	5,863,454	6,710,900
Fuel & Related Taxes	2,111,992	3,553,400	3,097,233	4,637,300
Repair & Operating Supplies	3,825,344	4,150,100	3,257,604	4,092,700
Insurance, Taxes & Permits	1,268,415	4,269,500	4,260,464	3,265,000
Purchased Transportation	1,486,646	1,692,400	1,297,030	2,012,000
Other	254,144	443,100	350,282	492,000
Lease & Rentals	883,177	944,400	803,445	987,100
Subtotal Expenses	\$ 84,698,694	\$ 97,161,700	\$83,666,936	\$103,907,200
Capital Contribution	2,000,000	2,000,000	2,000,000	2,000,000
Depreciation	2,400,008	2,859,500	2,863,444	3,116,100
Total Expenses	\$ 89,098,702	\$ 102,021,200	\$88,530,380	\$109,023,300
Percent Change		14.5%	-13.2%	23.1%
Revenues Over/(Under) Expenses **	\$ (9,561,429)	\$ (49,389,600)	\$(11,181,777)	\$(27,902,400)

*Marin Transit Contract Revenue ** The remaining balance is covered from excess funds produced by the Bridge Division.



Assumptions

- 3.5% salary increase effective July 1, 2022, and January 1, 2023 for Coalition and Non-Represented employees unless specified otherwise in their ratified Memorandum of Understanding. No budgeted salary increase is included for Bus Operators for FY 22/23 due to ongoing negotiations.
- Includes negotiated ATU Pension contribution (34.5%) and Employer PERS contribution (35.526%).
- 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.
- \$3.75/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 \$17.3 million.

BUS OPERATIONS DATA

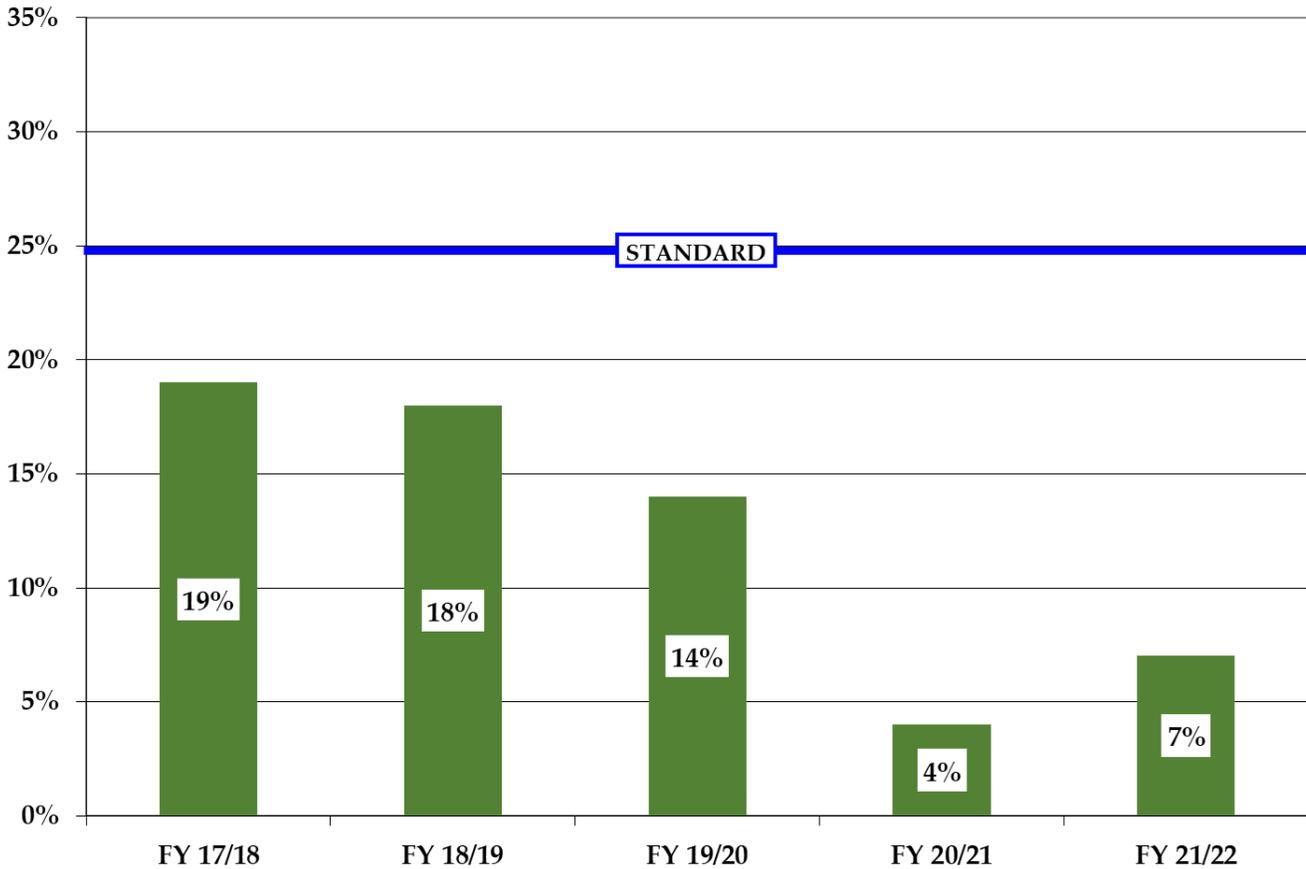
	FY 20/21 Actual	FY 21/22 Budget	FY 21/22 Actual	FY 22/23 Adopted Budget
Regional Transit Fares	\$2,966,251	\$6,549,600	\$5,448,600	\$4,845,000
Regional Ridership	651,530	1,482,252	1,037,926	957,519
Average Fare*	\$4.55	\$4.42	\$5.25	\$5.06
Cash Fare Cost of Transaction per Patron	\$1.40	\$.63	\$1.23	\$1.32
Clipper Fare Cost of Transaction per Patron	\$0.95	\$0.73	\$.66	\$1.07

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



BUS DIVISION PERFORMANCE MEASURES

BUS TRANSIT FARE RECOVERY



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

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

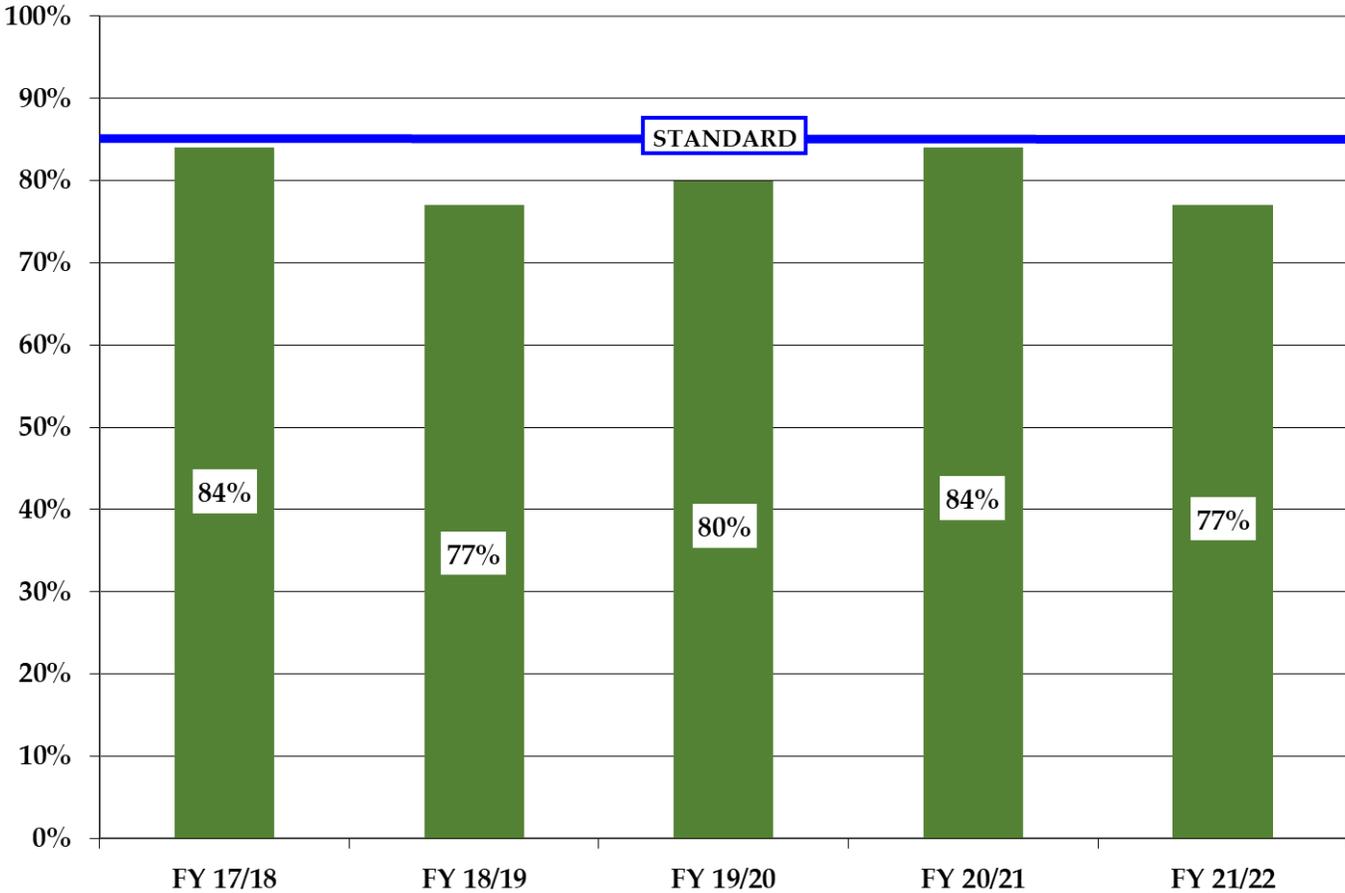
Note: The fare recovery may differ from farebox recovery calculation reported in the SRTP. All Bus Division operating expenses exclude Marin Transit (MT) expense equal to MT revenue, based on the contract with MT. Strategies to improve fare recovery include:

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



BUS TRANSIT PERCENTAGE OF TRIPS OPERATING ON TIME

Measure: Scheduled service times and actual service times at key time points.
Standard: Operate on-schedule 85% of the time, based on the Golden Gate Bridge District’s SRTP.



Note: On-time performance (OTP) includes only Golden Gate Transit Regional service and Commute services and excludes Marin Transit local service operated by GGT. In FY 2019, OTP calculation changed from manual point checks to use data collected from CAD/AVL. This included all routes, trips and timepoints for the entire year with the exception of Fridays. Effective FY 2020, OTP also includes Friday data and further refined OTP methodology. For these reasons, FY 2019 and newer results are not directly comparable to prior years.

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

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

- Adjusting timetables on a more frequent basis, as often as every 3 months, to reflect changing traffic patterns as a result of post-COVID recovery, using data obtained from CAD/AVL system as well as deploying Swiftly and Hastus ATP tools to streamline running time analysis.

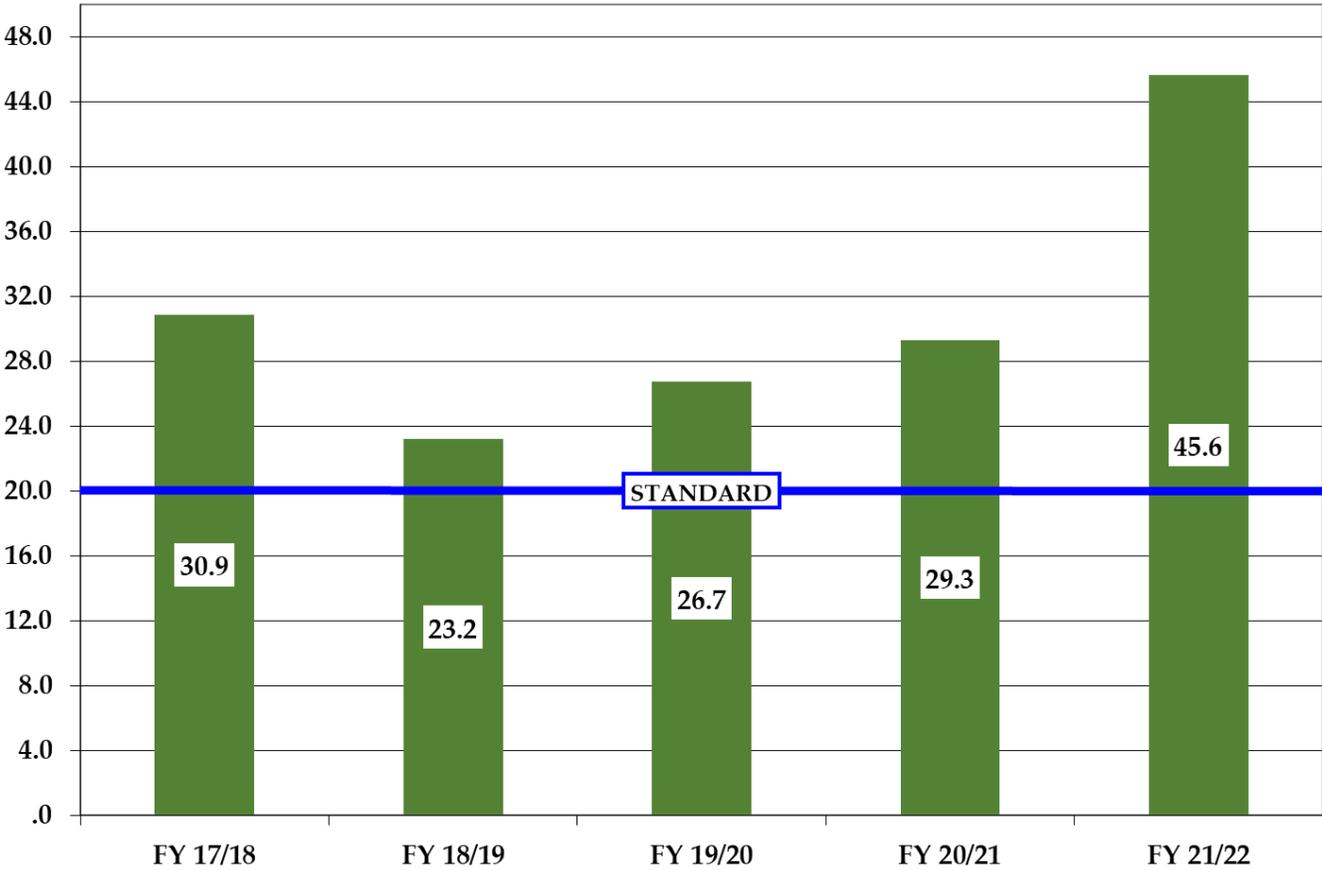


- Also using CAD/AVL data to identify areas contributing to congestion slowdowns and reviewing route alignments to bypass congested local streets in favor of faster and more reliable alignments that meets customer needs.
- Working with the Metropolitan Transportation Commission (MTC), Transportation Authority of Marin (TAM), Sonoma County Transportation Authority (SCTA) and Caltrans to expand and coordinate carpool hours on U.S. Highway 101 in Marin and Sonoma Counties.
- Collaborating with MTC, Caltrans and the City of Richmond to improve transit access approaching and crossing the Richmond-San Rafael Bridge.
- Adjusting travel times to reflect changing traffic patterns as a result of the recent completion of the Van Ness Avenue busway, Mission Street bus lanes, and Lombard Street HOV lanes in San Francisco.



BUS MECHANICAL FAILURE RATE
ALL CHART NUMBERS IN THOUSANDS

	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22
Mechanical Failures	137	180	148	82	46
Revenue Miles	4,228,479	4,176,117	3,956,843	2,404,033	2,099,125
Miles/Breakdown	30,865	23,201	26,735	29,317	45,633



Measure: Miles between in-service mechanical failures.

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

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

- Following a timely fleet replacement strategy to ensure that the Golden Gate bus fleet is as modern and reliable as possible.
- Performing an aggressive preventive maintenance program to ensure that vehicle systems are inspected and serviced on systematic intervals that optimize vehicle reliability.
- Utilizing state-of-the-art technician training and tooling to ensure that all vehicle repairs meet or exceed industry and equipment manufacturer’s reliability standards.



- Employing scientific maintenance management practices including trend and failure analysis, exception reporting, telemetry and laboratory lubrication fluid analysis to prevent mechanical failures and minimize unscheduled maintenance.

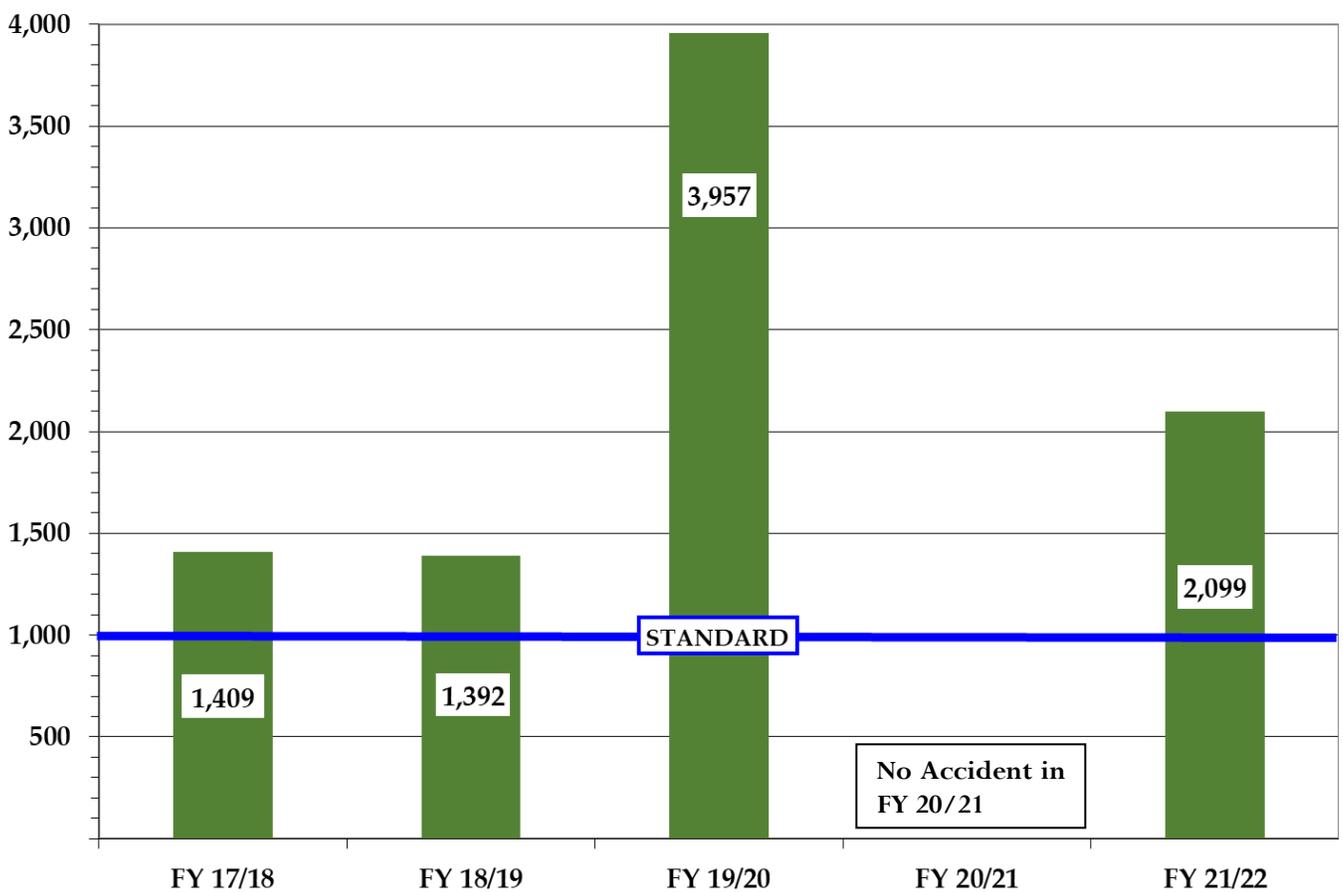


**BUS ACCIDENT RATE (MILES BETWEEN ACCIDENTS)
ALL CHART NUMBERS IN THOUSANDS**

	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22
Accidents	3	3	1	0	1
Revenue Miles	4,228,479	4,176,117	3,956,843	2,404,033	2,099,125
Miles/Accident	1,409,493	1,392,039	3,956,843	0	2,099,125

Measure: Miles between in-service accidents.

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



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

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

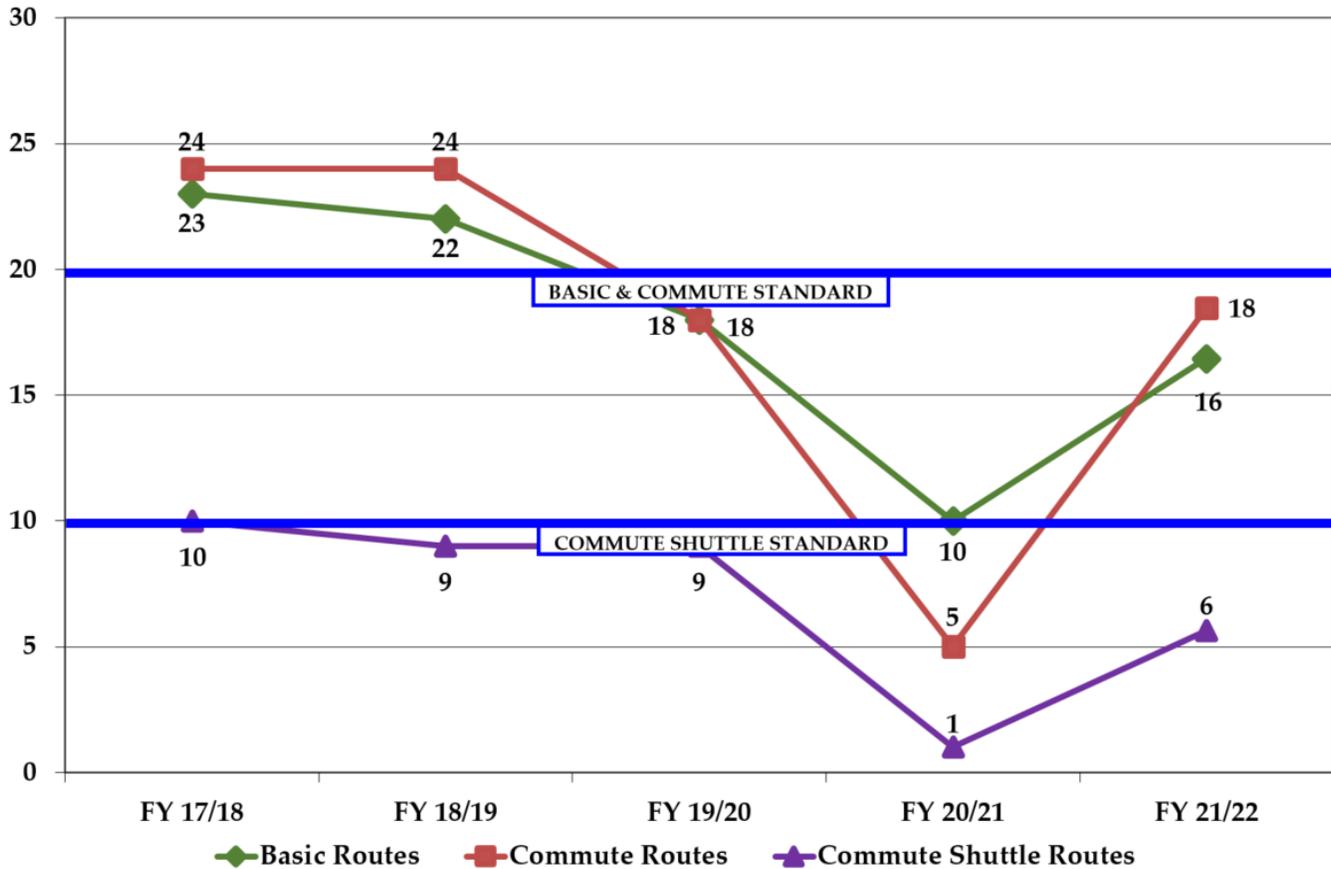


and timely reviews of accident-causing situations that are then addressed by appropriate parties.



BUS PASSENGERS PER TRIP

	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22
Basic Routes	23	22	18	10	16
Commute Routes	24	24	18	5	18
Commute Shuttle Routes	10	9	9	1	6



Measure: Bus Passengers per Trip.

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

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

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



BUS DIVISION CAPITAL BUDGET

Program Summary

The FY 22/23 Capital Budget for the Bus Division totals \$2.5 million and represents 4.7% of the total agency's capital budget. Major work and financial investment in FY 22/23 focuses on continuing projects, such as 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 21/22 totaled \$1.7 million, funded with \$1.4 million, or 81.1%, District funds and \$0.3 million, or 18.9%, grant funds (See Appendix C).

Completed Projects

Four (4) Bus Division Capital Projects were completed in FY 21/22.

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

This project replaced 67 standard diesel-powered buses that have reached the end of their useful life with diesel-electric hybrid buses. The project resulted 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 1932 – Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis – \$235,000 (Completed)

The project evaluated 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 was to evaluate the District's ability to electrify its fleet in response to the CARB mandate. [Operating Budget Impact: No significant impact.]

Project 2135 –D2 Bus Operator Breakroom, Dispatch Office, and Restroom Reno. – \$80,000 (Completed)

The project renovated 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 included replacing flooring, painting walls, installing bathroom fixtures and stalls, and replacing existing furniture. The improvements will provide a comfortable space for operators and dispatchers to work and break. [Operating Budget Impact: To be determined.]

Project 2250 – Transit Signal Priorities (TSP) on GGT Coaches- \$312,400 (Completed)

The purpose of this project was to installed Transit Signal Priority equipment for traffic signals on Golden Gate Transit coaches. TSP is an enhanced traffic signal system that allows transit buses to have traffic "priority" along Van Ness Avenue as part of the Van Ness BRT project in coordination with San Francisco Municipal Transportation Agency (SFMTA). The project reduced overall delay for buses, increased service



reliability, and improved “schedule adherence” on a 24/7 basis for the entire length of the busway.
 [Operating Budget Impact: To be determined.]

BUS DIVISION CAPITAL BUDGET FY 22/23

Project Number and Description	Total Project	Prior Years	FY 22/23 Budget	Future Years	FY 22/23 Funding	
					District	Other
FY23 - New Projects	20,000	-	20,000		100%	0%
2330- (D1) Bird Netting (BUS)	20,000	-	20,000		100%	0%
FY23 - Continuing Projects	20,182,000	10,244,000	2,270,000	7,668,000	50%	50%
2132 - D-2 Pavement & Remediation (ENG)	7,100,000	6,695,000	405,000	-	100%	0%
1431 - D1 Resurface Employee Parking Lot & Solar Panels (w/2110) (ENG)	5,130,000	626,000	500,000	4,004,000	20%	80%
1717 - SRTC Relocation Des/Env (PLNG)	2,907,000	2,052,000	150,000	705,000	18%	82%
2232 - Santa Rosa (D3) Bus Facility Parking Lot Rehabilitation Project	2,475,000	750,000	1,000,000	725,000	20%	80%
2130 - Zero Emission Bus (ZEB) Infrastructure Design (BUS/ENG)	2,000,000	-	50,000	1,950,000	20%	80%
1931 - Bus Division Office Improvements (BUS)	420,000	111,000	25,000	284,000	100%	0%
2230 - Automated Passenger Counting (APC) National Transit Database (NTD) Certification Software (BUS/IS)	150,000	10,000	140,000	-	100%	0%
FY23 - Capital Equipment	245,000	-	245,000	-	100%	0%
2339 - Capital Equipment (FY23) (BUS)	245,000	-	245,000	-	100%	0%
Total Capital Expenditures	20,447,000	10,244,000	2,535,000	7,668,000	54%	46%
Capital Fund Source - Bus						
District	10,376,000	7,458,000	1,172,000	1,746,000		
Other	10,071,000	2,786,000	1,363,000	5,922,000		
Total	20,447,000	10,244,000	2,535,000	7,668,000		



Bus Division FY 22/23 Capital Project Detail

New Projects

Project 2230 – D1 Bird Netting - \$20,000

This project will remove and replace pre-existing bird netting in three wash bays. The bird netting must be able to withstand moderate wind loading. Zippers are to be added for light and ladder access, as required. Access is limited in some areas of the wash bays and may require specialized contractor-supplied man lifts. [Operating Budget Impact: A reduction of \$10,000 to \$50,000.]

Continuing Projects

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 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 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 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 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 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.]

Capital Equipment

Project 2339 – Capital Equipment – Bus – \$245,000

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 20/21 Year- End	FY 21/22 Budget	FY 21/22 Year- End	FY 22/23 Budget	Net Change FY 21/22 to FY 22/23
Bus Operations Administration 311					
Director of Operations	1	1	0	0	0
Director of Safety & Training	0	0	1	1	0
Director of Transportation	0	0	1	1	0
Dispatcher I	9	9	9	9	0
Dispatcher Part-Time	2	2	2	2	0
Manager of Transportation Field Operations	0	0	1	1	0
Operations Control Center Manager	0	0	1	1	0
Safety/Training Coordinator	1	1	0	0	0
Safety & Training Supervisor	0	0	2	2	0
Senior Director of Transit Operations	0	0	1	1	0
Superintendent Transportation Operations	1	1	0	0	0
Superintendent Transportation/Safety Training	1	1	0	0	0
Trainer	0	0	1	1	0
Transportation Field Supervisor	10	10	10	10	0
Transportation Supervisor/Student Training	1	1	0	0	0
Total	26	26	29	29	0
Bus Operations 312					
Bus Operators Full-Time	275	275	275	275	0
Bus Operators Part-Time	5	5	5	5	0
Total	280	280	280	280	0
Bus Maintenance Administration 321					
Director of Fleet & Facilities	0	0	1	1	0
Director of Maintenance	1	1	0	0	0
Fleet & Facilities Superintendent	1	1	0	0	0
Total	2	2	1	1	0
Bus Maintenance - Mech/Stores 322					
Automotive Painter	1	1	1	1	0
Body & Facility Chief Mechanic	1	1	1	1	0
Body & Fender Mechanic	4	4	4	4	0
Building Maintenance Mechanic	4	4	4	4	0
Building Maintenance Mechanic-Provisional	2	2	2	2	0



District Staffing by Department	FY 20/21 Year- End	FY 21/22 Budget	FY 21/22 Year- End	FY 22/23 Budget	Net Change FY 21/22 to FY 22/23
Bus Maintenance - Mech/Stores 322					
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	4	4	0
Mechanic (Automotive)	1	1	1	1	0
Mechanic Electronics Technician	3	3	3	3	0
Mechanic Leader (Day)	1	1	1	1	0
Storekeeper	3	3	3	3	0
Storekeeper Chief	1	1	1	1	0
Trimmer	1	1	1	1	0
Total	58	58	59	59	0
Bus Maintenance - Servicers 323					
Bus Servicer Leader	2	2	2	2	0
Servicer	20	20	20	20	0
Total	22	22	22	22	0
Bus Procurement 340					
Buyer	1	1	1	1	0
Senior Buyer	1	1	1	1	0
Total	2	2	2	2	0
Bus General & Administration 390					
Deputy General Manager, Bus	1	1	1	1	0
Director of Data Analytics and Project Management	0	0	1	1	0
Director of Schedules & Service Development	1	1	1	1	0
Office Assistant	0	0	1	1	0
Office Coordinator	1	1	1	1	0
Office Specialist	1	1	1	1	0
Operations & Schedules Analyst	1	1	0	0	0
Operations Analyst	1	1	1	1	0
Operations Technician	1	1	1	1	0
Safety Training Coordinator	0	0	1	1	0
Schedules Analyst (1 LT)	2	2	2	2	0
Scheduling Technician	1	1	0	0	0



Bus Division

District Staffing by Department	FY 20/21 Year- End	FY 21/22 Budget	FY 21/22 Year- End	FY 22/23 Budget	Net Change FY 21/22 to FY 22/23
Senior Director of Business Operations	0	0	1	1	0
Senior Operations Analyst	0	0	1	1	0
Supervising Administrative Assistant	1	1	1	1	0
Supervising Scheduler & Data Analyst	1	1	1	1	0
Total	12	12	15	15	0
Bus Division Totals					
Total Authorized Positions	402	402	408	408	0
Regular Positions	401	401	407	407	0
Limited Term (LT) Positions	1	1	1	1	0

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





Ferry Division Profile 138

Ferry Division Organizational Chart 139

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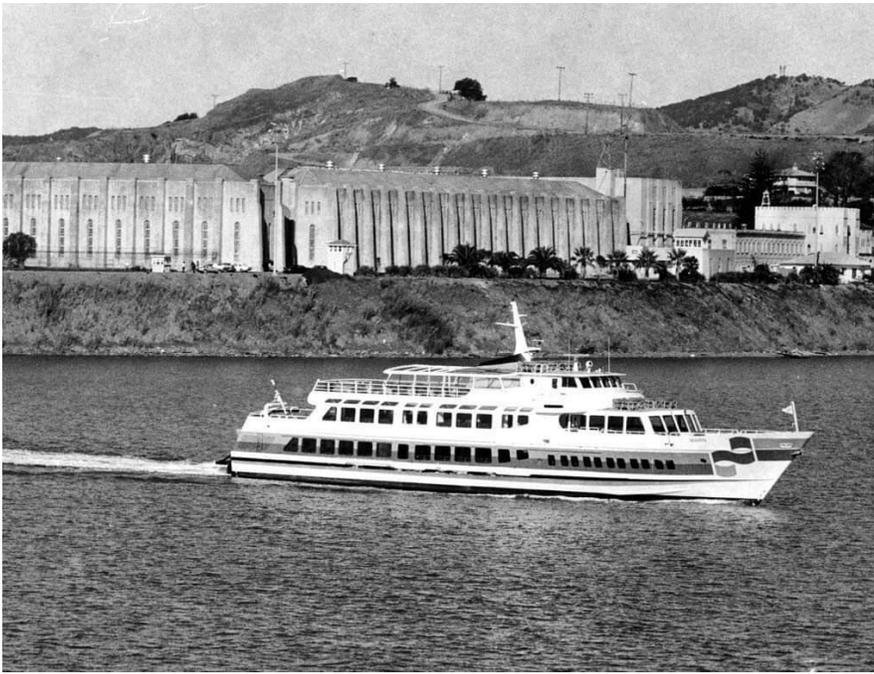
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FERRY DIVISION PROFILE

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. Before temporary service reductions due to COVID, these ferries operated the following routes for a total of approximately 20,560 yearly crossings. Ferry service is budgeted to expand to these levels again in FY 22/23 if customer demand returns. In addition, in December of 2021 new service was implemented between San Francisco and Angel Island. Currently the service routes are as follows:

- Larkspur/San Francisco/Larkspur
- Sausalito/San Francisco/Sausalito
- Tiburon/San Francisco/Tiburon
- San Francisco/Angel Island/San Francisco
- Seasonal service from Larkspur to Oracle Park –San Francisco Giants games and special events at Oracle Park.
- 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 service 7 days a week from three North Bay locations; Larkspur, Tiburon, and Sausalito, to and from the Ferry Building in San Francisco; and from the Ferry Building in San Francisco to and from Angel Island.

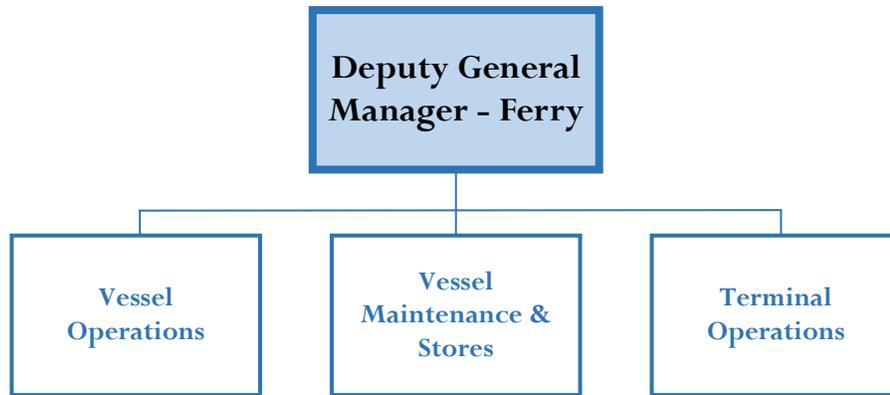
The Ferry Division is responsible for the operation and maintenance of all its vessels, landside terminal operations, fuel storage, and the Larkspur Ferry Terminal parking lots. The Ferry Division is also responsible for all vessel construction, dry-dockings, and capital improvements associated with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

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

- Vessel Operations
- Terminal Operations
- Maintenance and Engineering



FERRY DIVISION ORGANIZATIONAL CHART



FERRY DIVISION STATUS

Transitioning from COVID-19

In early 2020 with the spread of COVID-19, the Ferry Division suspended all weekend service and reduced weekday trips to nine trips per day. This included triangle service to Tiburon/Sausalito/San Francisco. Gradually, as the Bay Area began to re-open and customer demand for outdoor and recreational activities grew, there was sufficient demand for weekend ferry service, so in July 2021 the District restored weekend service between Larkspur and San Francisco and between Sausalito and San Francisco. In September 2021, as offices in the city of San Francisco gradually began to reopen, two-morning weekday commute trips between Larkspur and San Francisco were added. Then in April 2022 the District added an additional evening ferry trip from San Francisco to Larkspur in response to a modest uptick in ridership.

On December 13, 2021, the District removed the Tiburon-Sausalito-SF ferry triangle, directly connecting both Tiburon to San Francisco and Sausalito to San Francisco; and we added several commute trips to both routes.

On December 13, 2021, the Ferry Division also began new service (seven days a week) between San Francisco and Angel Island State Park. Then on January 31, 2022, the District launched new weekend and midday ferry service between Tiburon and San Francisco.

In February of 2022, ferry ridership began to grow steadily, trending higher on Tuesdays, Wednesdays, and Thursdays. In March 2022 the District's ferries carried ten (10) times more passengers than a year earlier, in March 2021.

The advent of the baseball season provided a further boost in ridership. For instance, in April 2022, a number of Larkspur/San Francisco commute trips that coincided with game times reached near capacity (450 passengers) and special event baseball trips were averaging in excess of 500 passengers per trip.

Additional schedule enhancements/increases will be made as ridership continues to increase.

On June 17, 2021, the vaccination site located at the Larkspur Ferry Terminal where close to 60,000 people received vaccinations was closed but has since been replaced by a COVID testing site.



Fleet Maintenance and Capital Development

In FY 21/22, the Ferry Division underwent dry dockings and capital improvements to all four high-speed catamarans. The MV Mendocino and MV Del Norte were completed in December of 2021, the Golden Gate completed in April of 2022, and the Napa is scheduled for redelivery in May of 2022.

The scope of services for the Del Norte included the biannual United States Coast Guard (USCG) requirements as well as propulsion water jet replacements. For the Mendocino, the scope of services was more extensive and included the replacement of aluminum hull cladding in the vessel's superstructure, as well as a refurbishment of the passenger concession service area. A hull examination of the MV Napa and MV Golden Gate found scattered pitting in the aluminum hull-plate which was repaired by a combination of clad welding and hull plate inserts.

On March 24, 2022, the California Air Resource Board (CARB) approved amendments to its Commercial Harbor Craft Regulation aimed at reducing emissions from harbor craft including passenger ferries. The Ferry Division has anticipated these amendments and has developed a capital plan to address CARB's new requirements. The plan includes the repowering of three Spaulding class vessels and the replacement of four high-speed catamarans. Solicitation for the design and engineering of a new ferry vessel is currently ongoing with an anticipated award in the second quarter of 2022. A separate contract for the design and engineering necessary for a CARB compliant repower of MS San Francisco and MS Marin is expected to be awarded in the fourth quarter of 2022. A funding plan for this massive investment in new equipment is underdevelopment.



FY 22/23 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 22/23 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 22/23. Please refer to the Ferry Division’s Capital project detail for more description.

FACILITIES

Larkspur Ferry Terminal Berth and Channel Dredging (CON)

Gangways & Piers - Sausalito Construction

**FERRY
OPERATIONS
AND
ENGINEERING**

Purchase New Vessel

FY 23-30 Ferry Vessel Rehabilitation/Dry Docking (Catamarans)

Spaulding Repower

Capital Improvements for Ferry Fleet



CHANGES FROM FY 21/22 ACTUAL TO FY 22/23 ADOPTED BUDGET

Revenues

The Ferry Division's FY 22/23 Adopted Revenues of \$9.3 million consists of:

- \$5.1 million from Fares
- \$4 million from State and Local Operating Grants
- \$0.2 million from Other Operating Income

The Ferry Division's Adopted revenues for FY 22/23 are projected to decrease by \$1.9 million, or 16.7%, compared to FY 21/22 Actual. The net decrease is primarily attributed to a projected decrease of \$1.6 million in Ferry fare revenue and a decrease of \$0.3 million in state and local operating grants. The FY 22/23 transit fares include no fare increase. The five-year fare plan ended in FY 21/22. The projected regional ridership is forecasted to grow from 25% to 29% by end of FY 22/23. Fare revenue is projected at \$5.1 million for FY 22/23 using these growth rates. (Please see COVID-19 chapter of this budget for ridership growth assumptions.)

One-Time Revenue: The Ferry Division has received a significant one-time funding amount for a total of \$93.1 million. Ferry received \$14.5 million in CARES act funding of which \$12.3 million was expensed in FY19/20 and \$2.2 million was allocated in FY 20/21. Ferry received \$6.2 million in the first tranche and \$12.1 million in the second tranche of CRRSAA funding, which were expensed in FY 20/21. Ferry received \$19 million in the first tranche, \$15.2 million in the second tranche and \$26.1 million in the third tranche of ARP funding. The entire amount of the first tranche was expensed in FY 21/22. The second tranche of \$15.2 million and \$10.8 million of the third tranche of ARP funding were allocated to be expensed in FY 22/23. The remaining balance of \$15.3 million of the third tranche of ARP funding will be projected to be expensed in FY 23/24. Lastly, because the District received CARES Act Funding in FY 19/20, CRRSAA funding in FY 20/21 and ARP funding in FY 21/22 and the remaining balance to be utilized in FY 22/23 and FY 23/24, bridge toll revenue in the amount of \$19.5 million that would have been expended on ferry operating expenses were able to be transferred to District Reserves.

Expenses

The Ferry Division's FY 22/23 Adopted Operating Expenses total \$50 million. The Ferry Division's FY 22/23 Adopted Budget contains an \$11.2 million, or 28.8% increase over the FY 21/22 actual expenses. The increase is primarily to refunding staff reduced to lower service during to COVID and substantially higher fuel prices. The components of the changes to expenses are summarized in the table on the following page.



**SUMMARY OF CHANGES FROM FY 21/22 ACTUAL TO
FY 22/23 ADOPTED BUDGET
(ALL FIGURES IN MILLIONS)**

Labor	
Increase in salaries due to re-funding of vacant positions temporarily frozen due to COVID.	\$3.2
Increase in payroll taxes for FY 22/23 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	0.9
Increase in medical expenses for FY 22/23 due to re-funding of vacant positions and increase in annual costs	1.9
Decrease in postemployment benefits (OPEB) for FY 22/23	(0.3)
Increase in Workers' Compensation expenses for FY 22/23	(0.1)
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY21/22	(0.5)
Professional Services	
Projected increase in District-wide professional services fees for FY 22/23	0.1
Increase in Ferry Professional services for FY 22/23 to fund one-time repairs	2.6
Projected increase in District-wide legal services for FY 22/23	0.3
Increase in contracted maintenance and security services for FY 22/23	1.0
Decrease in FY 22/23 District Division temporary help services compared to FY 21/22	(0.3)
Supplies and Other	
Increase in projected fuel costs due to higher per gallon costs in FY 22/23	2.3
Increase in repair and operating supplies in FY 22/23	0.1
Increase in general liability insurance for FY 22/23 due to projected higher rates	0.6
Increase in lease costs for FY 22/23	0.1
Capital Contribution and Depreciation	
Projected decrease in depreciation in FY 22/23	(0.9)
Total Change from FY 21/22 Actual to FY 22/23 Adopted Budget	\$11.2



FERRY DIVISION OPERATING BUDGET

	FY 20/21 Actual	FY 21/22 Budget	FY 21/22 Actual	FY 22/23 Adopted Budget
Revenues				
Transit Fares	\$848,068	\$5,568,400	\$6,664,088	\$5,116,600
Other Operating Income	141,570	224,400	155,958	172,500
State Operating Income	3,742,626	3,583,700	4,315,102	3,732,400
FTA Operating Assistance	0	0	0	251,000
Subtotal	\$4,732,264	\$9,376,500	\$11,135,148	\$9,272,500
CARES Act	2,199,475	0	0	0
CRRSAA-1st Tranche	6,218,791	0	0	0
CRRSAA-2nd Tranche	12,056,770	0	0	0
ARP- 1 st Tranche	0	0	19,068,323	0
ARP- 2 nd Tranche	0	0	0	15,164,700
ARP- 3 rd Tranche	0	0	0	10,800,600
Toll Revenue Carryover	0	9,062,300	0	0
Subtotal	\$20,475,036	\$9,062,300	\$19,068,323	\$25,965,300
Total Revenues	\$25,207,300	\$18,438,800	\$30,203,471	\$35,237,800
Percent Change		-26.9%	63.8%	16.7%
Expenses				
Salaries	\$9,767,460	\$13,082,200	\$11,052,333	\$14,237,800
Fringe Benefits	8,687,211	9,436,100	7,818,182	10,017,300
Professional Services	4,509,269	4,877,300	3,608,621	7,272,100
Fuel & Related Taxes	1,204,755	4,377,600	4,371,946	6,684,600
Repair & Operating Supplies	1,294,881	1,649,700	1,609,359	1,635,700
Insurance, Taxes & Permits	1,590,984	2,330,400	2,321,781	2,917,700
Other	237,218	224,300	119,586	154,900
Lease & Rentals	3,503,418	42,300	53,227	109,000
Subtotal Expenses	\$30,795,196	\$36,019,900	\$30,955,035	\$43,029,100
Capital Contribution	4,000,000	4,000,000	4,000,000	4,000,000
Depreciation	2,448,652	4,305,600	3,832,822	2,938,700
Total Expenses	\$37,243,848	\$44,325,500	\$38,787,857	\$49,967,800
Percent Change		19.0%	-12.5%	28.8%
Revenues Over/(Under) Expenses *	\$(12,036,548)	\$(25,886,700)	\$(8,584,386)	\$(14,730,000)

* The remaining balance for FY 21/22 is covered from excess funds produced by the Bridge Division.



Assumptions

- 3.5% salary increase effective July 1, 2022 and January 1, 2023 for Coalition and Non-Represented employees unless specified otherwise in their ratified Memorandum of Understanding.
- Includes Employer MEBA (14.34%), IBU (21.71%-24.5%) and PERS contribution (35.526%).
- 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.
- \$3.75/gallon for fuel costs for the Ferry Division.
- All fiscal years show the transfer of District Division expense by line item.
- The Ferry Division’s share of the District Division transfer is \$8.5 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.

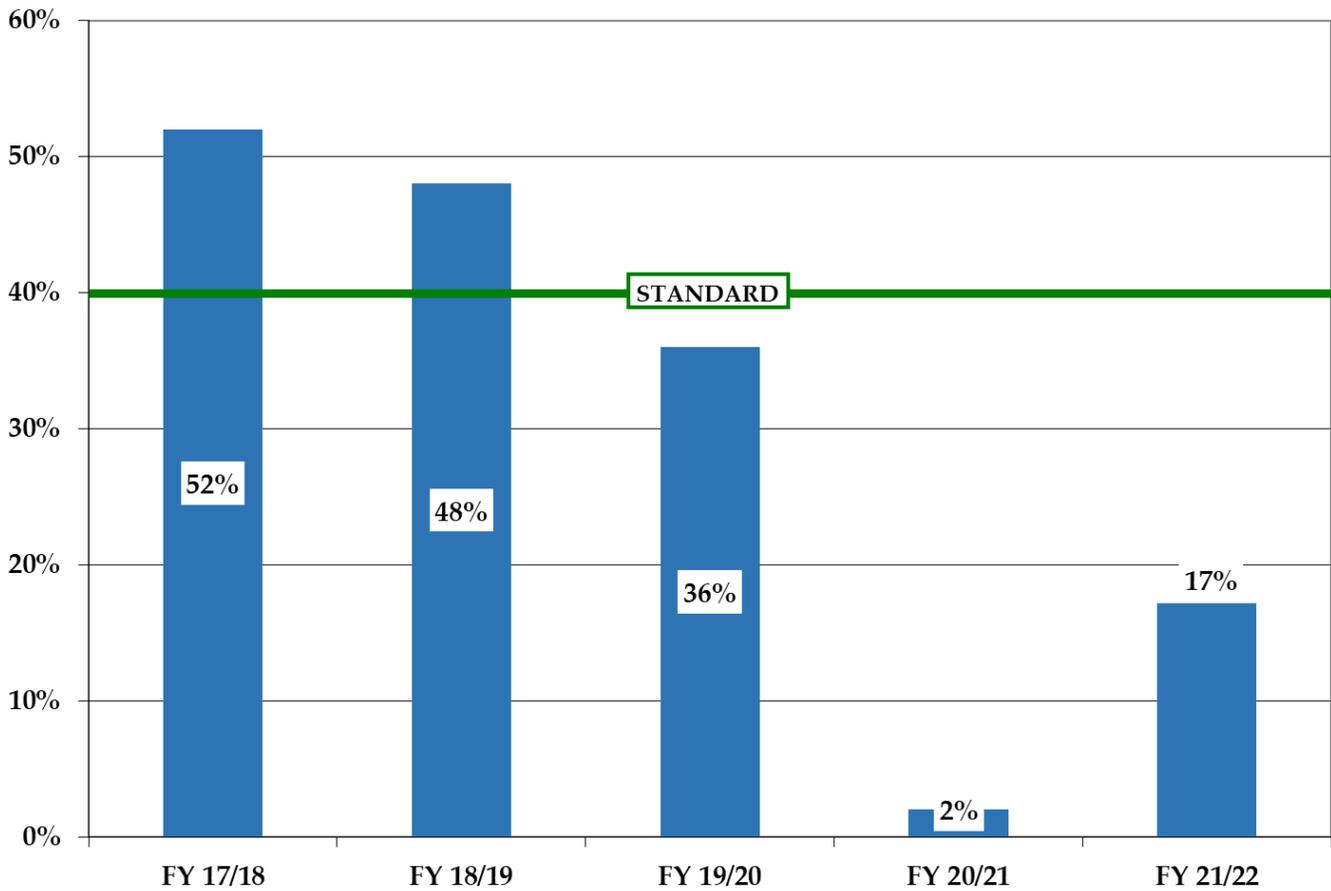
FERRY OPERATIONS DATA

	FY 20/21 Actual	FY 21/22 Budget	FY 21/22 Actual	FY 22/23 Adopted Budget
Transit Fares	\$848,068	\$5,568,400	\$6,664,088	\$5,116,600
Ridership	89,861	623,774	690,362	544,932
Average Fare	\$9.44	\$8.93	\$9.65	\$9.39
Clipper Fare Cost of Transaction per Patron	\$5.38	\$0.93	\$1.25	\$1.61



FERRY DIVISION PERFORMANCE MEASURES

FERRY TRANSIT FAREBOX RECOVER RATIO



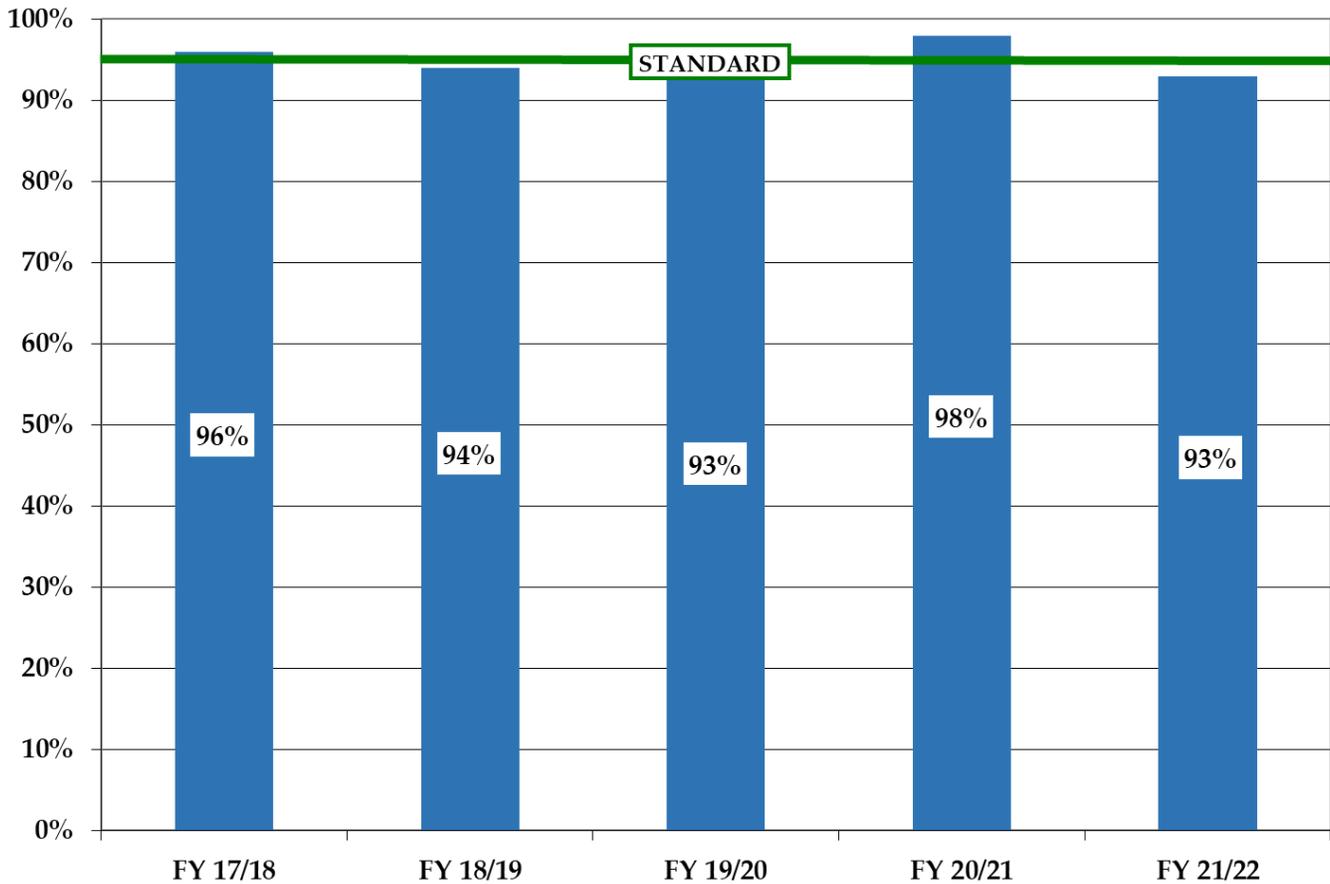
Measure: Farebox Recovery – fare revenue as a percentage of operating expense.
Standard: Standard is 40%, based on Short Range Transit Plan (SRTP).

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

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



FERRY TRANSIT PERCENTAGE OF TRIPS OPERATING ON TIME



Measure: Scheduled service times and actual service times at key time points.
Standard: Operate on-schedule 95% of the time, based on the SRTP.

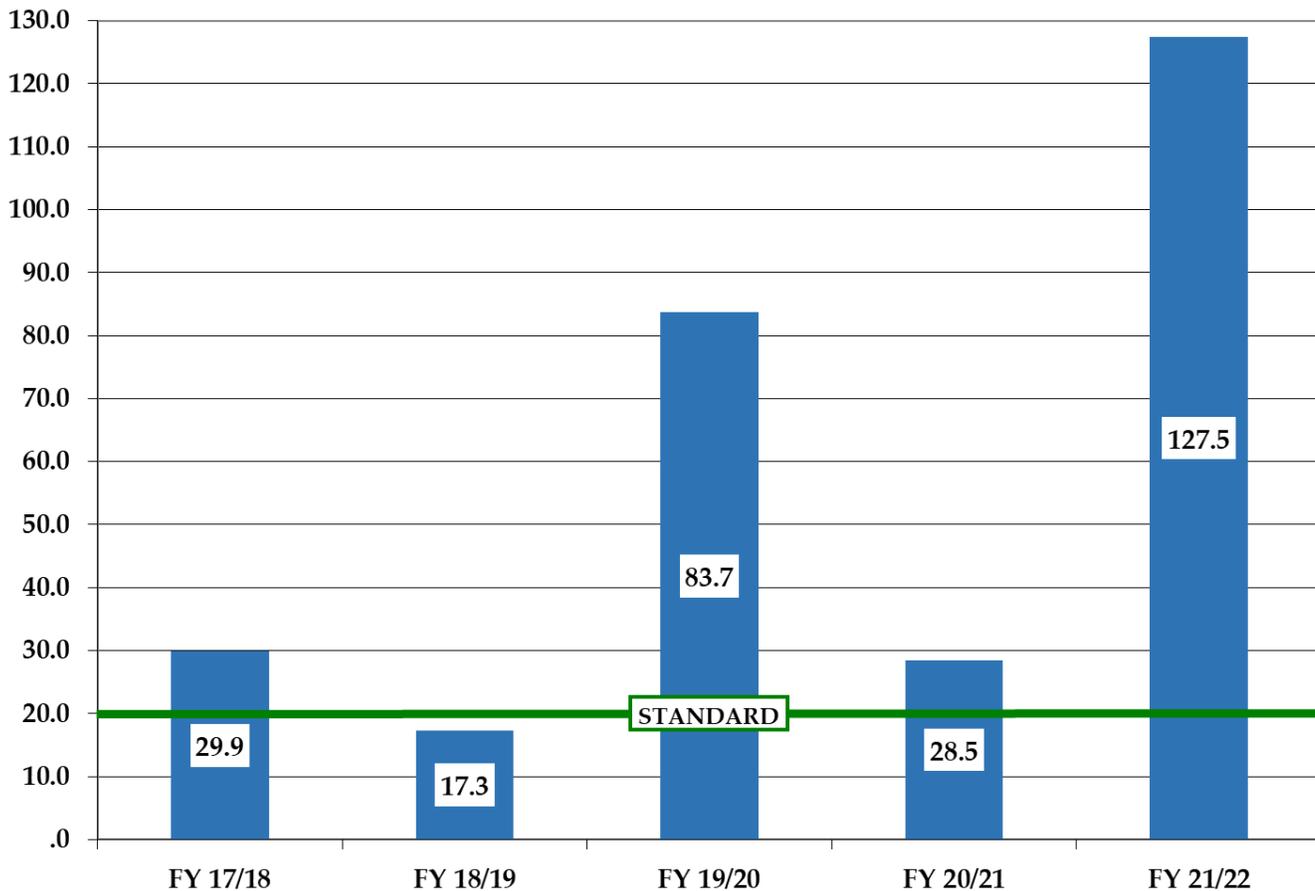
Strategies for maintaining on-time performance at or above-standard include:

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



FERRY MECHANICAL FAILURE RATE
ALL CHART NUMBERS SHOWN IN THOUSANDS

	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22
Mechanical Failures	7	12	2	2	1
Revenue Miles	209,210	208,111	167,318	56,998	127,478
Miles/Breakdown	29,887	17,343	83,659	28,499	127,478



Measure: Miles between in-service mechanical failures.

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

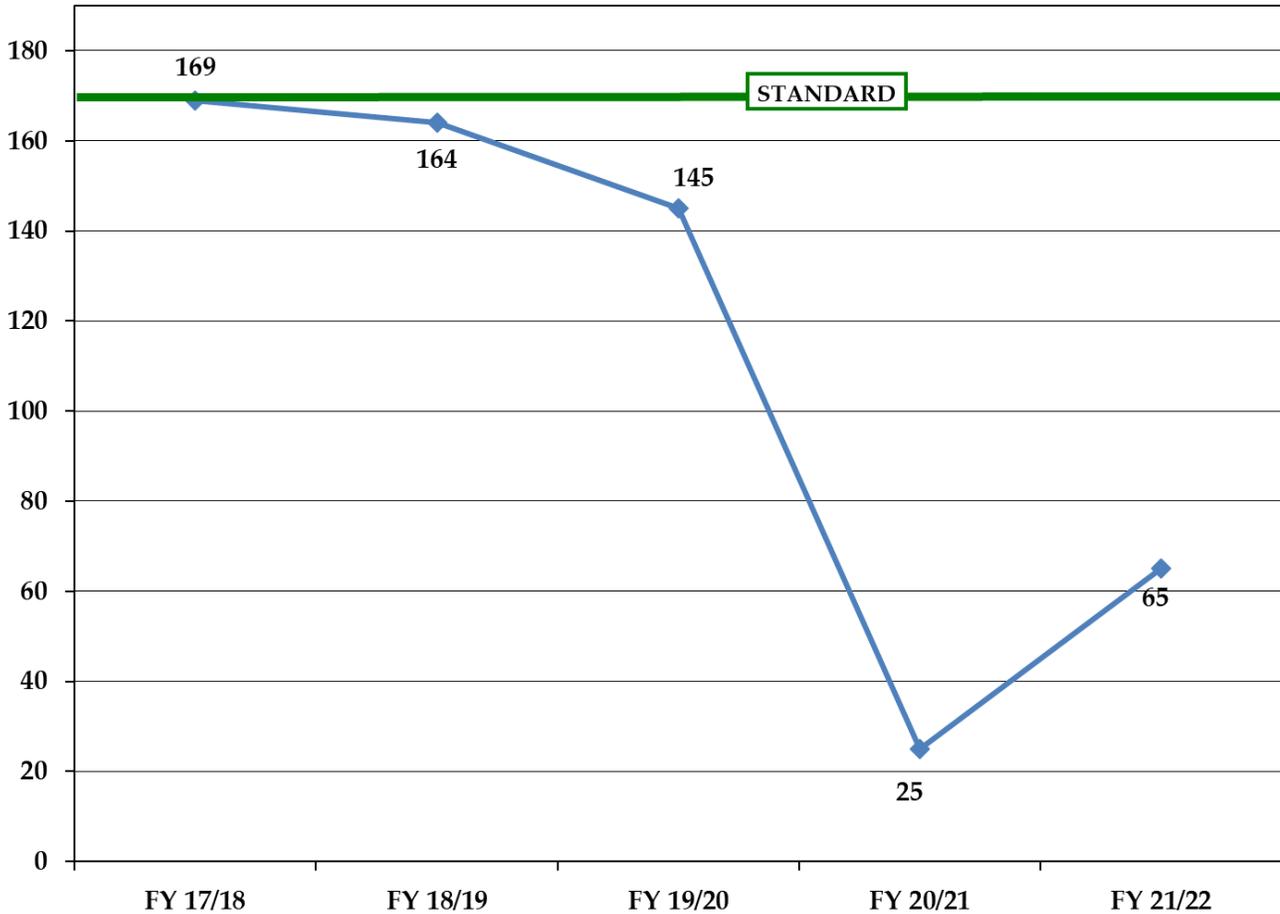
The Ferry Division seeks to minimize mechanical system failures by:

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



FERRY PASSENGERS PER REVENUE HOUR

	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22
Passengers Per Revenue Hour	169	164	145	25	65



Measure: Ferry Passengers per service (revenue) hour.

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

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

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



FERRY DIVISION CAPITAL BUDGET

Program Summary

The FY 22/23 Capital Budget for the Ferry Division totals \$12.7 million and represents 23.5% of the total agency's capital budget. Major work and financial investment in FY 22/23 focuses on new and continuing projects, including the Purchase of a New Vessel (1940), Larkspur Ferry Terminal Berth and Channel Dredging Construction, FY 23-30 Ferry Vessel Rehabilitation and Dry Docking for the Catamarans (2341), and the Spaulding Repower (2240).

Actual FY 21/22 capital expenditures for the Ferry Division totaled \$8.6 million, funded with \$2.2 million, or 25.7%, District funds and \$6.4 million, or 74.3%, in grant funds (See Appendix C).

Completed / Archive Projects

Two (2) projects are anticipated were completed and one (1) was archived in FY 21/22.

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

This project totally refurbished the M.S. Sonoma, which included 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 made 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 1944 – Ticketing Systems/TVMs/Door Replacement – \$3,220,000 (Completed)

This project replaced the ticketing systems and ticket vending machine (TVM) kiosks at the Sausalito Ferry Terminal to enhance efficiencies for time and ease of ferry boarding. The project also evaluated 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 2240 – Ferry CARB Compliance Plan (Des/Con) – \$154,220,000 (Archive)

The CARB Compliance plan was broken into discrete components: Spaulding Repower beginning in FY23, High-Speed Catamaran Replacement beginning in FY24, and Spaulding Diesel Particulate Filter Retrofit beginning in FY29. Project 2240, Ferry CARB Compliance Plan, to be replaced with the new scope for revised Project 2240, Spaulding Repower.

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.]



FERRY DIVISION CAPITAL BUDGET FY 22/23

Project Number and Description	Total Project	Prior Years	FY 22/23 Budget	Future Years	FY 22/23 District	Funding Other
FY23 - New Projects	60,300,000	5,000	10,300,000	9,995,000	42%	58%
2340 – Larkspur Ferry Terminal Berth and Channel Dredging – CON (ENG)	23,500,000	-	10,000,000	13,500,000	20%	80%
2341 – FY23-30 Ferry Vessel Rehab/DD (Catamarans) (FERRY)	18,500,000	-	100,000	18,400,000	20%	80%
2240 – Spaulding Repower (FERRY)	18,000,000	5,000	100,000	17,895,000	92%	8%
2342- Ferry Fleet & Infrastructure Electrification Concept (FERRY)	300,000	-	100,000	200,000	100%	0%
FY23 - Continuing Projects	89,958,000	23,808,000	2,246,000	63,904,000	41%	59%
1940 - Purchase New Vessel (FERRY)	30,000,000	44,000	100,000	29,856,000	68%	32%
1441 - Gangways & Piers - Sausalito Construction (ENG)	22,560,000	25,000	500,000	22,035,000	20%	80%
0503 - Gangway & Piers - Design (ENG)	11,863,000	9,378,000	300,000	2,185,000	14%	86%
2040 - Capital Improvements for Ferry Fleet (FERRY)	9,635,000	9,330,000	50,000	786,000	20%	80%
2140 - FY21 Ferry Vessel Rehab (FERRY)	3,550,000	1,479,000	25,000	2,046,000	20%	80%
2042 - Larkspur Ferry Svc. & Parking Expansion ENV/ PreDesign Study (PLNG)	3,148,000	841,000	500,000	1,807,000	92%	8%
2041 - Corte Madera Marsh Restoration Construction (ENG)	3,040,000	1,813,000	100,000	1,165,000	100%	0%
2141 – Larkspur Ferry Terminal Fuel System Rehabilitation (ENG)	2,000,000	-	100,000	1,892,000	20%	80%
2251- San Francisco Ferry Terminal Security Improvements (ENG)	1,500,000	-	100,000	1,400,000	33%	67%
2241 - FY22 Ferry Vessel Rehab (FERRY)	1,430,000	79,000	50,000	1,301,000	20%	80%



Ferry Division

Project Number and Description	Total Project	Prior Years	FY 22/23 Budget	Future Years	FY 22/23 Funding District	Funding Other
2242 - Larkspur Ferry Terminal Berth and Channel Dredging - Design (ENG)	1,232,000	811,000	421,000	-	20%	80%
FY23 - Capital Equipment	122,000	-	122,000	-	100%	0%
2349 - Capital Equipment (FY23) (FERRY)	122,000	-	122,000	-	100%	0%
Total Capital Expenditures	150,380,000	23,813,000	12,668,000	113,899,000	41%	59%
Capital Fund Source - Ferry						
District	62,060,000	6,304,000	3,270,000	52,486,000		
Other	88,320,000	17,509,000	9,398,000	61,413,000		
Total	150,380,000	23,813,000	12,668,000	113,899,000		



Ferry Division FY 22/23 Capital Project Detail

New Projects

Project 2240 – Spaulding Repower - \$18,000,000

This project will repower the three (3) Spaulding vessels to Tier 4 engines per CARB compliance rules, starting with the MS San Francisco in FY23, the MS Marin in FY24 and MS Sonoma in FY25. [Operating Budget Impact: To be determined.]

Project 2340 – Larkspur Ferry Terminal Berth and Channel Dredging – Construction - \$23,500,000

The Larkspur Ferry Terminal is located at the terminus of the Corte Madera Creek, in Marin County. Over time, sediment from the Corte Madera Creek accumulates within the berths, turning basin and channel waterway above the depths necessary to ensure safe navigable depths for the successful operation of the commuter ferries. This project facilitates the periodic underwater excavation activities necessary to maintain navigable berths, turning basin and waterways for ferry vessels at the Larkspur Ferry Terminal. [Operating Budget Impact: Reduction of \$50,000 - \$100,000.]

Project 2341 – FY23-30 Ferry Vessel Rehabilitation and Dry Dockings - \$18,500,000

The purpose of this project is the scheduled rehabilitation and capital improvement of ferry vessels beginning in FY23. Projects are associated with propulsion system, hull inspection, and navigational equipment required to reach the full economic life of a ferry vessel and ensure compliance with USCG regulation. This project is intended to fund dry dockings for the Districts catamaran high speed vessels for the remainder of their service life. Vessels schedule subject to change due to operational requirement. [Operating Budget Impact: No significant impact.]

Project 2342 – Ferry Fleet & Infrastructure Electrification Concept - \$300,000

The purpose of this project is to perform feasibility studies and develop a design concept for future ferry electrification. This project will include the feasibility and concept for necessary shore-side charging infrastructure. [Operating Budget Impact: No significant impact.]

Continuing Projects

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

This project is a part of a larger system-wide ferry project to design and construct replacement ramps and gangways to improve access on the San Francisco, Larkspur and Sausalito ferry terminals. The existing



facilities will be rehabilitated, including the replacement of ramps and floats, to address ADA compliance and other issues affecting passenger safety. Upgrades to the facilities are to provide for the increasing use of bicycles and to support loading/offloading operations. Replacement ramps will be designed to facilitate smooth, safe and efficient loading of passengers and bicycles. [Operating Budget Impact: A reduction of more than \$100,000.]

Project 1940 – Purchase New Vessel – \$30,000,000

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

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

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

Project 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 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 2140 – Ferry Vessel Rehabilitation – \$3,550,000

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

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

This project will rehabilitate the 20-year old fuel system at Larkspur Ferry Terminal. The project would



Ferry Division

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.]

Project 2241 – FY22 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.]

Project 2251 – San Francisco Ferry Terminal Security Improvements – \$1,500,000

This project will improve existing security fencing, construct additional security fencing and install improved terminal access controls at the Golden Gate Ferry's San Francisco Terminal to prevent unauthorized access to the terminal, passengers and docked ferries. [Operating Budget Impact: To be determined.]

Capital Equipment

Project 2349 – Capital Equipment – Ferry – \$122,000

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 20/21 Year- End	FY 21/22 Budget	FY 21/22 Year- End	FY 22/23 Budget	Net Change FY 21/22 to FY 22/23
Ferry Vessel Operations 410					
Deckhand	22	22	22	22	0
Deckhand Baseball	2	2	2	2	0
Deckhand Lead	11	11	11	11	0
Maintenance Deckhand	1	1	1	1	0
Mate	4	4	4	4	0
Safety & Training Vessel Master	1	1	1	1	0
Seasonal Deckhand	3	3	3	3	0
Seasonal Deckhand Lead	2	2	2	2	0
Seasonal Vessel Master	2	2	2	2	0
Supervising Vessel Master	1	1	1	1	0
Vessel Master	11	11	11	11	0
Vessel Master Baseball	1	1	1	1	0
Total	61	61	61	61	0
Ferry Terminal Operations 420					
Director of Ferry Operations	1	1	1	1	0
Operations Manager	1	1	1	1	0
Operations Supervisor	5	5	5	5	0
Operations Supervisor Seasonal	2	2	2	2	0
Operation Analyst	1	1	1	1	0
Terminal Assistant	8	8	8	8	0
Terminal Assistant Seasonal Sausalito	2	2	2	2	0
Total	20	20	20	20	0
Ferry Maintenance 430					
Director of Engineering & Engineering	1	1	1	1	0
Ferry Projects Administrator (LT)	1	1	1	1	0
Ferry Projects Engineer	2	2	2	2	0
Manager Ferry Maintenance	1	1	1	1	0
Marine Storekeeper	1	1	1	1	0
Mechanic	9	9	9	9	0
Mechanic Lead	3	3	3	3	0
Working Foreman Mechanic	1	1	1	1	0
Total	19	19	19	19	0
Ferry Procurement 440					
Buyer	1	1	1	1	0



Ferry Division

District Staffing by Department	FY 20/21 Year- End	FY 21/22 Budget	FY 21/22 Year- End	FY 22/23 Budget	Net Change FY 21/22 to FY 22/23
Ferry Procurement 440					
Marine Procurement Officer	1	1	1	1	0
Total	2	2	2	2	0
Ferry & General Administration 490					
Administrative Assistant	1	1	1	1	0
Deputy General Manager, Ferry Division	1	1	1	1	0
Total	2	2	2	2	0
Ferry Division Totals					
Total Authorized Positions	104	104	104	104	0
Regular Positions	103	103	103	103	0
Limited Term (LT) Positions	1	1	1	1	0

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





District Division

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Changes from FY 21/22 Actual to FY 22/23 Adopted Budget 177

District Division Operating Budget 180

District Division Capital Budget 181

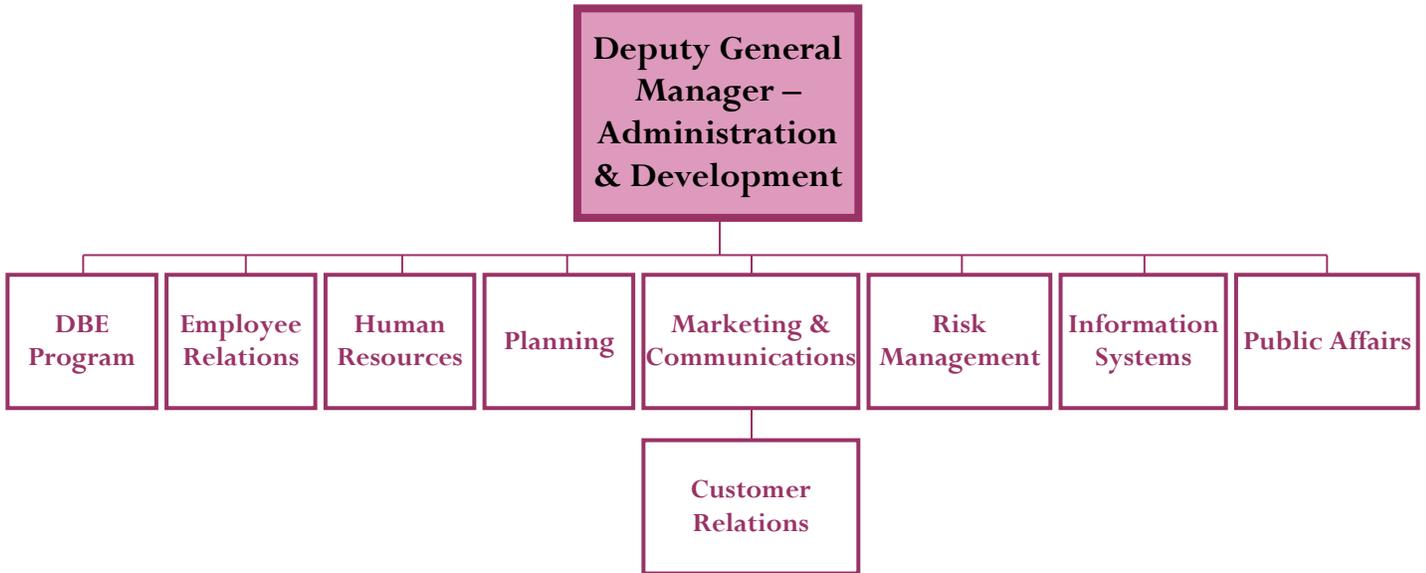
District Division Personnel Summary by Department 188





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.

In many respects, 2021 felt like a repeat of 2020 in challenges and unpredictability. The year continued major disruptions in operations, both for our customers and for the agency at large. The agency has shown its ability to quickly pivot with ever-changing pandemic impacts. A significant, if not a majority, of this Division’s work continued to be focused on the emergency response efforts associated with the pandemic, including:

- Activated and continued comprehensive COVID response efforts, such as activating a virtual Emergency Operations Center (EOC), establishing testing protocols, establishing and running a Close Contact Tracing team, 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, obtaining free PPE for District employees and customers to encourage safe ridership, and ensuring compliance with associated reporting, etc.
- Launched 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, Hepatitis B shots, etc.
- Provided free COVID Antigen test kits to all employees.
- Assisted 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 continued comprehensive customer outreach campaigns 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 second COVID-19 Passenger Survey to determine how the pandemic has continued to affect our riders and their return to workplace plans.

Other key program highlights for FY 21/22 include:

Customer-Focused Efforts

- Maintained regular virtual meetings of the District’s three passenger advisory committees (Bus, Ferry, and Accessibility) and began laying the groundwork for a new passenger advisory committee related to bicycle and pedestrian issues. Coordinated a recruitment effort with the Marketing and Communications Department for Spring 2022, which would not only bolster the membership of the existing committees, but also provide for a membership base for the new committee.
- Continued 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, and future Clipper updates.
- Worked extensively on District efforts related to Regional Transit Coordination, including the wrap up of activities of MTC’s Blue Ribbon Task Force for Transit Recovery, and a “Transformation Action Plan” that details high priority accelerated actions to improve the customer experience. Met with partner transit agencies and MTC staff to 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, including a renumbering of Golden Gate Transit’s route numbers to avoid duplication with other transit agencies serving the same areas. Continued transit service scenario planning for the recovery phase of the pandemic.
- Partnered with MTC and Bay Area Transit agencies to develop and promote a 6-week, multilingual return to transit marketing campaign in Fall 2021 titled “All Aboard Bay Area Transit”. The campaign included online and print ads, physical displays on buses and bus shelters. local TV and radio ads, a website, eblasts, and social media posts. In all, the campaign received over 12 million impressions. The campaign will likely be resumed in Spring 2022 as employees begin returning to work in greater numbers.



- Continued to grow District social media accounts and electronic tools using them as key communications and community-building tools. Developed many campaigns across multiple platforms while growing our followers exponentially. This includes converting the District's customer newsletter, The Gazette, from a printed piece to an electronic communication, expanding content on the District's website and intranet, and electronically communicating back-up bus information to customers.

Employee-Focused Efforts

- Automation of Employee-Focused Activities - Implemented new technologies to automate employee-related activities, creating efficiencies in recruiting and hiring employees.
- Mental/Emotional Health Support – Continued to promote a web portal/app which offers support resources in over 100 topics in a variety of formats (apps, podcasts, videos, articles, books) to help with various mental health and spiritual growth issues and suggests next steps or District-available resources.
- Equal Employment Opportunity/Affirmative Action Plan 2020-2024 - 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.
- Completed Biannual District-Wide Harassment Prevention Training for managers and staff in compliance with California legal requirements.
- Conducted an Employee Engagement Survey.
- Updated District Values to more accurately reflect those core values espoused by the District.
- Launched a Diversity Heritage Campaign celebrating Diversity, Equity and Inclusion focused on Black History Month, Women's History Month, Asian and Pacific American Heritage Month, Hispanic Heritage Month and LGBTQ+ History Month.
- Collaborated 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.
- Launched onsite health clinic, PIVOT, which included bringing many services onsite, including DOT, pre-employment physicals, drug screens, Hepatitis B and FLU shots, physical therapy, return to work clearance, essential function exams, along with wellness routines with onsite athletic trainers and physician assistants to include stretching, eating healthier, mental health awareness and opportunities to increase activity levels.
- Implemented contracted security post instructions at all transit locations to ensure the safety of all employees.



- Implemented several technology enhancements across the District, including Microsoft Teams and Cisco phone integration for single number reach, Citrix upgrade for Office 365 and improved Citrix user experience, a Capital & Grants tool to help manage the grant tracking and billing process more efficiently, OnBase enhancements, designed and implemented Ferry Action Form and Workflow, implemented Automated PO Import Process, revised Travel Per Diem Change Process from a configuration for easier updates, worked with Databank to create basic training for individual groups, implementing, Finance Enterprise business process improvements, implemented ePayables and Employee Online enhancements for direct deposit update and deferred compensation, brought ACA reporting requirement in-house, developed PCard processing and validation tool to improve accountings ability to process pCard transactions in FE, implemented, CADAVAL (INIT) System enhancements, implemented Real Time Occupancy module to provide vehicle occupancy data in real time through CADAVAL and GTFS, completed RFP process for the Financial/HR/Payroll management system replacement project, as well as numerous other updates, upgrades and enhancements to District technologies that support operations (e.g., Asset and Vehicle Fluid Management, Fuel Terminal, ACIS/INIT, CAD/AVL, Clipper screens, Transtat, Hastus, data loss prevention, etc.).
- In the process of implementing new modules in Hastus (Employee Performance Management, BidWeb and SelfService)
- In process of completed a Business Process Review for Bus Operations and Scheduling Business Processes - (In Progress – Targeting completion by end of FY21/22)
- On demand support of the upgraded system provided to Accounting staff, provided by Koa Hills consulting

Operations-Focused Efforts

- Diversity Compliance Management System – The Compliance Programs Department continued to improve on its efficient compliance with state and federal programs. The department 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.
- Began accident tracking with Bus Operations to comply with TSA requirements and engage bus operations with ongoing communications about reducing exposure.
- 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.

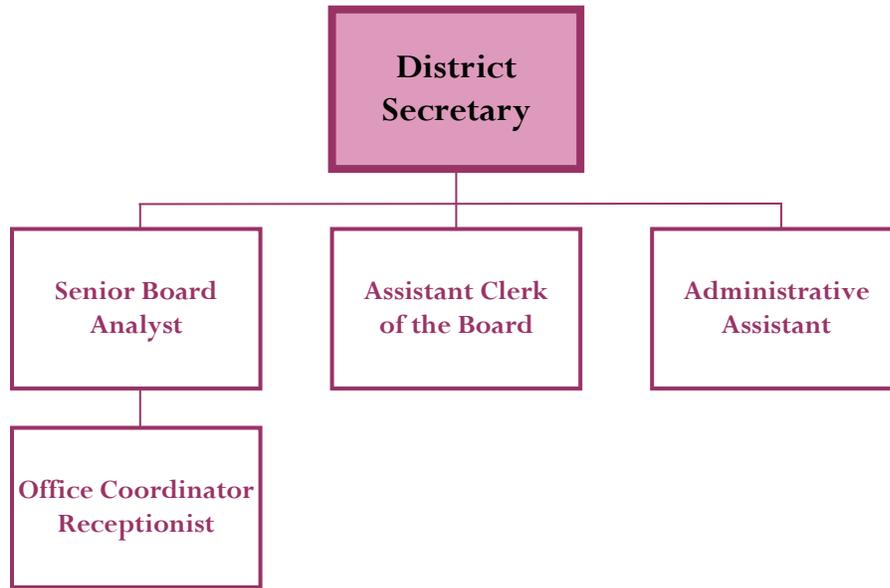
- Training – Secured, organized and delivered EEO training (Harassment Prevention and Diversity), Manager Academy, Presentations Skills, Executive Coaching, Orientation and Mentors for the Bus Division. Researched, interviewed and secured new relationships with external executive coaches and team building trainers, and identified managers and teams that would benefit from coaching opportunities.
- Released Draft Environmental Impact Report (DEIR) for the San Rafael Transit Center Relocation Study for public review and comment in August 2021. Held two public meetings on the DEIR in mid-September 2021, one in English and one in Spanish. Extended public comment period from mid-October to early November in response to public request. Worked to complete Final Environmental Impact Report for mid-2022 release by incorporating pertinent public comments. Collaborated with City of San Rafael to address extensive DEIR comments via a series of staff and executive/policy level meetings.
- 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.
- Worked extensively with private ferry owners, dock owners, and the State Parks service to successfully launch new Golden Gate Ferry service between San Francisco and Angel Island, and to assume midday ferry service between San Francisco and Tiburon. Obtained Board approval to set a public process to set new fares for the Angel Island service on an expeditious timeline.
- Continued the initial phases of the Larkspur Ferry Service and Parking Expansion Environmental Analysis. Worked with the consultant team to identify issues with locally-based travel demand models, and met with MTC staff to review the availability of that agency’s 2018 Regional Travel Demand Model. Met with City of Larkspur officials to review the project scope, including possible locations and configuration of a parking structure. Continued efforts to document historic artifacts and cultural resources at potential sites for a new parking structure.
- Worked extensively with SFMTA on the final design and construction phases of the Van Ness Bus Rapid Transit project. Obtained Board approval for equipment that will allow Golden Gate Transit buses to take advantage of the Traffic Signal Priority feature that will be available when that corridor opens in Spring 2022. Coordinated with Bus Division staff to develop operating protocols and operator training in anticipation of the opening of the facility.
- Implemented several enhanced and Workers Compensation and Environmental, Health and Safety efficiencies, including:
- Reduced the number of Workers Compensation cases from over 226 to 200, and reducing open liability cases from 70 to 55.



- Recovered over \$200,000 in premiums for marine insurance line due to reduced level of service.
- Recovered over \$35,000 in premiums for general liability due to reduced level of services for Bus Operations.
- Coordinated security training program and approval with TSA for Bus Operations, and active shooter training and exercises Districtwide between now and 2023.
- Implemented several operations efficiencies with technology, including Rubrik cloud backup and recovery, digital operating and safety bulletin boards, Network, VMWare, NSX and switch upgrades, CylanceGuard for advanced malware protection and 24x7 monitoring, constant live detection of security attack or anomaly, and network firewall updates.



District Secretary



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

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

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

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

During the COVID-19 pandemic restrictions, staff has had the added dimension of orchestrating meetings and receiving legal documents remotely. The DS Office implemented an additional level of organization to accommodate these functions while still meeting deadlines and remaining accessible to the public. As the pandemic evolves, the DS Office will continue to be flexible in completing its duties to meet its various obligations.

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 21/22, the DS Office continued its efforts to preserve the District’s original records by playing a key role in the E-Document Conversion project. The E-Document Conversion project frees up physical space, makes records available for a broader audience, lessens the

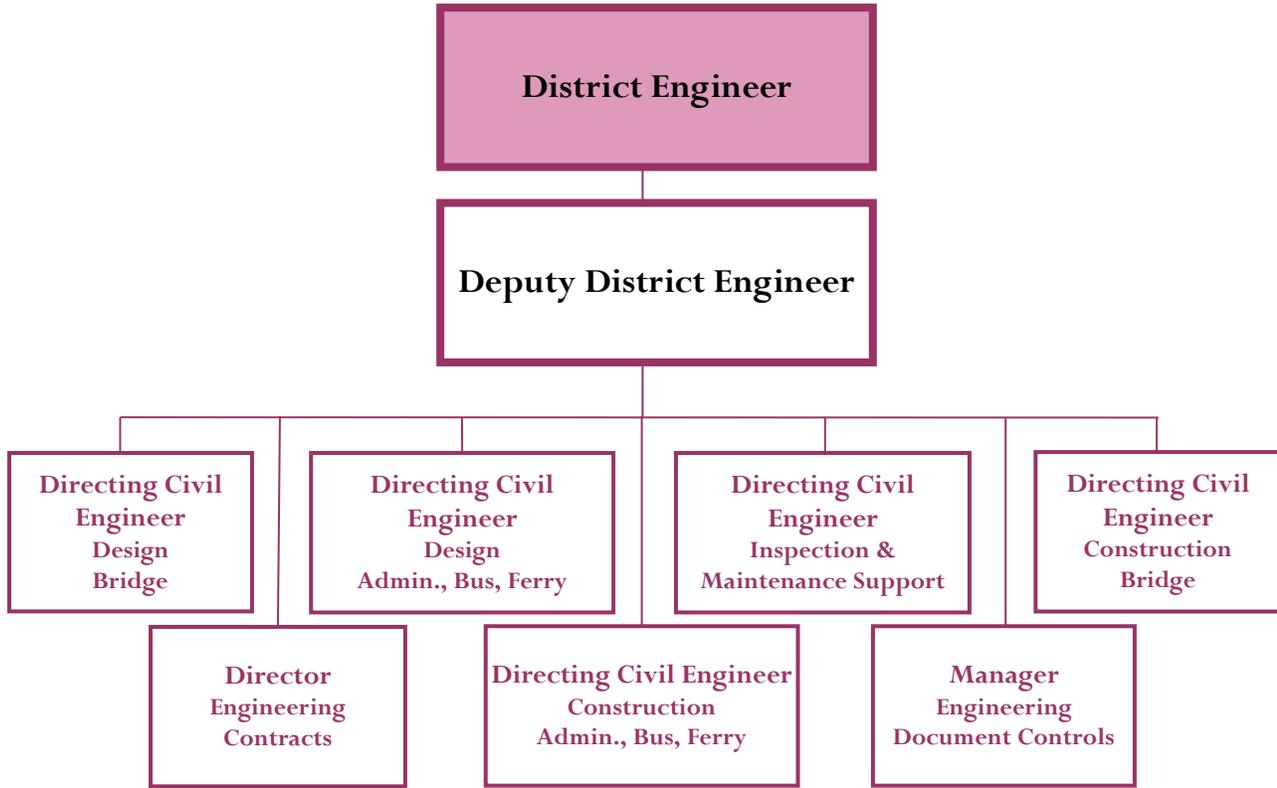


handling of fragile records, and encourages the departmental reduction of paper consumption over time.

In FY 22/23, as resources allow, the DS Office will continue working on the E-Document Conversion project and will work with the Information Systems Department to encourage the departments to utilize OnBase as the repository of records. In addition, the DS Office will assist in the outreach and training of employees District-wide on best practices of document retention.



Engineering Department*



* The above organization chart reflects reorganization approved by the Board June 2022

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 continued following the 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 FY 21/22, 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, removal of the existing and installation of the new Suspension Bridge west bridge railings and installation of wind fairings, and installation of the net on the west side of the North Approach Viaduct. In FY 22/23, the contractor will continue fabrication of suicide deterrent net system fabric; continue installation of work access platforms, maintenance traveler rails, net supports and the net; and will 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 22/23, the Engineering Department will continue to oversee the implementation of the preconstruction phase of the CMGC.

The Engineering Department staff will continue the 2021-2022 biennial bridge inspection in FY 22/23.

In FY 21/22, the Engineering Department worked on a number of District, Bridge, Bus and Ferry Divisions projects to ensure uninterrupted operations. This support will continue in FY 22/23.

The Engineering Department oversaw design and installation of scaffolding on the South Approach Viaduct truss spans to provide work access for the Bridge Division maintenance operations. Engineering staff worked closely with the Bridge Division ironworkers and painters to provide oversight of ongoing repairs and painting operations on the South Approach Viaduct and at various locations on the Suspension Bridge. In FY 21/22, the Engineering Department developed a conceptual design of access system for maintenance operations at the Fort Point Arch and will oversee procurement and installation of the system in FY22/23, which will be followed by the Engineering staff overseeing repairs and painting operations at the Arch.

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 construction is scheduled to start in FY 22/23.

In FY 21/22, the Engineering Department and its consultants conducted a series of wind tunnel tests and developed design of the measure to reduce wind induced sound emanated by the Golden Gate Suspension Bridge west railing. Procurement of the materials and installation of the measure will be implemented in FY 22/23.



District Division

In FY 21/22, the Engineering staff developed design of the Toll Plaza Pavement Overlay project. The project construction will begin in early FY 22/23.

In FY 21/22, the Engineering staff developed design of the Toll Plaza Administration Building Elevator Repairs and Improvements project. The elevator replacement will be completed in FY 22/23.

In FY 21/22, the Engineering Department and its design consultant developed design and oversaw construction of repairs to the San Francisco Ferry Terminal facility. This work will continue in FY 22/23.

In FY 21/22, the Engineering Department continued to develop design of improvements to the Larkspur Ferry Terminal fuel facility. Rehabilitation of the fuel tanks is scheduled to be advertised for construction in FY 21/22 and construction completed in FY 22/23.

In FY 21/22, the Engineering Department and its consultant prepared technical drawings and specifications for the dredging of the berths, turning basin and approach channel near the Larkspur Ferry Terminal. The dredging construction contract was awarded in FY 21/22. The construction will be completed in FY 22/23.

After completion of the Corte Madera 4-Acre Tidal Marsh Restoration project construction in January 2021, Engineering staff was engaged in overseeing implementation of the plant monitoring to ensure compliance with the project performance objectives. In FY 21/22, the Engineering Department submitted monitoring reports to the US Army Corps of Engineers, BCDC, the SF Regional Water Quality Control Board and the California Department of Fish and Wildlife. The monitoring will continue in FY 22/23.

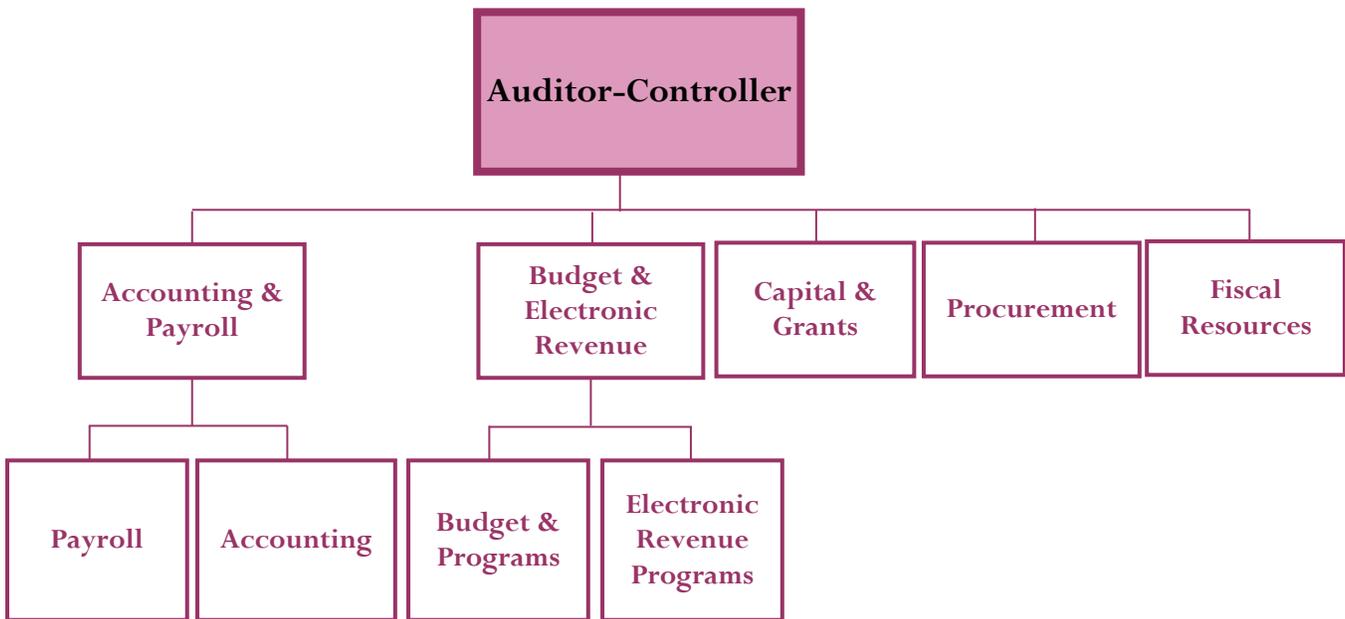
After completion of the Novato Bus Facility site cleanup project construction, Engineering staff was engaged in overseeing monitoring of pollution levels in the ground water. In FY 21/22, the Engineering Department submitted an application for a site closure to the SF Regional Water Quality Control Board after obtaining laboratory verification that the level of contaminants had fallen below the required cleanup levels. In FY 22/23, the Engineering Department and its consultant anticipate performing the final site closure activities.

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 22/23.

The Engineering Department prepared design plans for the Santa Rosa Bus Facility resurfacing. The construction contract was awarded in March 2022. Construction will be completed in FY 22/23.



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 expenses, and on the length of time the federal one-time revenues will fill in the gap between them.

The Accounting and Budget Departments have published another set of award-winning financial documents. Last year’s Annual Comprehensive Financial Report and the adopted budget for FY 21 / 22 made the District’s finances transparent and understandable to government officials and the public. These documents were created with the cooperation of many employees across all District Divisions, and we greatly appreciate their contributions.

The Payroll Department implemented legislatively derived paid leaves such as Emergency Paid Sick Leave (EPSL) & Supplemental Paid Sick Leave on the fly; continued to program ongoing MOU changes for each bargaining unit into the general ledger system and overcame a timekeeping software emergency. The Department successfully processed 64 pay periods during the year for over 850 employees.

The Accounting Department successfully completed numerous audits for its Indirect Cost Rate Plan, ECHO draws, financial statements, compliance, and other areas. Its ACFR and Single Audit continue to receive the GFOA award and have no findings respectively. The Department has been heavily involved with the multitude of additional reporting requirements related to the financial impacts of the COVID-19 pandemic.



District Division

In support of the District's FY 21/22 Budget, the Capital and Grant Programs Department secured approximately \$215 million in federal, state, and local grant funds. These funds include \$101.6 million in federal operating assistance from the American Rescue Plan Act (ARPA), which MTC distributed in two tranches, and \$75 million in additional ARPA funds for which the District applied to a nationally competitive program based on future operating needs.

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 to all divisions with their operating budgets and facilitate the overall budget process. In particular, in FY21/22, the Budget Department continued to closely track operating expenses, changes in service, and revenue streams to have up-to-date estimates of the District's finances in the changing and challenging environment due to COVID. The Department continued with its annual work plan by participating in strategic planning initiatives, policy decisions, and helping to secure Federal funding throughout FY 21/22. The Budget Department also assisted in the process of procuring a new financial management software for the District. For the sixteenth year, the Budget Department received the GFOA Distinguished Budget Presentation Award for the District's FY21/22 Budget.

The Electronic Revenue Collection (ERC) Department continues to coordinate, implement, and monitor toll and electronic fare programs for the District. ERC continues to manage the daily toll operations in the All-Electronic Tolling (AET) environment as well as coordinate with regional partners on customer service to ensure customer payments for District services are simple and secure. In addition, ERC leads the implementation of the toll replacement project, scheduled to go live in summer 2022. The ERC Department is leading the District's involvement in the regional update of the Clipper system for Bus and Ferry systems as well as implementing a replacement to all the ticket vending machines for the District in FY 21/22. Additionally, ERC represents the District on the CTOC Technical, Legislative, and Marketing & Communications committees, meeting with peer agencies and toll operators in other states to collaborate and coordinate on future tolling policies and technologies.

The Procurement Department was once again honored with the 2021 Achievement of Excellence in Procurement Award from the National Procurement Institute, making this our fourth consecutive year. This annual program recognizes procurement organizations that embrace Innovation, Professionalism, Productivity, Leadership, and e-Procurement functions that result in excellence. The District was one of only ten transit authorities out of 183 total agencies across the United States and Canada to receive the award. For this fiscal year, the Department has negotiated savings of greater than \$500K, solicited and executed over 100 contracts, and issued in excess of 7,000 purchase orders. In addition to our core duties, the Procurement team administers the District pCard program with approximately 110 cardholders with an average of \$2 million in annual spending, as well as manages surplus sales generating over \$300,000 in revenue last fiscal year.



Legal Department

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

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

Given the varied nature of the District's multiple businesses in Bridge, Bus, and Ferry, the Legal Department must match the District in the breadth of its expertise and adaptability to changing conditions. Specifically, the Legal Department furnishes advice, legal analysis, and research in developing areas of the law such as public infrastructure and procurement, labor and employment (including employee and retiree benefits), federal laws and regulations pertaining to public transportation, civil rights, environmental and natural resources laws and regulations, and the array of laws that pertain to the governance of public agencies. The Legal Department supports the implementation of the District's capital projects from early-stage project facilitation through the resolution of any construction claims. It develops templates for efficient contracting and, when the situation calls for it, tailored contracts befitting the complexity of the services provided and the relationship between the parties. The Legal Department serves as the chief labor negotiator for the District and routinely advises the District on personnel issues to prevent problems and manage the inevitable controversies that arise both creatively and effectively.

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

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

Each and every member of the Legal Division values the partnership with the District and greatly appreciates the opportunity to serve the District, its Board, its Management Team, and Staff.



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 21/22 ACTUAL TO FY 22/23 ADOPTED BUDGET

Revenues

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

Expenses

The District Division's FY 22/23 Adopted Operating Expenses total \$43.2 million. The District Division's FY 22/23 Adopted Budget contains an increase of \$6.4 million, or 18%, above FY 21/22 expenses. The majority of the increase in expenses is associated with reduced expenses in FY 20/21 due to COVID. The components of the changes to the expenses are summarized in the table on the following page.



**SUMMARY OF CHANGES FROM FY 21/22 ACTUAL TO
FY 22/23 ADOPTED BUDGET
(ALL FIGURES IN MILLIONS)**

Labor	
Increase in salaries due to re-funding of vacant positions associated short-term hiring freeze due to COVID.	\$3.7
Increase in payroll taxes for FY 22/23 due to re-funding of vacant positions	0.4
Increase in PERS contribution due to a re-funding of vacant positions and higher contribution rate	1.0
Increase in medical expenses for FY 22/23 due to a re-funding of vacant positions and increase in annual costs	1.9
Decrease in postemployment benefits (OPEB) for FY22/23	(0.3)
Increase in Workers' Compensation for FY 22/23	0.2
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY 21/22	(1.3)
Professional Services	
Increase in expenses associated with re-funding of technical services not used in FY 21/22	0.8
Increase in Engineering professional services for FY 22/23 due to a variety of operating projects	1.1
Decrease in Information Systems department consulting services associated with assisting operating Divisions with data analysis	(0.2)
Increase in legal and litigation fees due to higher projected activity for FY 22/23	0.5
Decrease in facility and maintenance in FY 22/23	(0.1)
Decrease in FY 22/23 District Division temporary help services compared to FY 21/22	(0.7)
Decrease in miscellaneous services due to projected lower medical valuation cost in FY 22/23	(0.3)
Supplies and Other	
Increase in repair and operating supplies for FY 22/23	0.2
Re-funding of staff development expenses unused in FY 21/22	0.2
Insurance, Taxes & Permits	
Increase in insurance for FY 22/23	.9
Projected decrease in depreciation for FY 22/23	(1.7)
Total Change from FY 21/22 Actual to FY 22/23 Adopted Budget	\$6.4

ICAP: The FY 22/23 Adopted Budget assumes \$2.1 million, as compared to \$1.4 million in FY 21/22, 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 22/23 Adopted Budget assumes 50%, which is the same percentage used in FY 21/22, of Engineering Labor and associated benefits will be capitalized resulting in an additional operating Labor and Fringe decrease of \$5.1 million, as compared to \$3.1 million, for FY 21/22 Estimated Actual.



DISTRICT DIVISION OPERATING BUDGET

	FY 20/21 Actual	FY 21/22 Budget	FY 21/22 Actual	FY 22/23 Adopted Budget
Expenses				
Salaries	\$11,956,356	\$14,871,000	\$13,544,504	\$17,248,700
Fringe Benefits	10,197,536	9,947,200	9,594,848	11,435,600
Professional Services	8,284,224	9,721,400	9,718,005	10,979,100
Repair & Operating Supplies	764,863	913,100	679,897	843,200
Insurance, Taxes & Permits	76,807	135,000	134,190	1,027,300
Other	271,950	519,200	317,238	522,000
Lease & Rentals	21,193	21,300	32,957	32,200
Subtotal Expenses	\$31,572,929	\$36,128,200	\$34,021,639	\$42,088,100
Depreciation	1,564,636	2,886,300	2,792,007	1,108,600
Total Expenses	\$33,137,565	\$39,014,500	\$36,813,646	\$43,196,700
Percent Change		17.7%	-5.6%	17.3%
District Transfers				
Bridge Division	\$11,584,676	\$15,647,000	\$15,239,554	\$17,423,600
Bus Division	13,990,975	15,505,000	\$15,143,498	\$17,249,400
Ferry Division	7,561,914	7,862,500	\$6,430,595	\$8,524,000
Total Transfers	\$33,137,565	\$39,014,500	\$36,813,647	\$43,197,000

Assumptions

- 3.5% salary increase effective July 1, 2022 and January 1, 2023 for Coalition and Non-Represented employees unless specified otherwise in their Memorandum of Understanding.
- Includes Employers' PERS Contribution of 35.526%.
- OPEB costs are included in Fringe Benefits and reflect adoption of GASB 75 which accrues for OPEB cost 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 22/23 Capital Budget for the District Division totals \$2.1 million and represents 3.8% of the total agency's capital budget. The FY 22/23 capital program focuses on the Financial/HR/Payroll Management System project (1810), and the Transit Scheduling System (1710). The budget also includes projects to improve business intelligence, prevent sensitive data loss, create a cyber-security strategic plan, and create a technology disaster recovery plan.

Actual FY 21/22 capital expenditures for the District Division totaled \$2.8 million, funded with \$1.7 million, or 60.7%, District funds and \$1.1 million, or 39.3%, grants funds (See Appendix C).

Completed Projects

The District Division completed four (4) Capital Projects in FY 21/22.

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

The District was hampered in its ability to do testing due to lack of a complete test environment. The project updated 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 2013 – Electronic Timekeeping System Upgrade – \$255,000 (Completed)

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

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 2014 – IS Strategic Planning – \$150,000 (Completed)

The Information Systems Department developed a long-term strategic plan for the District's technology use. Plan development engaged stakeholders throughout the District. [Operating Budget Impact: To be determined.]

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

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



DISTRICT DIVISION CAPITAL BUDGET FY 22/23

Project Number and Description	Total Project	Prior Years	FY 22/23 Budget	Future Years	FY 22/23 Funding	
					District	Other
FY23 - New Projects	914,000	-	300,000	614,000	100%	0%
2310 - Data Storage Replacement (IS)	600,000	-	100,000	500,000	100%	0%
2311 - Enterprise Systems Interface Improvements (IS/FIN)	194,000	-	100,000	94,000	100%	0%
2312 - CAD-AVL Improvements for Bus Division (IS)	120,000	-	100,000	20,000	100%	0%
FY23 – Board Increase	750,000	102,000	100,000	548,000	100%	0%
2212 - Cyber Security Strategic Plan & Mitigations (IS)	750,000	102,000	100,000	557,000	100%	0%
FY23 - Continuing Projects	17,482,000	7,181,000	1,469,000	8,832,000	90%	10%
1810 - Financial/HR/Payroll Mgmt Syst (ERP) (IS/FIN)	5,000,000	1,009,000	150,000	3,841,000	100%	0%
1712 - Transit Scheduling System (IS)	3,066,000	2,672,000	100,000	294,000	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	181,000	250,000	619,000	100%	0%
1812 – Asset & Vehicle Fluid Management System (IS)	1,000,000	622,000	150,000	228,000	20%	80%
1816 – Document Management System (IS)	800,000	195,000	90,000	515,000	100%	0%
2211 - Technology Disaster Recovery Plan (IS)	1,000,000	-	50,000	950,000	100%	0%
2010 - Asset Management Strategic Program (IS)	985,000	608,000	100,000	277,000	100%	0%
2114 - Computer Aided Dispatch (CAD)/Automatic Vehicle Location (AVL) Clipper Integration (FIN/IS)	939,000	846,000	92,000	1,000	0%	100%
1960 - Farebox System Upgrade (IS)	593,000	104,000	86,000	403,000	100%	0%
2011 - Email to Office 365 Migration (IS)	375,000	364,000	11,000	-	100%	0%
1912 - Manage Detection and Response Services (IS)	360,000	143,000	100,000	117,000	100%	0%



Project Number and Description	Total Project	Prior Years	FY 22/23 Budget	Future Years	FY 22/23 Funding	
					District	Other
2012 - Cloud Migration Initiative (IS)	319,000	287,000	32,000	-	100%	0%
2017 - Video Conferencing (IS)	299,000	13,000	25,000	261,000	100%	0%
2110 - On-Site Medical Trailer Infrastructure (ENG)	250,000	-	100,000	150,000	100%	0%
2111 - Network Hardware & Software Improvements (IS)	240,000	137,000	103,000	-	100%	0%
FY23 - Capital Equipment	200,000	-	200,000	-	100%	0%
2319 - Capital Equipment (FY23) (District/Multiple)	200,000	-	200,000	-	100%	0%
Total Capital Expenditures	19,346,000	7,283,000	2,069,000	9,994,000	91%	9%
Capital Fund Source - District						
District	17,607,000	5,940,000	1,857,000	9,810,000		
Other	1,739,000	1,343,000	212,000	184,000		
Total	19,346,000	7,283,000	2,069,000	9,994,000		

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



District Division FY 22/23 Capital Project Detail

New Projects

Project 2310 – Data Storage Replacement - \$600,000

Current District Storage Area Network (SAN) is at the end of its useful life and support. The District will be needing new storage for the San Francisco and San Rafael Data Centers. The storage is for production data for all District Enterprise applications and infrastructure systems. [Operating Budget Impact: No significant impact.]

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

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

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

Project 2312 – CAD-AVL Improvements for Bus Division - \$120,000

Bus Division has identified several improvements/updates to the INIT CAD/AVL system. These updates will improve bus operations and increase the usefulness of the CAD/AVL system to maximize the investment in the system. The two project identified for FY23 are:

- Service Trips Logouts: this will improve real time data and will solve operational problem of bus operators from logging out of block during the service trip.
- ITCS Scheduled Text Message: this will improves Dispatch ability to send scheduled text messages, which would include time based instructions and can include messages to operators of a certain route, vehicles, or blocks at a specified time.

[Operating Budget Impact: No significant impact.]

Board increase through Budget

Project 2212 – Cyber Security Strategic Plan and Mitigations – \$500,000 to \$750,000



This project will enable the District to create a strategic plan for cyber security. Mitigation activities will be implemented during the strategic plan creation process, and also after completion, mitigation activities will be implemented.

The increase in the budget is to expand scope of project to include a Districtwide assessment. The original scope of Project 2212 only covered the corporate network. The expanded assessment is for all 7 District networks. The assessment will identify new projects for which new funding will be sought for. [Operating Budget Impact: To be determined.]

Continuing Projects

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 1810 – Financial/HR/Payroll Management System Procurement – \$5,000,000

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

The District has made vast improvements to the infrastructure on premises over the past three years.



District Division

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 1960 – Farebox System Upgrade – \$593,000

This project is to upgrade the District's current Farebox System. [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 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 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 2110 – On-Site Medical Trailer Infrastructure - \$250,000

The project will provide a location in the San Rafael administration facility for an on-site medical nurse practitioner, with physical therapist and medical assistant to provide ergo, injury triage, pre-employment physicals, drug testing, annual audio and blood lead testing, physical therapy, random drug testing with cardio equipment, and access to all employees on site. [Operating Budget Impact: To be determined.]

Project 2111 – Network Hardware and Software Improvements – \$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 2114 – Computer Aided Dispatch (CAD)/Automatic Vehicle Location (AVL) Clipper Integration – \$938,620

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 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 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 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.]

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.]

Capital Equipment

Project 2319 – Capital Equipment – District – \$200,000

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 20/21 Year-End	FY 21/22 Budget	FY 21/22 Year-End	FY 22/23 Budget	Net Change FY 21/22 to FY 22/23
Administration & Development 101					
Administrative Assistant	1	1	1	1	0
Deputy GM, Administration & Development	1	1	1	1	0
DBE Program Administrator	1	1	1	1	0
Leaves Analyst	1	1	1	1	0
Manager of EEO & Compliance Programs	1	1	1	1	0
Total	5	5	5	5	0
Customer Relations 102					
Customer Relations Assistant	6	6	6	6	0
Customer Relations Supervisor	1	1	1	1	0
Total	7	7	7	7	0
Risk Management 103					
Director of Risk Management & Safety	1	1	1	1	0
Environmental Health & Safety Specialist	1	1	1	1	0
Security Emergency Management Specialist	1	1	1	1	0
Workers' Comp/Liability Claims Admin.	1	1	1	1	0
Total	4	4	4	4	0
Human Resources 104					
Human Resources Administrator	1	1	1	1	0
Human Resources Analyst	4	4	4	4	0
Human Resources Analyst - Admin.	1	1	1	1	0
Human Resources Coordinator	3	3	3	3	0
Human Resources Manager/Admin.	2	2	2	2	0
Human Resources Technician	1	1	1	1	0
Total	12	12	12	12	0
Information Systems 105					
Business Information Systems Engineer	4	4	4	5	(1)/(b)
Chief Technology Director	1	1	1	1	0
Database Engineer	1	1	1	1	0
Network Administrator	1	1	1	1	0
Senior Project Manager	1	1	1	1	0
Payroll/HRIS Systems Analyst	1	1	1	1	0
Project Manager	2	2	2	2	0
Senior Business Info Systems Engineer	3	3	3	3	0
Senior Desktop Systems Administrator	1	1	1	1	0



District Staffing by Department	FY 20/21 Year-End	FY 21/22 Budget	FY 21/22 Year-End	FY 22/23 Budget	Net Change FY 21/22 to FY 22/23
Senior Information Systems Manager	2	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	2	2	2	2	0
Total	23	23	23	24	1
Marketing & Communications 106					
Art Supervisor	1	1	1	1	0
Digital Communications Program Manager	1	1	1	1	0
Marketing and Communications Director	1	1	1	1	0
Marketing Communications Specialist	2	2	2	2	0
Marketing Coordinator	1	1	1	1	0
Marketing Representative	1	1	1	1	0
Total	7	7	7	7	0
Planning 107					
ADA Compliance & Program Manager	1	1	1	1	0
Administrative Assistant	1	1	1	1	0
Associate Planner	1	1	1	1	0
Director of Planning	1	1	1	1	0
Manager of Real Estate Services & Property Development	1	1	1	1	0
Manager Traffic Engineering & Transit Facilities	1	1	1	1	0
Principal Planner	2	2	2	2	0
Senior Planner	1	1	1	1	0
Total	9	9	9	9	0
District Secretary 111					
Administrative Assistant	1	1	1	1	0
Assistant Clerk to the Board	1	1	1	1	0
Office Coordinator	1	1	1	1	0
Secretary of District	1	1	1	1	0
Senior Board Analyst	1	1	1	1	0
Total	5	5	5	5	0
Engineering 120					
Associate Engineering Inspectors	3	3	3	3	0
Associate Steel Inspector	3	3	3	3	0
Deputy District Engineer	1	1	1	1	0
Directing Civil Engineer	0	0	0	5	5
Director of Engineering Contracts	0	0	0	1	1
District Engineer	1	1	1	1	0
Documents Control Assistant	3	3	3	0	-3



District Division

District Staffing by Department	FY 20/21 Year-End	FY 21/22 Budget	FY 21/22 Year-End	FY 22/23 Budget	Net Change FY 21/22 to FY 22/23
Engineering Contracts Assistant	3	3	3	0	-3
Engineering Contracts Officer	1	1	1	0	-1
Engineering Design Technician	1	1	1	0	-1
Engineering Documents Controls Manager	0	0	0	1	1
Executive Assistant to District Engineer	1	1	1	1	0
Facilities Engineer	1	1	1	1	0
Senior Civil Engineer	14	14	14	12	-2
Senior Electrical Engineer	1	1	1	1	0
Senior Engineer	1	1	1	1	0
Senior Engineering Contracts Assistant	0	0	0	3	3
Senior Engineering Design Technician	1	1	1	1	0
Senior Engineering Document Control Assistant	0	0	0	3	3
Senior Mechanical Engineer	1	1	1	1	0
Senior Steel Inspector	1	1	1	1	0
Supervising Civil Engineer	3	3	3	0	-3
Total	40	40	40	40	0
Finance 130					
Auditor-Controller	1	1	1	1	0
Finance Administrative Analyst	1	1	1	1	0
Director of Fiscal Resources	1	1	1	1	0
Total	3	3	3	3	0
Accounting 131					
Accountant	2	2	2	2	0
Accounting Analyst	1	1	1	1	0
Accounting Manager	1	1	1	1	0
Accounting Specialist	2	2	2	2	0
Director of Accounting	1	1	1	1	0
Total	7	7	7	7	0
Budget & Analysis 133					
Budget & Programs Analyst	1	1	1	1	0
Director of Budget & Electronic Revenue	1	1	1	1	0
Principal Budget & Programs Analyst	2	2	2	2	0
Total	4	4	4	4	0
Capital & Grant Programs 134					
Capital & Grant Programs Analyst (1 LT)	2	2	1	1	0
Director of Capital & Grant Programs	1	1	1	1	0
Principal Capital & Grant Programs Analyst	1	1	1	1	0
Senior Capital & Grant Programs Analyst	0	0	1	1	0
TAM Project Manager	1	1	1	1	0
Total	5	5	5	5	0



District Staffing by Department	FY 20/21 Year-End	FY 21/22 Budget	FY 21/22 Year-End	FY 22/23 Budget	Net Change FY 21/22 to FY 22/23
Payroll 136					
Assistant Payroll Manager	1	1	1	1	0
Payroll Manager	1	1	1	1	0
Payroll Timekeeping Specialist	3	3	3	3	0
Total	5	5	5	5	0
Procurement & Retail Operations 137					
Contracts Officer	1	1	1	1	0
Assistant Procurement Specialist	2	2	2	2	0
Procurement Director	1	1	1	1	0
Procurement Program Analyst	1	1	1	1	0
Purchasing Officer	1	1	1	1	0
Senior Buyer	3	3	3	3	0
Total	9	9	9	9	0
General Manager 140					
Administrative Assistant	1	1	1	1	0
Executive Administrator to the GM	1	1	1	1	0
General Manager	1	1	1	1	0
Total	3	3	3	3	0
Public Affairs 141					
Director of Public Affairs	1	1	1	1	0
Public Affairs Specialist	1	1	1	1	0
Total	2	2	2	2	0
District Division Totals					
Total Authorized Positions	150	150	150	151	1
Regular Positions	149	149	149	150	1
Limited Term (LT) Positions	1	1	1	1	0

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





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APPENDIX A
Net Position Available for New Capital Projects or
Operations



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

Category		Estimated Balance 07/01/2022
Available Net Position before Long Term Deferred Outflows, Liabilities, Deferred Inflows, Board Designated Reserves and Other Reserves (Note 1)	A	\$18,700,000
Long Term Deferred Outflows, Liabilities & Deferred Inflows (Note 2)		
CalPERS Retirement Pension Deferred Outflows, Deferred Inflows & Liabilities		89,900,000
Golden Gate Transit Amalgamated Retirement Pension Deferred Outflows, Liabilities & Deferred Inflows		106,700,000
District Other Post-Employment Benefits (OPEB) Deferred Outflows, Liabilities & Deferred Inflows		76,800,000
Subtotal: Long Term Deferred Outflows, Liabilities & Deferred Inflows	B	273,400,000
Available Net Position before Board Designated Reserves and Other Reserves		292,100,000
Fiscal Year 2022 Board Designated Reserves and Other Reserves		
Operating Reserve (Note 3)		(17,900,000)
Emergency Reserve (Note 4)		(8,300,000)
Bridge Self Insurance Loss Reserve (Note 5)		(21,100,000)
Subtotal: Fiscal Year 2022 Board Designated Reserves and Other Reserves	C	(47,300,000)
Net Position (Reserves) Available Before Committed Capital Projects	A+B+C	244,800,000
Fiscal Year 2022 Committed Capital Projects (District Funded Portion Only)		
Bridge		(68,500,000)
Transit		(71,600,000)
Subtotal: Fiscal Year 2022 Committed Capital Projects (District Funded Portion Only)	D	(140,100,000)
Net Position Available for New Capital Projects or Operations as of 6/30/2022	A+B+C + D	\$104,700,000

Category		Estimated Balance 07/01/2023
Beginning Net Position Available for New Capital Projects or Operations	A+B+C + D	\$104,700,000
Add Budgeted Net Income/Loss for Fiscal Year 2023 (Note 7 & 8)	E	33,800,000
Available Net Position before Board Designated Reserves and Other Reserves	A+B+C + D + E	138,500,000
Change in Fiscal Year 2023 Board Designated Reserves and Other Reserves		
Change in Operating Reserve (Note 6 & 9)		(1,300,000)
Change in Emergency Reserve (Note 10)		(700,000)
Change in Bridge Self Insurance Loss Reserve (Note 11)		(1,300,000)
Subtotal: Change in Fiscal Year 2023 Board Designated Reserves and Other Reserve	F	(3,300,000)
Net Position (Reserves) Available Before Committed Capital Projects	A+B+C + D + E + F	135,200,000
Fiscal Year 2023 Committed Capital Projects (District Funded Portion Only)		
Bridge		(50,100,000)
Transit		(64,900,000)
Subtotal: Fiscal Year 2023 Committed Capital Projects (District Funded Portion Only)	G	(115,000,000)
Net Position Available for New Capital Projects or Operations as of 6/30/2023	A+B+C + D + E + F+G	\$20,200,000

See numbered notes on the following page.



Appendix A – Notes

- Note 1: Adjusted to exclude funded Capital Reserve Contributions, Bridge Self-Insurance reserves and restricted Local, State and Federal grant funds for capital projects. Also reflects the FY 2022 budget being balanced due to the infusion of Federal CRRSAA & ARP 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 22/23's operating budget with 7.5% less FY 21/22's Operating Reserve plus additional contributions as discussed in Note 6.
- Note 10: Change in Emergency Reserve is calculated by multiplying FY 22/23's operating budget with 3.5% less FY 21/22's Emergency Reserve.
- Note 11: Change in Bridge Self-Insurance Loss Reserve is calculated by subtracting FY 22/23's reserve from FY 21/22'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 full 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 FY22/23 Adopted Budget is projected to utilize \$75.1 million of the second and third tranches of the ARP funding to balance the budget.

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

	17/18 Actual	18/19 Actual	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Adopted Budget
Total Revenues	\$218,011	\$232,733	\$246,895	\$147,315	\$177,364	\$182,195
Less Total Operating Expenses (Less Depreciation, Capital Contribution, Bridge Self-Insurance and Debt Service Payments)	(\$200,573)	(\$207,676)	(\$192,764)	(\$146,399)	(\$178,949)	(\$222,164)
Total Net Revenues	\$17,438	\$25,057	\$54,131	\$916	(\$1,585)	(\$39,969)
CARES Act Funding & CRRSAA Funding				\$67,467		
ARP Funding					\$57,714	\$75,074
Total Net Revenues after Actions to Increase Revenues and/or Decrease Expenses	\$17,438	\$25,057	\$54,131	\$68,383	\$56,129	\$35,105
Plus Operating Reserve Fund	\$7,320	\$7,320	\$7,320	\$7,320	\$7,320	\$7,320
Total Net Revenues + Operating Reserve	\$24,758	\$32,377	\$61,451	\$75,703	\$63,449	\$42,425
Actual/Estimated Debt Service	\$717	\$1,016	\$692	\$98	\$212	\$1,300
Coverage (with Operating Reserve)	34.5	31.9	88.8	772.5	299.3	32.6
Coverage (without Operating Reserve)	24.3	24.7	78.2	697.8	264.8	27.0



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APPENDIX C
FY 21/22 Capital Program Accomplishments



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APPENDIX C - FY 21/22 CAPITAL PROGRAM ACCOMPLISHMENTS

Program Summary

FY 21/22 capital expenditures* for the agency totaled \$40.7 million, funded with \$15.4 million, or 37.9% District funds and \$25.3 million, or 62.1% grant funds. Total FY 21/22 expenditures include expenditures on both completed projects and ongoing multi-year projects.

A summary of the FY 21/22 program is provided below, followed by each division's detailed program.

* Annualized actuals up to June 30, 2022.

FY 21/22 Capital Expenditures by Division

	Total Project	FY21/22 Budget	FY21/22 Actual	Actual/Budget %
Bridge	281,913,817	35,732,600	27,603,300	77%
Bus	90,755,976	1,979,700	1,729,643	87%
Ferry	257,844,548	6,082,000	8,633,381	142%
District	23,432,998	3,905,000	2,764,379	71%
Agency Total	653,947,339	47,699,300	40,730,703	85%

Capital Fund Source

	Total Project	FY21/22 Budget	FY21/22 Actual	% Actual Exp/Total Exp
District Funds	214,679,710	21,336,548	15,448,196	38%
Federal Funds	420,003,267	25,131,917	24,141,094	59%
State Funds	18,306,761	1,166,551	1,092,327	3%
Other Local Funds	957,601	64,285	49,087	0.1%
Total Expenditures	653,947,339	47,699,300	40,730,703	100%



FY 21/22 Capital Program Accomplishments Bridge Division

FY 21/22 Bridge Division capital expenditures totaled \$27.6 million, funded with \$12.8 million, or 36.8% District funds and \$17.5 million, or 63.2% grants funds.

Project Number and Description	Total Project	FY20/21 Budget	FY20/21 Actual	Actual / Budget %*
Bridge Division				
1526 - Suicide Deterrent - Construction (ENG)	206,632,868	30,000,000	23,666,163	79%
9826 - Main Cable Access (ENG)	13,180,000	25,000	2,750	11%
1528 - GGB Wind Retrofit (ENG)	11,860,000	1,500,000	892,185	59%
1525 - Toll System Upgrade (FIN)	11,730,848	1,000,000	1,915,233	192%
1923 - Seismic Phase IIIB - CM/GC (ENG)	9,861,845	1,000,000	473,488	47%
1820 - Toll Plaza Gantry - Des/Con (ENG)	7,264,000	50,000	27,717	55%
1118 - Suicide Deterrent - Design (ENG)	5,543,101	25,000	2,320	9%
2221 - S. Approach Viaduct Stringer Rehab (ENG)	5,000,000	100,000	-	0%
1722 - Toll Plaza Pavement Overlay (ENG)	3,500,000	25,000	20,682	83%
2220 - Fort Point Arch Maintenance Access (ENG)	1,773,000	300,000	-	0%
1821 - IS Data Center Seismic Retrofit (ENG)	1,500,000	25,000	-	0%
2129 - Capital Equipment (FY21) (BRIDGE)	1,407,600	1,407,600	429,045	30%
1422 - FASTRAK Equipment Upgrade (FIN)	1,004,555	200,000	-	0%
2121 - Toll Plaza Admin Bldg Elevator Replacement (ENG)	1,534,000	50,000	173,707	347%
2020 - Bridge Admin Office Improvements (BRIDGE)	122,000	25,000	-	0%
Total Bridge Division	\$281,913,817	\$35,732,600	\$27,603,300	77%

Capital Fund Source

	Total Project	FY21/22 Budget	FY21/22 Actual Actual	% Actual Exp/ Total Exp
District Funds	119,713,511	12,837,230	10,148,279	37%
Federal Funds	154,771,845	21,816,869	16,604,222	60%
State Funds	7,000,000	1,016,295	801,727	3%
Other Local Funds	428,461	62,206	49,073	0.2%
Total Expenditures	\$281,913,817	\$35,732,600	\$27,603,300	100%

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



FY 21/22 Capital Program Accomplishments Bus Division

FY 21/22 Bus Division capital expenditures totaled \$1.7 million, funded with \$1.4 million, or 81.1% District funds and \$0.3 million, or 18.9% grants funds.

Project Number and Description	Total Project	FY21/22 Budget	FY21/22 Actual	Actual / Budget %*
Bus Division				
1730 - Replace 67 Transit Buses with Hybrids (BUS)	67,600,000	500,000	-	0%
2132 - D-2 Pavement & Remediation (ENG)	7,100,300	431,000	26,050	6%
1431 - D1 Resurface Employee Parking Lot & Solar Panels (ENG)	5,130,000	25,000	112,710	451%
1717 - SRTC Relocation Des/Env (PLNG)	2,906,893	30,000	288,511	962%
2232 - Santa Rosa (D3) Bus facility Parking lot Rehab (ENG)	2,475,000	100,000	749,696	750%
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	25,000	-	0%
1931 - Bus Division Office Improvements (BUS)	420,000	25,000	5,510	22%
2250 - Transit Signal Priorities (TSP) on GGT (PLNG)	312,400	312,400	311,734	100%
1715 - Aviat Microwave Update - Santa Rosa Link (BUS)	250,000	25,000	-	0%
1932 - Zero Emission Bus (ZEB) Fleet/Infrastructure Analysis (BUS)	235,083	25,000	-	0%
2239 - Capital Equipment (FY22) (BUS)	196,300	196,300	190,494	97%
2230 - Automated Passenger Counting (APC) National Transit Database (NTD) Certification Software (BUS/IS)	150,000	150,000	9,567	6%
2231 - Safety Management System (SMS) Software (BUS/IS)	100,000	30,000	-	0%
2134 - Replace Steam Bay Waste Water Recycling System Des/Env (ENG)	100,000	25,000	-	0%
2135 - D2 Bus Operator Breakroom, Dispatch Office, and Restroom Renovation (BUS)	80,000	30,000	35,370	118%
Total Bus Division	\$90,755,976	\$1,979,700	\$1,729,643	87%

Capital Fund Source

	Total Project	FY21/22 Budget	FY21/22 Actual	% Actual Exp/ Total Exp
District Funds	21,156,922	1,440,123	1,402,517	81%
Federal Funds	65,551,471	509,639	327,126	19%
State Funds	3,865,443	28,591	-	0%
Other Local Funds	182,140	1,347	-	0%
Total Expenditures	\$90,755,976	\$1,979,700	\$1,729,643	100%

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



FY 21/22 Capital Program Accomplishments Ferry Division

FY 21/22 Ferry Division capital expenditures totaled \$8.6 million, funded with \$2.2 million, or 25.7% District funds and \$6.4 million, or 74.3% grants funds.

Project Number and Description	Total Project	FY21/22 Budget	FY21/22 Actual	Actual / Budget %*
Ferry Division				
2240 - Ferry CARB Compliance Plan (Des/Con) (FERRY)	154,220,000	50,000	5,175	10%
1740 - M.S. Sonoma Refurbishment and Repower (FERRY)	29,196,643	800,000	664,539	83%
1441 - Gangways & Piers - Sausalito Construction (ENG)	22,560,000	25,000	-	0%
0503 - Gangway & Piers - Design (ENG)	11,862,725	25,000	477	2%
1940 - Purchase New Vessel (FERRY)	11,000,000	25,000	41,531	166%
2040 - Capital Improvements for Ferry Fleet (FERRY)	9,635,000	1,450,000	4,396,538	303%
2140 - FY21 Ferry Vessel Rehab (FERRY)	3,550,000	25,000	959,935	3840%
1944 - Ticketing Systems/TVMs/Door Replacement (ERC)	3,219,754	500,000	908,094	182%
2042 - Larkspur Ferry Service and Parking Expansion Env. Clearance and Prelim. Design Study (PLNG)	3,148,426	1,250,000	393,755	32%
2041 - Corte Madera Marsh Restoration Construction (ENG)	3,040,000	1,352,000	125,820	9%
2141 - LFT Fuel System Rehabilitation (FERRY)	2,000,000	30,000	8,054	27%
2251 - San Francisco Ferry Terminal Security Improvements (ENG/FERRY)	1,500,000	200,000	-	0%
2241 - FY22 Ferry Vessel Rehab (FERRY)	1,430,000	50,000	79,105	158%
2242 - Larkspur Ferry Terminal Berth and Channel Dredging - Design (ENG/FERRY)	1,232,000	50,000	810,680	1621%
2149 - Capital Equipment (FY21) (FERRY)	250,000	250,000	239,859	96%
Total Ferry Division	\$257,844,548	\$6,082,000	\$8,633,381	142%

Capital Fund Source

	Total Project	FY21/22 Budget	FY21/22 Actual	Actual / Budget %*
District Funds	52,918,900	3,344,195	2,219,175	26%
Federal Funds	197,362,330	2,622,600	6,314,103	73%
State Funds	7,216,318	114,474	100,089	1%
Other Local Funds	347,000	731	-	0%
Total Expenditures	\$257,844,548	\$6,082,000	\$8,633,381	100%

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



FY 21/22 Capital Program Accomplishments District Division

FY 21/22 District Division capital expenditures totaled \$2.8 million, funded with \$1.7 million, or 60.7% District funds and \$1.1 million, or 39.3% grants funds.

Project Number and Description	Total Project	FY21/22 Budget	FY21/22 Actual	Actual / Budget %*
District Division				
1810 - Financial/HR/Payroll Mgmt Syst (IS)	5,000,000	150,000	244,014	163%
1712 - Transit Scheduling System (IS)	3,066,000	250,000	494,526	198%
2214 - Facilities Ventilation Assessment, Rehabilitation and Improvements Project (ENG)	2,570,000	1,213,000	-	0%
2210 - Data Loss Prevention (IS)	1,206,000	30,000	-	0%
2213 - Business Intelligence (BI) Analysis and Transportation Statistics Reporting Solution (IS)	1,050,000	250,000	180,777	72%
1811 - Hardware/Software for ACIS/INIT (IS)	1,005,000	50,000	45,147	90%
2211 - Technology Disaster Recovery Plan (IS)	1,000,000	50,000	-	0%
1812 - Asset and Vehicle Fluid Management System (IS)	1,000,000	150,000	319,117	213%
2010 - Asset Management Strategic Program (IS)	985,000	100,000	31,300	31%
2114 - CAD/AVL Clipper Integration (Multiple)	938,620	30,000	794,742	2649%
1816 - Document Management System (IS)	800,000	25,000	-	0%
2018 - Financial Management System Upgrade (IS)	700,000	108,000	98,585	91%
1960 - Farebox System Upgrade (IS)	593,378	86,000	6,799	8%
2212 - Cyber Security Strategic Plan and Mitigations (IS)	500,000	50,000	102,123	204%
1916 - San Rafael A&D Admin Office Improvements (FIN/A&D)	471,000	204,000	-	0%
2011 - Email to Office 365 Migration (IS)	375,000	86,000	75,438	88%
1912 - Manage Detection and Response Services (IS)	360,000	25,000	104,241	417%
2012 - Cloud Migration Initiative (IS)	319,000	123,000	91,535	74%
2017 - Video Conferencing (IS)	299,000	25,000	1,518	6%
2013 - Electronic Timekeeping System Upgrade (FIN/IS)	255,000	167,000	93,960	56%
2110 - On-Site Medical Trailer Infrastructure (ENG)	250,000	250,000	-	0%
2111 - Technology Improvements (2021) (IS)	240,000	133,000	29,700	22%
2015 - Intranet Redesign (A&D/MARKETING)	150,000	150,000	-	0%
2119 - Capital Equipment (FY21) (Multiple)	150,000	150,000	50,856	34%
2014 - IS Strategic Planning (IS)	150,000	50,000	-	0%
Total District Division	\$23,432,998	\$3,905,000	\$2,764,379	71%

Capital Fund Source

	Total Project	FY21/22 Budget	FY21/22 Actual	Actual / Budget %*
District Funds	20,890,378	3,715,000	1,678,225	61%
Federal Funds	2,317,620	182,809	895,643	32%
State Funds	225,000	7,191	190,511	7%
Other Local Funds	-	-	-	0%
Total Expenditures	\$23,432,998	3,905,000	2,764,379	100%

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



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APPENDIX D
Grant Funding Sources



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APPENDIX D - GRANT FUNDING SOURCES

Major Sources of Grant funds

Fund Source	Programming Process/Agency	Program Cycle	Amount in FY 22/23 Budget		Planned for Future Years	
			Capital	Operating	Capital	Operating
Federal Grants						
Ferry Boat Discretionary and Formula Programs	Application to Caltrans/FHWA and/or Congressional Earmark for Ferry Projects.	Annual Earmark / DOT Discretionary	\$123,600	N/A	\$762,000	N/A
Federal Transit Administration (FTA) - Section 5307, 5337 and 5309 Programs	Programming application to MTC. Contract application and award by FTA.	Annual - MTC Discretionary	\$10,646,000	N/A	\$56,226,300	N/A
FHWA: State Highway Bridge Program (HBP) / SAFETEA-LU High Priority Project (HPP) / Discretionary Bridge Fund (DBF) / Surface Transportation Program (STP)	For GGB Seismic Retrofit and Suicide Deterrent System (SDS) projects. FHWA funds programmed by Caltrans and MTC.	State and Congressional Discretionary funding	\$18,097,400	N/A	\$43,222,700	N/A
Federal Emergency Management Agency (FEMA) Port Security Grant Program (PSGP)	Application to FEMA.	Federal Discretionary	\$66,700	N/A	\$933,300	N/A
Federal COVID Relief Funds	Transit Operating Costs	One-Time	\$0	\$49,100,000	\$0	TBD
State Grants						
Low Carbon Transit Operations Program (LCTOP)	Programmed based on Formula.	Annual	\$4,400	N/A	\$1,323,300	N/A
Transportation Development Act (TDA)	Per agreement with the Counties and MTC. Annual application to MTC.	Annual	N/A	Marin:	N/A	Marin:
				\$5,804,400		TBD
State Transit Assistance (STA)	Revenue Based - Service-based formula. Population Based - MTC Discretion.	Annual	N/A	Sonoma:	N/A	Sonoma:
				\$7,490,400		TBD
	State of Good Repair - Revenue Based	Annual	\$5,500	N/A	\$1,632,500	N/A



Appendix D

Fund Source	Programming Process/Agency	Program Cycle	Amount in FY 22/23 Budget		Planned for Future Years	
			Capital	Operating	Capital	Operating
Other Local Grants						
Donations/Cell Site Revenues, and other local	For Suicide Deterrent System and other capital projects	One-Time	\$938,200	N/A	\$2,101,600	N/A
Bay Area Air Quality Management District	For Ferry Repower project	One-Time	\$7,800	N/A	\$1,401,800	N/A
TAM	Operations support for ferry feeder shuttle	Annual	N/A	\$99,400	N/A	TBD
Total Grant Funds			\$29,889,600	\$71,447,000	\$107,603,500	\$0

All dollar amounts rounded to the nearest one hundred.



APPENDIX E
10-Year Capital Requirements



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APPENDIX E - 10-YEAR CAPITAL REQUIREMENTS

GGBHTD 10-YEAR CAPITAL PLAN
FY 2024 - FY 2033

JL/KEY - Project Name (10YP ID)	FY22 & Prior Years	FY23 Budget	10-Year Projected Capital Need (\$'000)										Future Years	Line Item Total		
			Year 1 FY2024	Year 2 FY2025	Year 3 FY2026	Year 4 FY2027	Year 5 FY2028	Year 6 FY2029	Year 7 FY2030	Year 8 FY2031	Year 9 FY2032	Year 10 FY2033				
AGENCY SUMMARY																
BRIDGE DIVISION																
GRANT FUNDED	93,887	18,000	63,758	216,281	234,050	231,830	94,178	18,960	7,100	4,500	-	-	-	-	-	982,544
DISTRICT FUNDED	68,417	18,712	49,700	82,218	72,686	70,280	48,404	29,142	21,590	12,550	2,000	2,000	2,000	2,000	-	477,699
TOTAL	162,304	36,712	113,458	298,499	306,736	302,110	142,582	48,102	28,690	17,050	2,000	2,000	2,000	2,000	-	1,460,243
BUS DIVISION																
GRANT FUNDED	2,186	563	41,387	8,813	52,584	25,868	16,640	56,788	5,790	2,132	-	-	-	-	1,600	214,352
DISTRICT FUNDED	8,528	1,972	12,168	5,487	14,487	11,382	4,388	11,622	1,760	963	350	350	350	400	400	73,856
TOTAL	10,715	2,535	53,555	14,300	67,070	37,250	21,028	68,410	7,550	3,095	350	350	350	2,000	2,000	288,208
FERRY DIVISION																
GRANT FUNDED	17,502	9,311	41,444	58,116	31,071	43,973	50,933	26,800	28,800	12,000	-	-	-	-	-	319,950
DISTRICT FUNDED	10,790	3,357	35,820	36,487	9,707	13,360	13,468	6,775	7,275	3,075	75	75	75	75	-	140,264
TOTAL	28,292	12,668	77,264	94,603	40,778	57,333	64,401	33,575	36,075	15,075	75	75	75	75	-	460,214
DISTRICT DIVISION																
GRANT FUNDED	1,343	212	284	40	2,400	44	800	100	-	-	-	-	-	-	-	5,223
DISTRICT FUNDED	6,804	1,857	11,959	3,760	4,803	2,911	2,880	3,420	2,100	1,110	3,400	3,150	3,150	3,150	-	48,155
TOTAL	8,148	2,069	12,243	3,800	7,203	2,955	3,680	3,520	2,100	1,110	3,400	3,150	3,150	3,150	-	53,378
AGENCY TOTAL																
GRANT FUNDED	114,919	28,086	146,873	283,250	320,105	301,715	162,551	102,648	41,690	18,632	-	-	-	-	1,600	1,522,069
DISTRICT FUNDED	94,540	25,899	109,646	127,951	101,683	97,933	69,140	50,959	32,725	17,698	5,825	5,575	5,575	400	400	739,974
TOTAL	209,459	53,985	256,519	411,202	421,787	399,648	231,691	153,607	74,415	36,330	5,825	5,575	5,575	2,000	2,000	2,262,043



GGBHTD 10-YEAR CAPITAL PLAN
FY 2024 - FY 2033

JLKEY - Project Name (10YP ID)	FY22 & Prior Years	FY23 Budget	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total		
			Year 1 FY2024	Year 2 FY2025	Year 3 FY2026	Year 4 FY2027	Year 5 FY2028	Year 6 FY2029	Year 7 FY2030	Year 8 FY2031	Year 9 FY2032	Year 10 FY2033				
BRIDGE DIVISION																
GGB SEISMIC RETROFIT																
<i>Seismic: Design</i>																
1923 - Seismic Phase IIIB CM/GC	1,775	1,500	3,000	3,587	-	-	-	-	-	-	-	-	-	-	-	9,862
Seismic: Construction																
0000 - Seismic Phase IIIB Construction	-	-	44,000	218,000	261,000	261,000	86,000	-	-	-	-	-	-	-	-	870,000
0000 - Seismic Phase IIIB Construction (Financing)	-	-	2,000	14,000	21,000	23,000	13,000	3,000	-	-	-	-	-	-	-	76,000
1528 - GGB Wind Retrofit	10,092	500	1,268	-	-	-	-	-	-	-	-	-	-	-	-	11,860
BRIDGE IMPROVEMENTS/REHABILITATION																
Safety/Security Enhancements																
1526 - Suicide Deterrent - Construction	126,705	25,000	30,000	24,927	-	-	-	-	-	-	-	-	-	-	-	206,633
0805 - South Approach & Pier Security Improvements	1,162	-	1,000	2,838	-	-	-	-	-	-	-	-	-	-	-	5,000
0000 - Fixed CMS North Approach (#1620)	-	-	500	1,060	-	-	-	-	-	-	-	-	-	-	-	1,560
1524 - North Anchorage House Security	155	-	845	-	-	-	-	-	-	-	-	-	-	-	-	1,000
1118 - Suicide Deterrent - Design	5,481	50	12	-	-	-	-	-	-	-	-	-	-	-	-	5,543



GGBHTD 10-YEAR CAPITAL PLAN
FY 2024 - FY 2033

JLKEY - Project Name (10YP ID)	FY22 & Prior Years	FY23 Budget	10-Year Projected Capital Need (\$000)										Line Item Total				
			Year 1 FY2024	Year 2 FY2025	Year 3 FY2026	Year 4 FY2027	Year 5 FY2028	Year 6 FY2029	Year 7 FY2030	Year 8 FY2031	Year 9 FY2032	Year 10 FY2033		Future Years			
Bridge Access Systems																	
0000 - North End Access Systems (#1522)	-	-	-	500	5,000	12,000	2,500	-	-	-	-	-	-	-	-	-	20,000
0000 - South Approach & Arch Access Systems (#1521)	8	-	500	5,000	12,000	2,492	-	-	-	-	-	-	-	-	-	-	20,000
9826 - Main Cable Access	2,160	-	7,020	-	-	-	-	-	-	-	-	-	-	-	-	-	13,180
2221 - South Approach Viaduct Stringer Rehab	-	500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,000
2220 - Fort Point Arch Maintenance Access Project	-	600	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,000
1922 - Technical Svcs for Bridge Access Systems	-	-	50	50	50	50	50	50	50	50	50	50	50	50	-	-	400
2320 - Main Cable Band Bridge Access	-	200	300	-	-	-	-	-	-	-	-	-	-	-	-	-	500
Improvements/Rehab																	
0000 - Electrical Service to North Approach	-	-	-	160	1,290	1,660	850	-	-	-	-	-	-	-	-	-	3,960
2121 - Toll Plaza Admin Bldg Elevator Replacement	281	200	109	-	-	-	-	-	-	-	-	-	-	-	-	-	590
0000 - Laneworker Shack	-	-	221	27	-	-	-	-	-	-	-	-	-	-	-	-	248
2120 - Trailer F Replacement	-	-	145	-	-	-	-	-	-	-	-	-	-	-	-	-	145
0000 - Roadway Lighting	-	-	-	-	100	-	-	-	-	-	-	-	-	-	-	-	100
0000 - Toll Plaza Admin Bldg Main Entry Railing	-	-	-	60	-	-	-	-	-	-	-	-	-	-	-	-	60
0000 - Toll Plaza Admin Bldg Entrance Doors	-	-	-	30	-	-	-	-	-	-	-	-	-	-	-	-	30



GGBHTD 10-YEAR CAPITAL PLAN
FY 2024 - FY 2033

JLKEY - Project Name (10YP ID)	FY22 & Prior Years	FY23 Budget	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total
			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
			FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033		
Paint/Erosion Rehab														
0000 - North Tower Paint Rehab	-	-	-	500	10,000	15,000	4,500	-	-	-	-	-	-	30,000
0000 - Fort Point Arch Paint Rehab	-	-	-	1,000	4,500	2,000	-	-	-	-	-	-	-	7,500
0000 - North Tower Pier Shore Protection Construction	-	-	1,000	-	-	-	-	-	-	-	-	-	-	1,000
1822 - North Tower Pier Shore Protection Des/Env	1	-	499	-	-	-	-	-	-	-	-	-	-	500
Roadway Rehab														
0000 - Bridge Pavement Repair	-	-	500	15,000	14,500	-	-	-	-	-	-	-	-	30,000
1722 - Toll Plaza Pavement Overlay	122	500	1,000	1,000	878	-	-	-	-	-	-	-	-	3,500
1424 - Deck Paving Investigation	-	-	75	75	-	-	-	-	-	-	-	-	-	150
Structure Rehab														
0000 - Cable Band Rehab Design	-	-	-	200	200	-	-	-	-	-	-	-	-	400
0000 - Cable Band Rehab Construction	-	-	-	-	-	2,700	3,500	2,700	-	-	-	-	-	8,200
FACILITIES REHABILITATION														
Grounds and Roads														
0000 - Alexander Avenue Pavement Rehabilitation (#1421)	13	-	200	200	1,000	1,587	-	-	-	-	-	-	-	3,000
0000 - Employee Parking Lots & Tunnel Rehab	-	-	-	-	400	1,300	600	-	-	-	-	-	-	2,300
0000 - Merchant Road Rehabilitation	-	-	-	-	400	1,400	-	-	-	-	-	-	-	1,800



GGBHTD 10-YEAR CAPITAL PLAN
FY 2024 - FY 2033

	FY22 & Prior Years	FY23 Budget	10-Year Projected Capital Need (\$000)										Line Item Total				
			Year 1 FY2024	Year 2 FY2025	Year 3 FY2026	Year 4 FY2027	Year 5 FY2028	Year 6 FY2029	Year 7 FY2030	Year 8 FY2031	Year 9 FY2032	Year 10 FY2033		Future Years			
JLKEY - Project Name (10YP ID)																	
0000 - Alexander Avenue Slide Repair - Construction	-	-	200	200	450	-	-	-	-	-	-	-	-	-	-	-	850
0000 - Alexander Avenue Slide Repair - Design/Env	-	-	100	300	100	-	-	-	-	-	-	-	-	-	-	-	500
1920 - Alexander Avenue Slope Strengthening Des/Env	-	-	500	-	-	-	-	-	-	-	-	-	-	-	-	-	500
Maintenance Facilities																	
0000 - Maintenance Facility Relocation	-	-	-	-	350	800	-	-	3,500	4,500	-	-	-	-	-	-	9,150
0000 - Fuel Station Upgrade and Rehabilitation	-	-	720	100	-	-	-	-	-	-	-	-	-	-	-	-	820
0000 - Wash Rack Replacement	-	-	-	-	300	455	-	-	-	-	-	-	-	-	-	-	755
Toll Plaza Buildings																	
0000 - Permanent Toll Collection Gantry & Pavement Rehab	-	-	-	-	-	-	-	-	5,000	15,000	10,000	-	-	-	-	-	30,000
1820 - Toll Plaza Gantry - Construction	1,927	3,500	3,000	1,837	-	-	-	-	-	-	-	-	-	-	-	-	10,264
0000 - South Visitor Plaza Restrooms Improvement - Construction	-	-	2,000	1,000	-	-	-	-	-	-	-	-	-	-	-	-	3,000
0000 - Toll Plaza Administration Bldg Rehab	-	-	-	100	800	2,100	-	-	-	-	-	-	-	-	-	-	3,000
0000 - Maintenance Shop Retrofit & Roof Rehab	-	-	1,190	500	-	-	-	-	-	-	-	-	-	-	-	-	1,690
1821 - IS Data Center Seismic Retrofit	112	-	1,000	388	-	-	-	-	-	-	-	-	-	-	-	-	1,500
0000 - Purchasing & Stores Bldg & Roof Rehab	-	-	760	100	-	-	-	-	-	-	-	-	-	-	-	-	860
0000 - Round House Roof Rehab	-	-	-	-	-	-	-	-	300	290	-	-	-	-	-	-	590
2020 - Bridge Admin Office Improvements	2	-	120	-	-	-	-	-	-	-	-	-	-	-	-	-	122



GGBHTD 10-YEAR CAPITAL PLAN
FY 2024 - FY 2033

	FY22 & Prior Years	FY23 Budget	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total
			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
<i>JLKEY - Project Name (10YP ID)</i>			FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033		
1921 - Stores Bldg Office Space HVAC Replacement	1	-	34	-	-	-	-	-	-	-	-	-	-	35
0000 - Ballistic Glass and Blast Mitigation	-	-	1,008	-	-	-	-	-	-	-	-	-	-	1,008
INFORMATION SYSTEMS/TECHNOLOGY														
1525 - Toll System Upgrade	5,323	1,000	1,000	1,000	3,408	-	-	-	-	-	-	-	-	11,731
0000 - Radio Subscriber Upgrade	-	-	-	1,000	1,000	1,000	1,000	-	-	-	-	-	-	4,000
0000 - Radio System Upgrade	-	-	-	500	-	500	-	500	-	500	-	-	-	2,000
0000 - Security Systems	-	-	100	100	500	-	-	-	-	-	-	-	-	700
CAPITAL EQUIPMENT														
<i>Tools and Equipment</i>														
xx29 - Capital Equipment	6,985	3,162	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	30,147
TOTAL (BRIDGE)														



GGBHTD 10-YEAR CAPITAL PLAN
FY 2024 - FY 2033

JLKEY - Project Name (10YP ID)	FY22 & Prior Years	FY23 Budget	10-Year Projected Capital Need (\$000)										Line Item Total			
			Year 1 FY2024	Year 2 FY2025	Year 3 FY2026	Year 4 FY2027	Year 5 FY2028	Year 6 FY2029	Year 7 FY2030	Year 8 FY2031	Year 9 FY2032	Year 10 FY2033		Future Years		
BUS DIVISION																
REVENUE VEHICLES																
<i>Revenue Vehicle Improvements</i>																
0000 - Replace Fare Collection Equipment	-	-	-	500	1,000	3,000	1,000	-	-	-	-	-	-	-	-	5,500
0000 - Bus Radio Upgrade	-	1,000	1,000	-	-	-	-	-	-	-	-	-	-	-	-	2,000
<i>Revenue Vehicle Replacements</i>																
0000 - ZEB Over-the-Road (OTR) Coaches	9,567	-	24,750	-	-	45,000	-	-	-	-	-	-	-	-	-	79,317
0000 - Replace Conventional Over-the-Road (OTR) Coaches	18,000	-	17,000	-	-	-	-	-	-	-	-	-	-	-	-	35,000
0000 - Demand Response Vehicle Replacement	-	-	-	-	1,358	-	-	-	-	-	-	-	-	-	-	1,358
<i>Safety/Security</i>																
0000 - Security Systems	-	-	-	-	-	-	-	-	1,000	-	-	-	-	-	-	1,000
0000 - Mobile Operations Control Center (OCC)	420	-	-	-	-	-	-	-	-	-	-	-	-	-	-	420
<i>Systemwide</i>																
0000 - Collision Avoidance System	500	550	-	-	-	-	-	-	-	-	-	-	-	-	-	1,050
0000 - ZEB Smart Charging System	-	250	-	-	-	-	-	-	-	-	-	-	-	-	-	250
0000 - Install LED Yard Lighting at Bus Facilities	-	-	-	-	-	-	-	-	-	-	-	138	-	-	-	138
2231 - Safety Management System (SMS) Software	100	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100



GG8HTD 10-YEAR CAPITAL PLAN
FY 2024 - FY 2033

JLKEY - Project Name (10YP ID)	FY22 & Prior Years	FY23 Budget	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total			
			Year 1 FY2024	Year 2 FY2025	Year 3 FY2026	Year 4 FY2027	Year 5 FY2028	Year 6 FY2029	Year 7 FY2030	Year 8 FY2031	Year 9 FY2032	Year 10 FY2033					
2230 - Automated Passenger Counting (APC)/NTD Cert Software	10	140	-	-	-	-	-	-	-	-	-	-	-	-	-	-	150
FACILITIES REHABILITATION																	
<i>D-1: San Rafael</i>																	
0000 - D1 ZEB Infrastructure	-	-	5,000	5,000	5,000	5,000	5,000	5,000	8,960	-	-	-	-	-	-	-	33,960
0000 - D-1 Bus Lot Campus Redev, Ph2-Construction	-	-	-	-	-	1,000	10,000	10,000	4,000	-	-	-	-	-	-	-	25,000
1431 - Resurface D1 Employee Parking Lot & Solar Panels	626	500	4,004	-	-	-	-	-	-	-	-	-	-	-	-	-	5,130
0000 - D-1 Bus Lot Pavement Rehabilitation	-	-	1,000	1,000	500	-	-	-	-	-	-	-	-	-	-	-	2,500
2130 - Zero Emission Bus (ZEB) Infrastructure Design	-	50	250	250	1,450	-	-	-	-	-	-	-	-	-	-	-	2,000
0000 - D-1 Main Shop Utility Rehab	-	-	800	1,100	-	-	-	-	-	-	-	-	-	-	-	-	1,900
2131 - D-1 Bus Admin Bldg Roof, HVAC & Dispatch Rm	-	-	100	1,500	100	-	-	-	-	-	-	-	-	-	-	-	1,700
0000 - D-1 Body Shop Roof and Coating, Storage Bldg	-	-	-	600	500	-	-	-	-	-	-	-	-	-	-	-	1,100
0000 - D-1 Fuel Island Building Rehab: Concret Apron/Roof/Paint	-	-	750	100	-	-	-	-	-	-	-	-	-	-	-	-	850
0000 - D-1 IT Dispatch Office Rehab	-	-	-	-	-	-	-	-	-	800	-	-	-	-	-	-	800
0000 - Elevator for D1 HD Shop Building	-	-	-	-	-	-	-	-	-	650	-	-	-	-	-	-	650
0000 - D-1 Bus Lot Campus Redev. Ph1-Planning Study	-	-	-	200	200	-	-	-	-	-	-	-	-	-	-	-	400
0000 - D-1 Fire Alarm System Upgrade	-	-	-	-	-	-	-	-	-	-	300	-	-	-	-	-	300
1931 - Bus Division Office Improvements	111	25	284	-	-	-	-	-	-	-	-	-	-	-	-	-	420



GGBHTD 10-YEAR CAPITAL PLAN
FY 2024 - FY 2033

JLKEY - Project Name (10YP ID)	FY22 & Prior Years	FY23 Budget	10-Year Projected Capital Need (\$000)										Line Item Total				
			Year 1 FY2024	Year 2 FY2025	Year 3 FY2026	Year 4 FY2027	Year 5 FY2028	Year 6 FY2029	Year 7 FY2030	Year 8 FY2031	Year 9 FY2032	Year 10 FY2033		Future Years			
0000 - D-1 New Warehouse: Parts and Records Storage (FY10)	-	-	-	-	-	-	-	-	-	-	-	-	225	-	-	-	225
0000 - San Rafael Card Access Security	-	-	-	-	-	-	-	-	-	-	-	-	216	-	-	-	216
0000 - Automatic Door/Enclosure by Driver's Room (FY11; FY12)	-	-	-	-	-	-	-	-	-	-	-	-	150	-	-	-	150
0000 - Extend/Add Mezzanine (FY10; FY11; FY12)	-	-	-	-	-	-	-	-	-	-	-	-	115	-	-	-	115
0000 - Bus Lot Landscapes	-	-	-	100	-	-	-	-	-	-	-	-	-	-	-	-	100
0000 - Bus Main Shop Heaters Replacement	-	-	-	-	-	-	-	-	-	-	-	-	91	-	-	-	91
2134 - Replace Steam Bay Waste Water Recycling System (FY11)	-	-	100	-	-	-	-	-	-	-	-	-	-	-	-	-	100
0000 - Injector Room Ventilation	-	-	-	-	-	-	-	-	-	-	-	-	35	-	-	-	35
0000 - D-1 Drainage Improvements Warehouse Area	-	-	-	-	-	-	-	-	-	-	-	-	25	-	-	-	25
0000 - D-1 Main Shop Roof Replacement	-	-	-	-	-	-	1,000	-	1,000	1,000	-	-	-	-	-	-	4,000
0000 - Heavy Duty Shop Hoist	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	500
2330 - D1 Bird Netting	-	20	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20
D-2: Novato																	
0000 - D2 ZEB Infrastructure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,000
2132 - D-2 Pavement & Remediation	6,695	405	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,100
0000 - D-2 Pavement Rehabilitation	-	-	-	-	-	-	300	600	800	-	-	-	-	-	-	-	1,700
0000 - D-2 Wash Rack Improvements	-	-	-	-	-	-	320	520	-	-	-	-	-	-	-	-	840



GGBHTD 10-YEAR CAPITAL PLAN
FY 2024 - FY 2033

JLKEY - Project Name (10YP ID)	FY22 & Prior Years	FY23 Budget	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total		
			Year 1 FY2024	Year 2 FY2025	Year 3 FY2026	Year 4 FY2027	Year 5 FY2028	Year 6 FY2029	Year 7 FY2030	Year 8 FY2031	Year 9 FY2032	Year 10 FY2033				
0000 - D-2 Dispatch & Fuel Island Bldg Roof Rehab	-	-	-	320	440	-	-	-	-	-	-	-	-	-	-	760
0000 - D2 Buildings Roof and Painting	-	-	900	-	-	-	-	-	-	-	-	-	-	-	-	900
D-3: Santa Rosa																
0000 - D3 ZEB Infrastructure	-	-	3,000	-	-	-	-	-	-	-	-	-	-	-	-	3,000
2232 - Santa Rosa (D3) Bus Facility Parking Lot Rehabilitation Project	750	1,000	725	-	-	-	-	-	-	-	-	-	-	-	-	2,475
0000 - D-3 Bus Security Improvements	-	-	-	-	300	1,200	-	-	-	-	-	-	-	-	-	1,500
0000 - D-3 Dispatch & Fuel Island Bldg Roof and Restroom Rehab	-	-	-	300	600	-	-	-	-	-	-	-	-	-	-	900
0000 - D-3 Wash Rack Improvements	-	-	-	-	300	540	-	-	-	-	-	-	-	-	-	840
D-4: San Francisco																
0000 - D4 ZEB Infrastructure	-	-	3,000	-	-	-	-	-	-	-	-	-	-	-	-	3,000
0000 - D-4 Pavement Rehabilitation	-	-	-	-	-	300	1,200	-	-	-	-	-	-	-	-	1,500
R-7: San Rafael Transit Center																
0000 - SRTC Relocation PS&E/CON	-	-	500	2,000	15,000	27,500	-	-	-	-	-	-	-	-	-	45,000
1717 - SRTC Relocation Design/Env (Planning Dept)	2,052	150	705	-	-	-	-	-	-	-	-	-	-	-	-	2,907
CAPITAL EQUIPMENT																
xx39 - Capital Equipment	471	245	350	350	350	350	350	350	350	350	350	350	350	350	350	4,216
TOTAL (BUS)																



GGBHTD 10-YEAR CAPITAL PLAN
FY 2024 - FY 2033

Project Name (10YP ID)	FY22 & Prior Years	FY23 Budget	10-Year Projected Capital Need (\$000)										Line Item Total			
			Year 1 FY2024	Year 2 FY2025	Year 3 FY2026	Year 4 FY2027	Year 5 FY2028	Year 6 FY2029	Year 7 FY2030	Year 8 FY2031	Year 9 FY2032	Year 10 FY2033		Future Years		
FERRY DIVISION																
REVENUE VEHICLES																
MS Marin																
0000 - M.S. Marin Ramp & Gangways Vessel Modifications (#1640)	-	-	500	840	-	-	-	-	-	-	-	-	-	-	-	1,340
Multiple Vessel																
2040 - Capital Improvements for Ferry Fleet	9,330	50	255	-	-	-	-	-	-	-	-	-	-	-	-	9,635
2140 - FY21 Ferry Vessel Rehab	1,479	25	2,046	-	-	-	-	-	-	-	-	-	-	-	-	3,550
2241 - FY22 Ferry Vessel Rehab	79	50	1,301	-	-	-	-	-	-	-	-	-	-	-	-	1,430
2341 - FY23-30 Ferry Vessel Rehab/DD (Catamarans)	-	100	3,000	3,000	3,000	3,000	2,400	2,000	2,000	-	-	-	-	-	-	18,500
2240 - Spaulding Tier IV Repower (CARB mandate)	5	100	11,900	5,995	-	-	-	-	-	-	-	-	-	-	-	18,000
0000 - Spaulding DPF Retrofit (CARB mandate)	-	-	-	-	-	-	-	-	2,500	5,000	-	-	-	-	-	7,500
0000 - Replace High-Speed Catamarans (CARB mandate)	-	-	19,000	30,000	30,000	30,000	30,000	15,000	-	-	-	-	-	-	-	124,000
Systemwide																
1940 - Purchase New Vessel	44	100	8,000	21,856	-	-	-	-	-	-	-	-	-	-	-	30,000
0086 - New Ferry Slip, Mission Bay	-	-	200	7,725	-	-	-	-	-	-	-	-	-	-	-	7,925
0079 - Warehouse Security and Storage Project	-	-	200	1,000	1,000	1,470	-	-	-	-	-	-	-	-	-	3,670
0503 - Gangway & Piers - Design	9,378	300	500	500	1,185	-	-	-	-	-	-	-	-	-	-	11,863



GGBHTD 10-YEAR CAPITAL PLAN
FY 2024 - FY 2033

Project Name (10YP ID)	FY22 & Prior Years	FY23 Budget	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total			
			Year 1 FY2024	Year 2 FY2025	Year 3 FY2026	Year 4 FY2027	Year 5 FY2028	Year 6 FY2029	Year 7 FY2030	Year 8 FY2031	Year 9 FY2032	Year 10 FY2033					
0084 - Ferry Berthing Area, San Quentin State Prison	-	-	500	690	-	-	-	-	-	-	-	-	-	-	-	-	1,190
0000 - Security Systems	-	-	500	-	-	-	-	-	-	-	-	-	-	-	-	-	500
2342 - Ferry Fleet & Infrastructure Electrification Concept	-	100	200	-	-	-	-	-	-	-	-	-	-	-	-	-	300
<u>FACILITIES REHABILITATION</u>																	
<i>Larkspur Ferry Terminal</i>																	
0000 - Gangways & Piers - Larkspur Construction	-	-	-	4,000	24,000	24,000	14,000	-	-	-	-	-	-	-	-	-	66,000
0000 - LFT Parking Garage	-	-	-	500	4,500	5,000	15,000	15,000	-	-	-	-	-	-	-	-	40,000
0000 - Terminal Truss Rehab and Painting	-	-	-	468	1,766	1,766	-	-	-	-	-	-	-	-	-	-	4,000
0027 - Terminal Bldgs and Waiting Area Roof Rehab	-	-	1,700	300	-	-	-	-	-	-	-	-	-	-	-	-	2,000
2141 - Larkspur Ferry Terminal Fuel System Rehabilitation	8	100	1,892	-	-	-	-	-	-	-	-	-	-	-	-	-	2,000
2042 - Larkspur Ferry Service and Parking Expansion Env. Clearance and Prelim. Design Study	841	500	1,000	807	-	-	-	-	-	-	-	-	-	-	-	-	3,148
0028 - Admin Bldg Roof, Paint Exterior, Restroom Rehab	-	-	-	1,200	300	-	-	-	-	-	-	-	-	-	-	-	1,500
0000 - Rehab Parking Lot	-	-	-	-	300	1,200	-	-	-	-	-	-	-	-	-	-	1,500
1841 - Fuel System Rehab	18	-	1,482	-	-	-	-	-	-	-	-	-	-	-	-	-	1,500
0000 - Rehabilitate Larkspur Maintenance Facility	-	-	400	400	-	-	-	-	-	-	-	-	-	-	-	-	1,200
2242 - Larkspur Ferry Terminal Berth and Channel Dredging - Design	811	421	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,232



GGBHTD 10-YEAR CAPITAL PLAN
FY 2024 - FY 2033

	FY22 & Prior Years	FY23 Budget	10-Year Projected Capital Need (\$000)										Line Item Total				
			Year 1 FY2024	Year 2 FY2025	Year 3 FY2026	Year 4 FY2027	Year 5 FY2028	Year 6 FY2029	Year 7 FY2030	Year 8 FY2031	Year 9 FY2032	Year 10 FY2033		Future Years			
JLKEY - Project Name (10YP ID)																	
2340 - Larkspur Ferry Terminal (LFT) Berth and Channel Dredging - Construction	-	10,000	13,500	-	-	-	-	-	-	-	-	-	-	-	-	-	23,500
0000 - LFT Maintenance Facility Rehabilitation	-	-	-	-	500	660	-	-	-	-	-	-	-	-	-	-	1,160
0000 - Terminal Water Line and Utilities Rehab	-	-	500	500	-	-	-	-	-	-	-	-	-	-	-	-	1,000
0000 - Oil Boom Platform Berth 3	-	-	900	-	-	-	-	-	-	-	-	-	-	-	-	-	900
0000 - Rehab Overflow Parking Lot Area	-	-	800	-	-	-	-	-	-	-	-	-	-	-	-	-	800
0076 - Larkspur Ferry Kiosk Restoration and Refurbishment	-	-	-	380	-	-	-	-	-	-	-	-	-	-	-	-	380
0000 - EV Charger Upgrades	-	-	50	100	50	-	-	-	-	-	-	-	-	-	-	-	200
0075 - Modify Slip #3, Larkspur Ferry Terminal (ADA)	-	-	1,000	-	-	-	-	-	-	-	-	-	-	-	-	-	1,000
0000 - Design/Install Swing Mooring Apparatus	-	-	86	-	-	-	-	-	-	-	-	-	-	-	-	-	86
0000 - Parking Lot Striping, Improvements, Signage	-	-	50	-	-	-	-	-	-	-	-	-	-	-	-	-	50
San Francisco Ferry Terminal																	
0000 - Gangways & Piers - San Francisco Construction	-	-	-	-	3,500	12,500	14,000	-	-	-	-	-	-	-	-	-	30,000
0000 - Rehab Former Ticket Office Bldg	-	-	-	-	-	2,000	800	-	-	-	-	-	-	-	-	-	2,800
2251 - San Francisco Ferry Terminal Security Improvements	-	100	1,400	-	-	-	-	-	-	-	-	-	-	-	-	-	1,500
0078 - San Francisco Ferry Terminal Improvements	-	-	200	200	500	322	-	-	-	-	-	-	-	-	-	-	1,222
0000 - Waiting Area Roof Rehab	-	-	-	-	300	900	-	-	-	-	-	-	-	-	-	-	1,200



GGBHTD 10-YEAR CAPITAL PLAN
FY 2024 - FY 2033

JKKEY - Project Name (10YP ID)	FY22 & Prior Years	FY23 Budget	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total			
			Year 1 FY2024	Year 2 FY2025	Year 3 FY2026	Year 4 FY2027	Year 5 FY2028	Year 6 FY2029	Year 7 FY2030	Year 8 FY2031	Year 9 FY2032	Year 10 FY2033					
<i>Sausalito Ferry Terminal</i>																	
1441 - Gangways & Piers - Sausalito Construction	25	500	3,000	19,035	-	-	-	-	-	-	-	-	-	-	-	-	22,560
<i>Corte Madera Marsh</i>																	
2041 - Corte Madera Marsh Restoration Construction	1,813	100	1,127	-	-	-	-	-	-	-	-	-	-	-	-	-	3,040
CAPITAL EQUIPMENT																	
xx49 - Capital Equipment	4,462	122	75	75	75	75	75	75	75	75	75	75	75	75	75	-	5,334
TOTAL (FERRY)																	



GGBHTD 10-YEAR CAPITAL PLAN
FY 2024 - FY 2033

JLKEY - Project Name (10YP ID)	FY22 & Prior Years	FY23 Budget	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total
			Year 1 FY2024	Year 2 FY2025	Year 3 FY2026	Year 4 FY2027	Year 5 FY2028	Year 6 FY2029	Year 7 FY2030	Year 8 FY2031	Year 9 FY2032	Year 10 FY2033		
DISTRICT DIVISION														
FACILITIES REHABILITATION														
0000 - Office Facility Renovation/Consolidation	-	-	-	-	-	-	-	-	960	3,000	3,000	-	-	6,960
0002 - A&D Admin Bldg Remodel/Rehab	-	-	-	-	-	-	-	-	-	-	-	-	-	1,500
0000 - Mobile Conference Room/Emergency Operations Center	-	-	-	-	-	-	-	-	-	-	-	-	-	257
2110 - On-Site Medical Trailer Infrastructure	-	100	-	-	-	-	-	-	-	-	-	-	-	250
2113 - Trailer B Remodel	-	-	-	-	-	-	-	-	-	-	-	-	-	51
INFORMATION SYSTEMS/TECHNOLOGY														
1810 - Financial/HR/Payroll Management System	1,009	150	500	1,000	2,341	-	-	-	-	-	-	-	-	5,000
0000 - Transit Scheduling System	-	-	-	50	3,000	-	-	-	-	-	-	-	-	3,050
0000 - Telephone System Upgrade	-	-	800	-	-	50	1,700	-	-	-	-	-	-	2,550
0000 - Financial/HR/Payroll Management System Procurement	-	-	-	-	1,000	-	-	-	1,000	-	-	-	-	2,000
0000 - Replace Network Equipment	-	-	-	-	-	-	740	-	-	-	-	-	-	740
2214 - Facilities Ventilation Assessment, Rehabilitation and Improvements Project	-	-	2,570	-	-	-	-	-	-	-	-	-	-	2,570
0000 - Technology Improvements	-	-	250	-	250	-	-	250	-	250	-	-	-	1,250
0000 - Business Intelligence	-	-	-	-	-	500	750	-	-	-	-	-	-	1,250



GGBHTD 10-YEAR CAPITAL PLAN
FY 2024 - FY 2033

KEY - Project Name (10YP ID)	FY22 & Prior Years	FY23 Budget	10-Year Projected Capital Need (\$000)										Line Item Total			
			Year 1 FY2024	Year 2 FY2025	Year 3 FY2026	Year 4 FY2027	Year 5 FY2028	Year 6 FY2029	Year 7 FY2030	Year 8 FY2031	Year 9 FY2032	Year 10 FY2033		Future Years		
0000 - Data Storage System	-	-	-	-	600	-	-	-	-	-	-	-	-	-	-	600
2210 - Data Loss Prevention	-	30	200	776	-	-	-	-	-	-	-	-	-	-	-	1,206
0000 - CAD/AVL System Refresh	-	-	50	1,050	-	-	-	-	-	-	-	-	-	-	-	1,100
0000 - Time Keeping System	-	-	-	-	55	1,000	-	-	-	-	-	-	-	-	-	1,055
0000 - Disaster Recovery	-	-	-	250	250	250	-	-	-	-	-	-	-	-	-	750
2211 - Technology Disaster Recovery Plan	-	50	950	-	-	-	-	-	-	-	-	-	-	-	-	1,000
2114 - Computer Aided Dispatch (CAD)/Automatic Vehicle Location (AVL) Clipper Integration	846	92	1	-	-	-	80	260	215	-	-	-	-	-	-	939
0000 - Cyber Security	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	555
2213 - Business Intelligence (BI) Analysis and Transportation Statistics Reporting Solution	181	250	619	-	-	-	-	-	-	-	-	-	-	-	-	1,050
0000 - Internet of Things for all Divisions	-	-	250	-	250	-	-	-	-	250	-	-	-	-	-	750
0000 - Asset and Vehicle Fluid Mgmt System	-	-	250	-	250	-	-	-	-	250	-	-	-	-	-	750
1712 - Transit Scheduling System	2,672	100	294	-	-	-	-	-	-	-	-	-	-	-	-	3,066
0000 - Indoor and Outdoor Wireless Network Access	-	-	320	-	-	340	-	-	-	-	-	-	-	-	-	660
0000 - Redundant Network / Systems	-	-	-	150	350	150	-	-	-	-	-	-	-	-	-	650
1812 - Asset and Vehicle Fluid Mgmt System	622	150	228	-	-	-	-	-	-	-	-	-	-	-	-	1,000
0000 - Replace Server Equipment	-	-	-	200	-	-	-	-	-	200	-	-	-	-	-	400



GGBHTD 10-YEAR CAPITAL PLAN
FY 2024 - FY 2033

KEY - Project Name (10YP ID)	FY22 & Prior Years	FY23 Budget	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total			
			Year 1 FY2024	Year 2 FY2025	Year 3 FY2026	Year 4 FY2027	Year 5 FY2028	Year 6 FY2029	Year 7 FY2030	Year 8 FY2031	Year 9 FY2032	Year 10 FY2033					
1816 - Document Management System	195	90	200	200	115	-	-	-	-	-	-	-	-	-	-	-	800
0000 - Document Management System	-	-	-	-	-	70	470	-	-	-	-	-	-	-	-	-	540
0000 - Bus Wifi	-	-	-	-	250	-	-	-	-	-	-	-	-	-	-	-	250
2212 - Cyber Security Strategic Plan and Mitigations	102	100	548	-	-	-	-	-	-	-	-	-	-	-	-	-	750
2010 - Asset Management Strategic Program	608	100	100	100	77	-	-	-	-	-	-	-	-	-	-	-	985
1912 - Manage Detection and Response Services	143	100	117	-	-	-	-	-	-	-	-	-	-	-	-	-	360
2017 - Video Conferencing	13	25	261	-	-	-	-	-	-	-	-	-	-	-	-	-	299
0000 - Ferry Passenger Information Systems	-	-	125	-	-	-	-	-	-	125	-	-	-	-	-	-	250
0000 - Network Security	-	-	-	230	-	-	-	-	-	-	-	-	-	-	-	-	230
0000 - District Web Site Re-Design w/Mobile App	-	-	-	220	-	-	-	-	-	-	-	-	-	-	-	-	220
0000 - IVR replacement	-	-	200	-	-	-	-	-	-	-	-	-	-	-	-	-	200
2111 - Network Hardware and Software Improvements [formerly known as "Technology Improvements (2021)"]	137	103	-	-	-	-	-	-	-	-	-	-	-	-	-	-	240
1960 - Farebox System Upgrade	104	86	403	-	-	-	-	-	-	-	-	-	-	-	-	-	593
1916 - San Rafael A&D Admin Office Improvements	217	-	254	-	-	-	-	-	-	-	-	-	-	-	-	-	471
1815 - Customer Service Incident System (Marketing)	-	-	-	-	45	-	-	-	-	-	-	-	-	-	-	-	45
0000 - Exacom Voice Recorder Refresh	-	-	40	-	-	-	-	-	-	-	-	-	-	-	-	-	40



GGBHTD 10-YEAR CAPITAL PLAN
FY 2024 - FY 2033

JLKEY - Project Name (10YP ID)	FY22 & Prior Years	FY23 Budget	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total		
			Year 1 FY2024	Year 2 FY2025	Year 3 FY2026	Year 4 FY2027	Year 5 FY2028	Year 6 FY2029	Year 7 FY2030	Year 8 FY2031	Year 9 FY2032	Year 10 FY2033				
2112 - Video Archive	-	-	20	-	-	-	-	-	-	-	-	-	-	-	-	20
0000 - Avtec VPGate Refresh	-	-	20	-	-	-	-	-	-	-	-	-	-	-	-	20
2012 - Cloud Migration Initiative	287	32	-	-	-	-	-	-	-	-	-	-	-	-	-	319
2011 - Email to Office 365 Migration	364	11	-	-	-	-	-	-	-	-	-	-	-	-	-	375
2015 - Intranet Redesign	-	-	150	-	-	-	-	-	-	-	-	-	-	-	-	150
2310 - Data Storage Replacement	-	100	500	-	-	-	-	-	-	-	-	-	-	-	-	600
2311 - Enterprise Systems Interface Improvements	-	100	94	-	-	-	-	-	-	-	-	-	-	-	-	194
2312 - CAD-AVL Improvements for Bus Division	-	100	20	-	-	-	-	-	-	-	-	-	-	-	-	120
CAPITAL EQUIPMENT																
xx19 - Capital Equipment	648	200	150	150	150	150	150	150	150	150	150	150	150	150	150	2,348
TOTAL (DISTRICT)																



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APPENDIX F
Financial Plan



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APPENDIX F - FINANCIAL PLAN

During the period of this proposed FY 22/23 Budget, the Board of Directors may undertake a strategic planning process under acknowledgment of the contingent nature imposed on it by the uncertainties of COVID-19.

Agenda Item No. (7)



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

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

Subject: STATUS REPORT ON THE 2014 STRATEGIC FINANCIAL PLAN

Recommendation

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

Introduction

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

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

Impact of the Financial Plan

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



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

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

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

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

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

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

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

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

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



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

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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.



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

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

Next Steps

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



2019 STRATEGIC FINANCIAL PLAN

Initiatives (Cumulative \$ in Millions)	YEAR 1 FY 15/16	YEAR 2 FY 15/16- 16/17	YEAR 3 FY 15/16- 17/18	YEAR 4 FY 15/16- 18/19	YEAR 5 FY 15/16- 19/20	10-YR FY 15/16 - 24/25	Status of Project to Date
Updated Funding Projection (September 2019)	\$14.3	\$22.9	\$28.4	\$42.8	\$44.8	\$31.4	The Financial Plan covers FY 15/16 - 24/25. Actual is used for FY 15/16, FY16/17, FY 17/18, and 18/19. Budget for FY 19/20 and the September 2019 projection is used for FY 20/21 - FY 24/25.
Projects Underway:							
Replace Existing Ferry Terminal Gangways and 32 Piers: Increase operating efficiency. May impact FTEs.			\$0.1	\$0.2	\$0.7		In Sausalito, final design is complete and staff is finalizing construction permits and preparing for advertising. In San Francisco, staff is evaluating current and future ferry operations to determine best alignment of replacement facilities. Once evaluation is complete, environmental and design process will continue.
Address the increased demand for Larkspur Ferry service through exploring the environmental review process to expand the Larkspur Ferry Service beyond the allowable 42 trips a day. 37B				\$-	\$-		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	
Projects Completed:							
1 Implement Moveable Median Barrier: Will impact staffing in lane management and roadway operations. Net reduction of 1-2 FTEs.	\$0.1	\$0.2	\$0.3	\$0.4	\$0.5	\$1.0	1 FTE reduction in the FY 15/16 Budget.
2 Complete Implementation of ACIS Project: Project will increase customer service and operations efficiencies.	\$0.0	\$0.1	\$0.2	\$0.3	\$0.4	\$0.9	Fully implemented in Summer 2016. Savings will come from future reduced run times and fuel savings.
3 Review of Capital Plan. Accurately assess timing and costs for Capital Plan.	\$-	\$-	\$-	\$-	\$-	\$-	Capital Office evaluated the plan and reduced the Capital need over 10 years reflected in the FY 16/17 Budget.
4 Develop an initiative to have one set of Board and Committee meetings a month to save District resources.	\$0.1	\$0.1	\$0.1	\$0.2	\$0.2	\$0.4	A reduction in the number of meetings occurred in 2016. The Board-approved schedule set meetings for once a month.
5 Implement time collection and Payroll automation throughout the District. Net reduction of 1-2 FTEs.	\$0.0	\$0.1	\$0.2	\$0.3	\$0.4	\$0.9	This initiative is implemented and completed in FY 17/18. It will allow for accurate and real time information. It will reduce (1) FTE in Payroll.
6 Charge for Parking at Larkspur Ferry: Assumed at \$2/day.	\$0.4	\$0.8	\$1.2	\$1.6	\$2.0	\$4.0	The parking lot fees were approved by the Board in FY 15/16. Annual net revenue approx. \$0.6 million.
7 Improve automatic toll collection system process to ensure toll collection from all auto traffic.	\$0.1	\$0.2	\$0.3	\$0.4	\$0.5	\$1.0	Several initiatives already implemented. New toll system procured in FY 16/17 will further ensure accurate toll collection. In FY 18/19 the first part of the new system was implemented to more accurately collect data on toll transactions.



2019 STRATEGIC FINANCIAL PLAN

Initiatives (Cumulative \$ in Millions)	YEAR 1	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	
Projects Completed: (cont.)							
8 Evaluate the cost-effectiveness of using Clean Diesel over Bio-Diesel in Ferry fleet. Convert from blended Bio-Diesel/Fuel to Clean Diesel in Ferry Fleet.	\$0.5	\$1.1	\$1.6	\$2.2	\$2.7	\$5.4	Staff evaluated the cost-effectiveness of using Clean Diesel over Bio-Diesel and converted to clean diesel fuel for cost savings while retaining a similar environmental footprint. In addition, staff is evaluating converting the Ferry fleet to renewable diesel.
9 Non-Represented Employees. Cost savings in the areas of health plan design and employee premium contribution.	\$0.2	\$0.3	\$0.8	\$1.1	\$1.4	\$2.9	Significant changes in health plan design, and premium sharing completed and continued examination of future changes in this area will occur.
10 ATU Labor Negotiations. Cost savings in the areas of health, pension, workers' compensation, absenteeism and work rule efficiencies. (Negotiations in 2014 & 2018)	\$0.2	\$0.6	\$1.0	\$1.4	\$1.8	\$3.8	Negotiations in 2014 completed. Significant changes in health plan design, premium sharing, pension contributions, workers' 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 FY 15/16	YEAR 2 FY 15/16- 16/17	YEAR 3 FY 15/16- 17/18	YEAR 4 FY 15/16- 18/19	YEAR 5 FY 15/16- 19/20	10-YR FY 15/16- 24/25	Status of Project to Date
Projects Completed: (cont.)							
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	\$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	\$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	
Projects Completed: (cont.)							
25 Implement temporary plate legislation (AB2197). Temporary plates will provide more collectible toll revenue.		\$1.0	\$2.0	\$3.0	\$8.0		Assembly Bill 516 enacted and implemented in early 2019. All new vehicles sold in CA now leave the dealers' lot with temporary license plates; and all used vehicles have either permanent or temporary license plates.
26 Green Initiatives - Explore cost savings on installation of solar panels, wind power, and other green initiatives in District Facilities.		\$-	\$-	\$-	\$-		San Rafael employee parking lot solar installation and lot resurfacing design is complete and will be advertised for construction early 2020.
29 Partner with Marin Transit to reduce the cost to the District of regional paratransit service.		\$-	\$-	\$-	\$-		Staff negotiated a lower rate to reduce the costs and is exploring other delivery methods to further reduce overall costs and create efficiencies.
30 Review and implement multi-year toll increase plan when current plan ends in June 2018.		\$7.0	\$14.4	\$116.7			Board voted in December of 2018 for a new five-year toll plan.
33 Implementation of Clipper 2.0 reducing transaction costs to collect revenue		\$0.1	\$0.2	\$0.7			The Bay Area region awarded a contract in November for the Clipper 2.0 system. New features should be available as early as FY 20/21.
36 Bus Transit Alternative Fuel Study. Assess fuel use in buses that would result in cost savings. Currently 80 buses are due for replacement in 2016.		\$-	\$-	\$-			The District purchased 67 hybrid/electric buses in 2019 replacing 14-year old buses. The new buses are about 20 percent more fuel efficient.
37A Address the increase demand for Larkspur Ferry service through acquiring additional parking, additional service, and utilizing active transportation (bike and pedestrians).		\$-	\$-	\$-			Additional service in the afternoon commute implemented and District relocated Marin Airporter to create an additional 200 parking spaces. Additional bicycle parking added inside the paid area of the Terminal.
41 Evaluate providing direct staff resources to other local public agencies for a fee.		\$-	\$-	\$-			District is currently providing customer service for Marin Transit and SMART.
43 Take steps to be competitive to provide transportation to local SMART train stations.		\$-	\$-	\$-			District is providing a shuttle from the SMART station in San Rafael to the Larkspur Ferry.



2019 STRATEGIC FINANCIAL PLAN

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



2019 STRATEGIC FINANCIAL PLAN

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

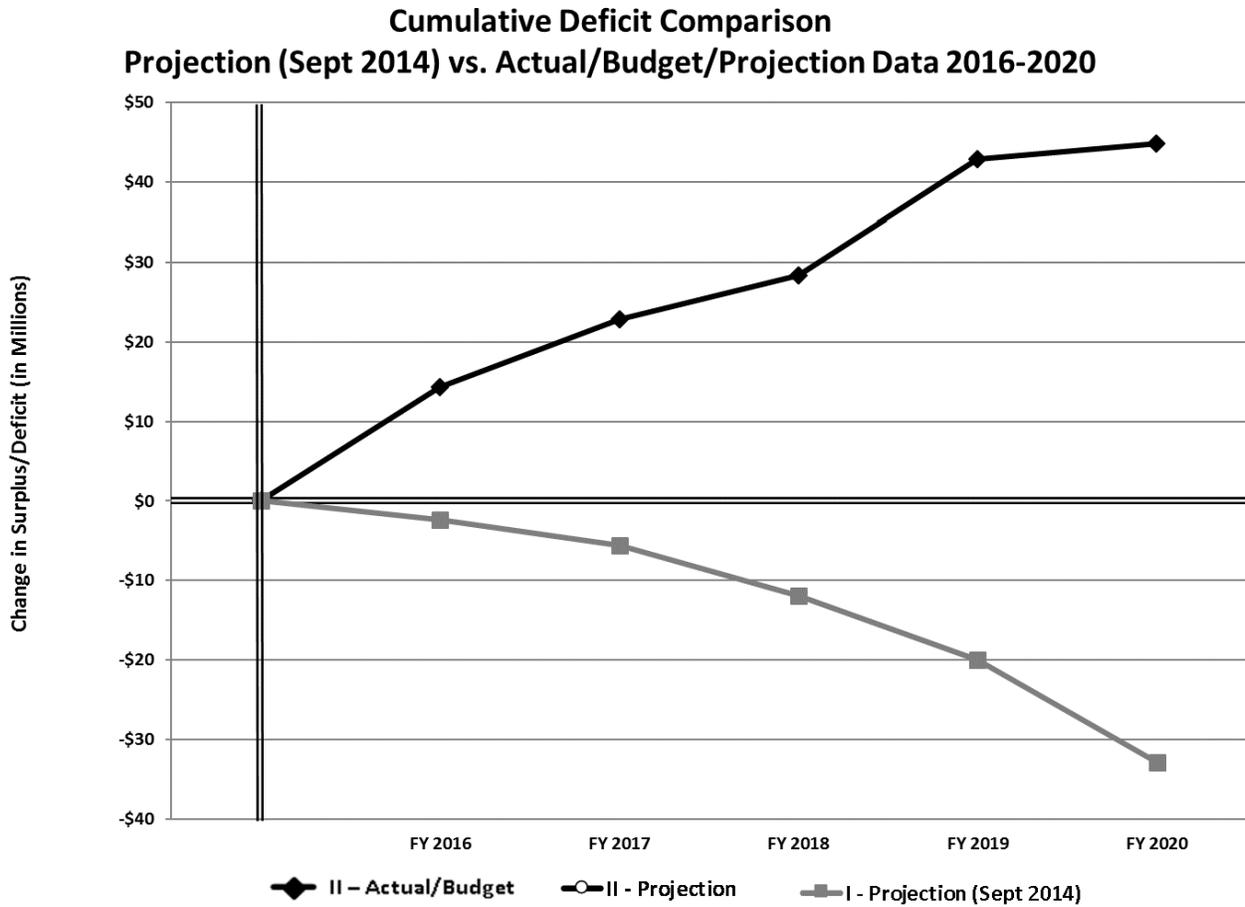


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Appendix F

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 time period.



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

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

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



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APPENDIX G
FIVE- AND TEN-YEAR FINANCIAL PROJECTION



APPENDIX G - FIVE- AND TEN-YEAR FINANCIAL PROJECTION

During the period of this proposed FY 22/23 Budget, the Board of Directors may undertake a strategic planning process under acknowledgment of the contingent nature imposed on it by the uncertainties of COVID-19.



Agenda Item No. (7)

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

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

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

Recommendation

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

Summary

I. *Background*

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

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



II. Fiscal Strength of the District

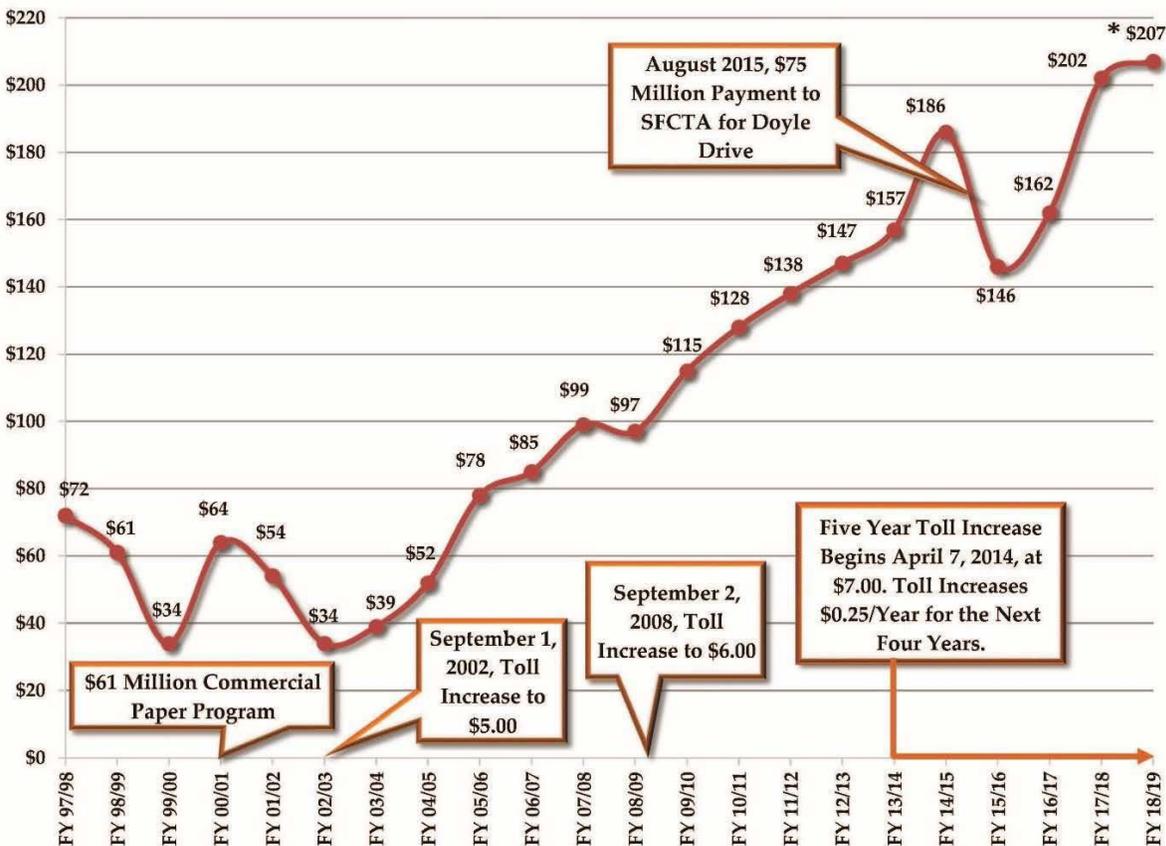
Summary

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

Reserve Level

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

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



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

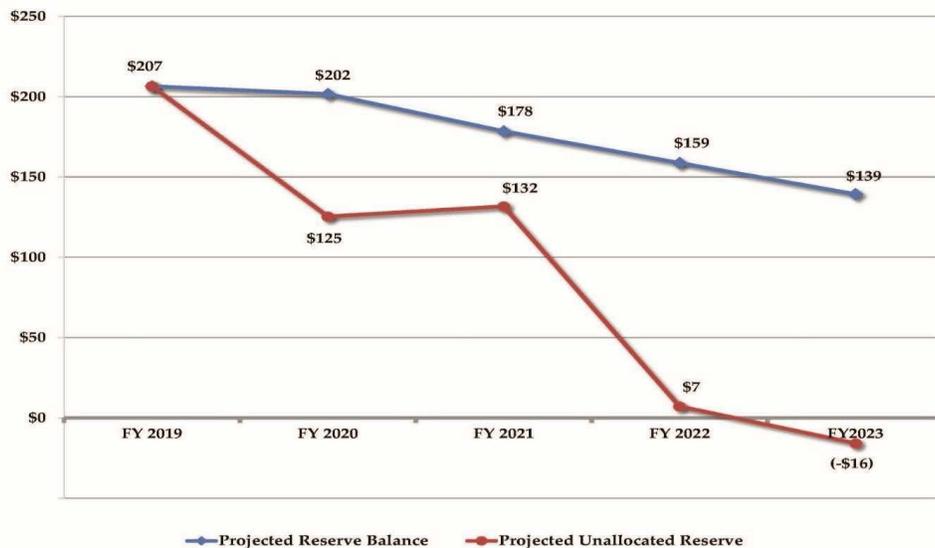


Use of Capital Reserves to Fund Capital Projects

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

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

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



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



How Reserves Are Funded

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

III. Projection Findings

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

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

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

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

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



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

Capital Contribution

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

\$210 million or \$21 million annually for the ten-year period (See Appendix C and Appendix D for more detail).

Comparison to Last Year's Projection

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

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

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

IV. Assumptions

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



Capital Project Revenue and Expense Assumptions

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

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

Alternative Capital Revenue Assumption Scenarios

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

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



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

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

V. Next Steps

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

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

Fiscal Impact

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

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



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

All Figures Rounded to (\$000)

90% Grant Funded.

	Year 1 FY 2021 Estimate	Year 2 FY 2022 Estimate	Year 3 FY 2023 Estimate	Year 4 FY 2024 Estimate	Year 5 FY 2025 Estimate	Year 6 FY 2026 Estimate	Year 7 FY 2027 Estimate	Year 8 FY 2028 Estimate	Year 9 FY 2029 Estimate	Year 10 FY 2030 Estimate	Total 5 Year Estimate	Total 10 Year Estimate
Agency Expense:												
Salaries (Gross of Capitalization & ICAP)	\$ 86,800	\$ 88,900	\$ 91,000	\$ 93,100	\$ 95,200	\$ 97,300	\$ 99,500	\$ 101,700	\$ 104,100	\$ 106,400	\$ 455,000	\$ 964,000
Fringe Benefits (incl PR Taxes)	72,600	75,800	79,000	82,000	85,200	86,200	89,000	92,000	95,200	98,400	394,600	855,400
Professional Services	25,400	26,000	26,700	27,300	27,900	28,500	29,200	29,800	30,500	31,200	133,300	282,500
Fuel & Related Taxes	11,700	11,900	12,100	12,300	12,500	13,000	13,400	13,700	14,000	14,300	61,100	129,600
Repair & Operating Supplies	10,200	10,400	10,700	10,900	11,200	11,400	11,700	11,900	12,200	12,500	53,400	113,100
Insurance, Taxes & Permits	6,700	6,800	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	2,400	2,500	10,600	22,600
Staff Development	1,400	1,400	1,500	1,500	1,500	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	3,300	7,000
Debt Service-Interest Expense	2,200	2,500	2,800	3,100	3,100	3,100	3,100	3,100	3,100	3,000	13,700	29,100
Depreciation	11,100	12,300	16,200	20,700	22,700	23,400	24,300	25,600	26,300	27,100	83,000	209,700
Total Expenses	\$ 230,700	\$ 238,800	\$ 249,900	\$ 261,200	\$ 269,900	\$ 275,100	\$ 282,500	\$ 290,500	\$ 288,400	\$ 306,100	\$ 1,250,500	\$ 2,703,100
Known Changes:												
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)	(29,100)
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 adjustments	(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 Payments	(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)	(9,900)	(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)
Total Known Changes	\$ 214,400	\$ 224,400	\$ 237,500	\$ 248,600	\$ 257,000	\$ 261,500	\$ 268,700	\$ 274,600	\$ 282,200	\$ 292,700	\$ 1,181,900	\$ 2,561,600
Sub-Total Expense	\$ 21,000	\$ 105,000	\$ 210,000									
Capital Contribution	\$ -	\$ -	\$ -									
Total Expense	\$ 235,400	\$ 245,400	\$ 258,900	\$ 269,600	\$ 278,000	\$ 282,500	\$ 289,700	\$ 295,600	\$ 303,200	\$ 313,700	\$ 1,286,900	\$ 2,771,600
Total Operating Revenue	\$ 241,000	\$ 248,500	\$ 255,800	\$ 263,800	\$ 264,400	\$ 264,800	\$ 264,400	\$ 264,700	\$ 265,000	\$ 265,900	\$ 1,273,500	\$ 2,598,300
Total Net Surplus/(Deficit)	\$ 5,600	\$ 3,100	\$ (2,700)	\$ (5,800)	\$ (13,600)	\$ (17,700)	\$ (25,300)	\$ (30,900)	\$ (38,200)	\$ (47,800)	\$ (13,400)	\$ (173,300)
Bridge Expense	\$ 85,400	\$ 88,700	\$ 93,800	\$ 97,700	\$ 100,500	\$ 101,300	\$ 103,400	\$ 106,000	\$ 108,100	\$ 114,000	\$ 466,100	\$ 998,900
Transit Expense	\$ 150,000	\$ 156,700	\$ 164,700	\$ 171,900	\$ 177,500	\$ 181,200	\$ 186,300	\$ 189,600	\$ 195,100	\$ 199,700	\$ 820,900	\$ 1,772,700



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

Revenue Detail

All Figures Rounded to (\$000)

Revenue Categories	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total	Total
	FY 2021 Estimate	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	FY 2025 Estimate	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	5 Year Estimate	10 Year Estimate
Bridge Tolls	\$ 158,900	\$ 165,500	\$ 172,100	\$ 178,700	\$ 178,700	\$ 178,700	\$ 178,700	\$ 178,700	\$ 178,700	\$ 178,700	\$ 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	7,300	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
RIM2 Local funding	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	14,000	28,000
Local Funds (MCTD Contract)	10,900	10,900	10,900	10,900	10,900	10,900	10,900	10,900	10,900	10,900	54,500	109,000
Federal/State/Local Funds	25,400	25,400	25,400	25,400	25,400	25,400	25,400	25,400	25,400	25,400	127,000	254,000
Sub-Total Revenue	\$ 242,700	\$ 250,200	\$ 257,600	\$ 264,800	\$ 265,400	\$ 265,800	\$ 265,400	\$ 264,900	\$ 265,200	\$ 266,100	\$ 1,280,700	\$ 2,608,100
Known Changes:												
Decline in SB Traffic	\$ (1,500)	\$ (1,500)	\$ (1,600)	\$ (800)	\$ (800)	\$ (800)	\$ (800)	\$ -	\$ -	\$ -	\$ (6,200)	\$ (7,800)
Means Based Fare Adjustment	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (200)	\$ (1,000)	\$ (2,000)
Total Known Changes	\$ (1,700)	\$ (1,700)	\$ (1,800)	\$ (1,000)	\$ (1,000)	\$ (1,000)	\$ (1,000)	\$ (200)	\$ (200)	\$ (200)	\$ (7,200)	\$ (9,800)
Total Revenue	\$ 241,000	\$ 248,500	\$ 255,800	\$ 263,800	\$ 264,400	\$ 264,800	\$ 264,400	\$ 264,700	\$ 265,000	\$ 265,900	\$ 1,273,500	\$ 2,598,300
Bridge Revenue	\$ 163,000	\$ 170,000	\$ 177,200	\$ 185,200	\$ 185,800	\$ 186,100	\$ 185,700	\$ 186,000	\$ 186,200	\$ 187,100	\$ 881,200	\$ 1,812,300
Transit Revenue	\$ 78,000	\$ 78,500	\$ 78,600	\$ 78,600	\$ 78,600	\$ 78,700	\$ 78,700	\$ 78,700	\$ 78,800	\$ 78,800	\$ 392,300	\$ 786,000



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

CATEGORY ASSUMPTIONS

Operating Revenue

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

Bridge Tolls

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

Bus Transit

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

Ferry Transit

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

Local Funds

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

State Funding

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

Federal Funding

No Federal operating funding is assumed for this projection.

Investment Income

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



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

CATEGORY ASSUMPTIONS

Other Revenue

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

Known Changes

Bridge toll revenue

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

Means-Based Fare

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

Operating Expense

CPI Rates

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

The projected CPI rate from MTC for FY29/30 is 2.2%.

Salaries

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

Pension

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

Medical Insurance

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

Workers’ Compensation

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

Debt Service Payment

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



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

CATEGORY ASSUMPTIONSDepreciation

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 ChangesSalary/Fringe Benefits

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

Capitalized Labor and Benefits

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

ICAP (Indirect Cost Allocation Plan)

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

Medical and Workers Compensation Benefits

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

ACA

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

Commercial Paper Principal

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

Commercial Paper Savings

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

Depreciation Adjustment

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



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GGBHTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030

Agency - Project Name (LOVP ID)	10 Year Total (\$000)	10 Year Grants (\$000)	10 Year District (\$000)	TOTAL PROJECT	FY19 & Prior Years	FY20 Budget	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
AGENCY SUMMARY																		
BRIDGE DIVISION																		
GRANT FUNDED	681,548	681,548		762,533	39,493	41,492	63,288	31,440	71,201	116,988	116,927	116,057	128,107	21,109	10,311	6,122	762,533	
DISTRICT FUNDED	307,881			356,518	26,458	22,578	38,220	22,905	23,617	35,145	34,769	36,587	52,611	29,179	22,343	12,405	356,518	
TOTAL	989,429	681,548	307,881	1,119,051	65,951	64,071	101,608	54,345	94,818	152,133	151,696	152,644	180,718	50,289	32,654	18,526	1,119,051	
BUS DIVISION																		
GRANT FUNDED	189,987	189,987		257,788	44,029	22,172	3,783	3,730	13,213	27,525	11,792	58,256	11,846	12,410	44,680	2,795	257,788	
DISTRICT FUNDED	51,092			59,016	4,621	3,603	1,294	1,260	3,737	5,943	5,798	16,744	3,188	3,340	8,670	1,130	59,016	
TOTAL	241,079	189,987	51,092	317,804	48,651	25,674	5,077	4,991	16,950	33,467	17,590	75,000	15,034	15,750	53,350	3,875	317,804	
FERRY DIVISION																		
GRANT FUNDED	284,449	284,449		452,303	22,990	9,548	33,244	44,678	24,058	4,520	7,418	26,157	59,177	45,288	24,404	15,504	452,303	
DISTRICT FUNDED	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	3,953	134,167	
TOTAL	364,328	284,449	79,879	586,471	37,755	15,242	44,638	54,528	31,810	7,715	10,940	33,271	74,706	56,685	30,580	19,457	586,471	
DISTRICT DIVISION																		
GRANT FUNDED	2,936	2,936		4,165	406	822	452	80	100	400	960	44	800	100	-	-	4,165	
DISTRICT FUNDED	36,226			50,864	4,598	3,830	4,835	8,784	4,385	3,122	1,135	3,411	3,130	3,920	2,100	1,400	50,864	
TOTAL	39,162	2,936	36,226	55,029	5,005	4,652	5,287	8,864	4,485	3,522	2,095	3,455	3,930	4,020	2,100	1,400	55,029	
AGENCY TOTAL																		
GRANT FUNDED	1,158,921	1,158,921		1,476,789	106,918	74,034	100,768	79,928	108,572	149,430	137,097	200,514	199,924	78,907	79,395	24,384	1,476,789	
DISTRICT FUNDED	475,078			601,565	50,443	35,606	55,243	42,800	39,490	47,404	45,224	63,856	74,458	47,836	39,289	18,876	601,565	
TOTAL	1,633,999	1,158,921	475,078	2,078,355	157,361	109,640	156,011	122,728	148,063	196,834	182,321	264,370	274,382	126,744	118,684	43,260	2,078,355	



GG8HTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030

LINE ITEM	PROJECT NAME (DTP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year Districts (\$000)	TOTAL PROJECT (\$000)	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		
BRIDGE DIVISION																		
GGB SEISMIC RETROFIT																		
	Seismic Design																	
1523	Seismic Phase III B CM/EC (BR-0094)	7,862	7,862		9,862	2,000	7,862											9,862
1526	GGB Wind Retrofit (BR-0037)	2,231	3,231		11,866	5,000	2,231											11,866
0000	Seismic Phase III B Construction (BR-0033)	671,000	500,220	111,780	671,000		20,000	80,000	130,000	130,000	131,000							671,000
0000	Seismic Phase III B Construction (Financing) (BR-0059)	35,000	20,000	7,000	35,000		3,000	2,000	2,000	6,000	7,130							35,000
BRIDGE IMPROVEMENTS/REHABILITATION																		
	Safety/Security Enhancements																	
0805	South Approach & Pier Security Improvements (BR-0020)	3,730	2,991	740	5,000	1,162	1,000	1,730										5,000
1118	Suicide Deterrent - Design (BR-0038)	27		27	5,543	5,466	27											5,543
1524	North Anchorage House Security (BR-0016)	770		770	1,000	152	300	470										1,000
1526	Suicide Deterrent - Construction (BR-0019)	92,898	63,937	28,962	192,335	49,437	76,000	16,898										192,335
0000	Fixed CMS North Approach (R15120) (BR-0035)	1,560		1,560		60	500	1,000										1,560
	Bridge Access Systems																	
1922	Technical Svcs for Bridge Access Systems (BR-0062)	400		400	400		50	50	50	50	50							400
9826	Main Cable Access (BR-0093)	9,614		9,614	13,180	2,066	4,000	1,614										13,180
0000	South Approach & Arch Access Systems (R15121) (BR-0002)	19,992		19,992	20,000	8			500	5,000	12,000	2,492						20,000
0000	North End Access Systems (R15121) (BR-0030)	20,000		20,000	20,000					500	5,000	12,000	2,500					20,000
	Improvements/Rehab																	
0000	Electrical Service to North Approach (BR-0007)	3,966		3,966	3,966					100	1,296	1,666	866					3,966
0000	Highway Lighting (BR-0008)	100		100	100						100							100
	Rain/Erosion Rehab																	
1822	North Tower Pier Shore Protection Des/Env (BR-0081)	390		390	500	100	390											500
0000	North Tower Pier Rehab (BR-0009)	30,000	24,000	6,000	30,000													30,000
0000	Fort Point Arch Paint Rehab (BR-0010)	7,500	6,000	1,500	7,500						500	10,000	15,000	4,500				30,000
0000	North Tower Pier Shore Protection Construction (BR-0052)	1,000		1,000	1,000						1,000	4,500	2,000					1,000
	Roadway Rehab																	
1722	Toll Plaza Pavement Overlay (BR-0057)	2,902		2,902	3,500	500	1,000	900										3,500
1424	Deck Paving Investigation (BR-0013)	150		150			75											150
0000	Bridge Pavement Repair (BR-0011)	30,000	15,000	15,000	30,000						500	15,000	14,500					30,000
	Structure Rehab																	
0000	Cable Band Rehab Construction (BR-0022)	8,200	6,560	1,640	8,200													8,200
0000	Cable Band Rehab Design (BR-0021)	400	300	80	400							200	200	3,500	2,700			400
FACILITIES REHABILITATION																		
	Grounds and Roads																	
1920	Alexander Avenue Slope Strengthening Des/Env (BR-0060)	400		400	500	100	400											500
0000	Alexander Avenue Pavement Rehabilitation (R15121) (BR-0033)	2,987		2,987	3,000	13												3,000
0000	Alexander Avenue Slide Repair - Design/Env (BR-0054)	500		500	500													500
0000	Employee Parking Lots & Tunnel Rehab (BR-0032)	2,300		2,300	2,300													2,300
0000	Merchant Road Rehabilitation (BR-0031)	1,800		1,800	1,800													1,800
0000	Alexander Avenue Slide Repair - Construction (BR-0055)	850		850	850													850



GGBHTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030

KEY - Project Name (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	
BRIDGE DIVISION																	
<i>Maintenance Facilities</i>																	
0000 - Fuel Station Upgrade and Rehabilitation (BR-0037)	820	410	410	820													820
0000 - Maintenance Facility Relocation (BR-0038)	9,150	9,150		9,150													9,150
0000 - Wash Rack Replacement (BR-0036)	755	378	378	755													755
<i>Toll Plaza Buildings</i>																	
2020 - Bridge Admin Office Improvements (BR-0063)				122		122											122
1820 - Toll Plaza Gantry - Construction (BR-0058)	5,398		5,398	7,264	1,116	750											7,264
1821 - IS Data Center Seismic Retrofit (BR-0042)	1,293		1,293	1,500	57	150											1,500
1921 - Stores Bldg Office Space HVAC Replacement (BR-0061)	15		15	35		20											35
0000 - Permanent Toll Collection Gantry & Pavement Rehab (BR-0056)	30,000		30,000	30,000													30,000
0000 - Toll Plaza Administration Bldg Rehab (BR-0040)	3,000	2,400	600	3,000													3,000
0000 - Maintenance Shop Retrofit & Roof Rehab (BR-0041)	1,690		1,690	1,690													1,690
0000 - Round House Roof Rehab (BR-0044)	590		590	590													590
0000 - Purchasing & Stores Bldg & Roof Rehab (BR-0045)	860		860	860													860
0000 - South Visitor Plaza Restrooms Improvement - Construction (BR-0006)	3,000	3,000		3,000													3,000
INFORMATION SYSTEMS/TECHNOLOGY																	
1422 - FASTRAK Equipment Upgrade (BR-0047)				1,000	619	381											1,000
1525 - Toll System Upgrade (BR-0048)	4,224		4,224	5,942	1,218	500											5,942
CAPITAL EQUIPMENT																	
<i>Tools and Equipment</i>																	
X229 - Capital Equipment (BR-0001)	20,000		20,000	27,723		2,723											27,723
TOTAL	989,429	681,548	307,881	1,119,451	65,951	64,071											1,119,451



GGBHTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030

LINE# - Project Name (10/1P 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	
BUS DIVISION																	
D-3: Santa Rosa																	
0000 - D-3 Bus Security Improvements (BUS-0046)	1,500	1,200	300	1,500	-	-	-	-	-	300	1,200	-	-	-	-	-	1,500
0000 - D-3 Dispatch & Fuel Island Bldg Roof and Restroom Rehab (BUS-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
D-4: San Francisco																	
1033 - SF Curb Cut Bus Stop Improvements (BUS-0057)	20	-	20	20	-	30	20	-	-	-	-	-	-	-	-	-	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
R-7: San Rafael Transit Center																	
0000 - SRTC Relocation PS&E/CDN (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
System wide																	
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
INFORMATION SYSTEMS/TECHNOLOGY																	
1715 - Aveda Microwave Updates - Santa Rosa Link (BUS-0051)	-	-	-	250	-	-	-	-	-	-	-	-	-	-	-	-	250
0000 - Collision Avoidance System (BUS-0058)	1,050	840	210	1,050	483	207	100	500	450	-	-	-	-	-	-	-	1,050
CAPITAL EQUIPMENT																	
XX39 - Capital Equipment (BUS-0001)	3,500	-	3,500	3,600	-	100	350	350	350	350	350	350	350	350	350	350	3,600
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	317,404
*ZEB project cost assumes that 1.5 ZEB coaches will be needed to replace each conventional coach.																	



GGBHTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030

JULY - 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)										Future Years	Line Item Total
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
FERRY DIVISION																		
REVENUE VEHICLES																		
M/S San Francisco	5,725	4,580	1,145	7,475														
0000 - M/S San Francisco Responder & Capital Improvement (FER-0042)																		
0000 - M/S San Francisco: End of Useful Life Replacement (FER-0043)																		
M/S Marin	1,340	1,072	268	1,940														
0000 - M/S Marin: End of Useful Life Replacement (FER-0041)																		
0000 - M/S Marin: Responder & Capital Improvements (FER-0040)	1,405	2,754	688	3,447														
1741 - M/S Marin Responder & Dry Dock (FER-0015)					11,638	1,066												
M/S Sonoma	18,528	17,384	1,144	28,197	4,669	5,000	13,528											
1740 - M/S Sonoma Refurbishment and Responder (FER-0016)																		
0000 - M/S Sonoma: End of Useful Life Replacement (FER-0045)																		
0000 - M/S Sonoma Responder & Capital Improvements (FER-0044)	4,205	3,354	843	5,299														
M/V Mendocino	6,236	4,984	1,252	6,236														
0000 - M/V Mendocino: End of Useful Life Replacement (FER-0053)																		
0000 - M/V Mendocino Responder & Capital Improvements (FER-0050)																		
M/V Del Norte	665	530	135	665														
0000 - M/V Del Norte QLT (FER-0065)																		
0000 - M/V Del Norte Responder & Capital Improvements (FER-0046)	8,130	6,504	1,626	16,260														
0000 - M/V Del Norte: End of Useful Life Replacement (FER-0047)	25,000	20,000	5,000	25,000														
M/V Napa	1,000	800	200	1,000														
0000 - M/V Napa Capital Improvements & QLT (FER-0066)																		
0000 - M/V Napa Responder & Capital Improvements (FER-0052)	8,630	6,904	1,726	8,630														
0000 - M/V Napa: End of Useful Life Replacement (FER-0053)																		
0000 - M/V Napa Ramp & Gangways Vessel Modifications (P1641) (FER-0072)	1,186	944	242	1,186														
M/V Golden Gate	7,586	6,064	1,522	15,160														
0000 - M/V Golden Gate Responder & Capital Improvements (FER-0048)																		
0000 - M/V Golden Gate: End of Useful Life Replacement (FER-0049)																		
0000 - M/V Golden Gate: Structural Modifications (P1440) (FER-0020)	100	80	20	100														
M/Vale Vessel	5,371	4,297	1,074	16,607	9,736	1,500	1,372											
1941 - M/V Vale: M/V Napa and M/V Golden Gate Main Engine Overhaul (FER-0068)																		
2040 - Capital Improvements for Ferry Fleet (FER-0083)	6,385	5,108	1,277	8,385														
Systemwide	10,506	9,135	2,371	11,000														
1940 - Purchase New Vessel - Phase 1 (FER-0067)																		
0000 - Purchase New Vessel - Phase 2 (FER-0060)	19,000	16,500	2,500	10,000														
2043 - Water Jet Replacement (FER-0087)	895	718	177	995														
1945 - Renewable Diesel Pilot Program (FER-0064)	335		335	560														
FACILITIES REHABILITATION																		
Systemwide	2,205	1,905	310	11,863	9,143	500												
0503 - Gateways & Piers - Design (FER-0007)																		
0000 - Security Systems (FER-0050)	500	400	100	500														
0000 - Warehouse Security and Storage Project (FER-0079)	1,600	1,500	1,000	3,600														
0000 - Ferry Berthing Area, San Quentin State Prison (FER-0084)	1,100	950	150	1,100														
0000 - New Ferry Slip, Mission Bay (FER-0086)	7,975	6,340	1,585	7,975														



GGBHTD 10-YEAR CAPITAL PLAN
FY 2021 - FY 2030

JAREP - Project Name (JARR ID)	10-Year Total (\$500)	10-Year Grants (\$500)	10-Year District (\$500)	TOTAL PROJECT	FY19 & Prior Years	FY20 Budget	10-Year Projected Capital Need (\$000)										Future Years	Line Item Total
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
DISTRICT DIVISION																		
FACILITIES REHABILITATION																		
0000 - A&D Admin Building Renovation/Rehab (DIST-0002)	1,500		1,500	1,500													1,500	
0000 - Office Facility Renovation/Consolidation (DIST-0003)	750		750	6,960													750	
0000 - Security Systems (DIST-0046)	700	500	150	700													6,960	
INFORMATION SYSTEMS/TECHNOLOGY																		
1513 - Electronic Timekeeping System (DIST-0010)				1,505	1,107	398											1,505	
1518 - Website Redesign (DIST-0023)				532	385	29											532	
1711 - Radio System Upgrade (DIST-0005)				1	1	1											1	
1712 - Transit Scheduling System (DIST-0009)	545		545	2,666	1,423	700											2,666	
1713 - ADS ACIS Data Radio Replacement (DIST-0006)	36		36	700	624	56											700	
1810 - Financial/PHR/Payroll Management System (DIST-0021)	4,072		4,072	4,300	278	200											4,300	
1811 - Hardware and Software for ACIS/HRIT (DIST-0051)				1,000	473	527											1,000	
1813 - Transportation Statistics Reporting (DIST-0061)	500		500	500	250	250											500	
1815 - Customer Service Incident System (Maintenance) (DIST-0066)	45		45	45	45	45											45	
1816 - Document Management System (DIST-0057)	500		500	600	48	252											600	
2015 - Intrinet Redesign (DIST-0074)	300		300	150	100	100											300	
1911 - Cyber Security Improvements (DIST-0065)				458	376	229											458	
1912 - Manage Detection and Response Services (DIST-0066)	232		232	360	210	326											360	
1913 - Disaster Recovery Improvements (2019) (DIST-0067)	90		90	338	207	60											338	
1914 - Technology Improvements (2019) (DIST-0068)	75		75	369	207	359											369	
2013 - Electronic Timekeeping System Upgrade (DIST-0075)				75	155	80											75	
1916 - Sun Intranet R&D Admin Office Improvements (DIST-0070)				656	200	254											656	
0000 - Video Conferencing (DIST-0053)	288		288	289	288	288											288	
0000 - Transit Scheduling System (DIST-0028)	1,200	866	246	1,200													1,200	
0000 - Time Keeping System (DIST-0026)	1,050	844	211	1,050													1,050	
0000 - Telephone System Upgrade (DIST-0019)	2,550		2,550	2,550													2,550	
0000 - Technology Improvements (DIST-0052)	1,250		1,250	1,350		250											1,350	
0000 - Replace Server Equipment (DIST-0024)	600		600	600		200											600	
0000 - Replace Network Equipment (DIST-0023)	1,482		1,482	1,480		740											1,480	
0000 - Redundant Network / Systems (DIST-0027)	650		650	650		350											650	
0000 - Radio System Upgrade (DIST-0016)	2,000		2,000	2,000		500											2,000	
0000 - Radio Subscriber Upgrade (DIST-0060)	4,000		4,000	4,000		1,000											4,000	
2012 - Cloud Migration Initiative (DIST-0076)	230		230	230		230											230	
0000 - Network Security (DIST-0035)	168		168	319		150											319	
0000 - ITR replacement (DIST-0038)	200		200	200		200											200	
0000 - Internet of Things for all Divisions (DIST-0050)	750		750	750		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											660	
0000 - Farebox System Upgrade (DIST-0037)	245		245	245		86											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 System (DIST-0020)	350		350	350		125											350	
0000 - Excess Voice Recorder Refurb (DIST-0044)	40		40	40		40											40	
0000 - Document Management System (DIST-0025)	540		540	540		160											540	
0000 - District Ward Site Design w/Mobile App (DIST-0039)	225		225	225		225											225	
0000 - Disaster Recovery (DIST-0009)	1,000		1,000	1,000		250											1,000	
2014 - IS Strategic Planning (DIST-0073)	75		75	210		75											210	
0000 - Data Storage System (DIST-0027)	1,200		1,200	1,200		600											1,200	
0000 - Cyber Security (DIST-0033)	800		800	800		250											800	
0000 - Business Intelligence (DIST-0059)	1,250		1,250	1,250		300											1,250	
0000 - Bus WiFi (DIST-0033)	300		300	500		250											500	
0000 - Arise VPGate Refresh (DIST-0043)	20		20	20		20											20	
0000 - Asset and Vehicle Fleet Mgmt System (DIST-0054)	750		750	750		250											750	
1812 - Asset and Vehicle Fleet Mgmt System (DIST-0021)	465		465	370		300											370	
2011 - Email to Office 365 Migration (DIST-0077)	125		125	125		125											125	
2010 - Asset Management Strategic Program (DIST-0078)	785		785	985		200											985	
CAPITAL EQUIPMENT																		
0029 - Capital Equipment (DIST-0001)	1,500		1,500	1,950		250											1,950	
TOTAL	30,142	2,336	36,226	55,029	5,005	4,652	5,293	8,864	4,485	3,522	2,095	3,455	3,930	4,020	2,100	1,400	55,029	



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	\$53,856	\$74,458	\$47,835	\$39,289	\$18,816	\$475,077
	\$100,297	\$79,928	\$105,572	\$149,430	\$137,097	\$575,294	\$200,514	\$199,924	\$78,907	\$79,385	\$24,324	\$1,158,918
TOTAL	\$156,613	\$122,727	\$148,062	\$196,834	\$182,321	\$806,557	\$284,370	\$274,382	\$126,742	\$118,664	\$43,260	\$1,633,985
District Portion Of the Capital Requirement	\$55,850	\$42,800	\$39,490	\$47,400	\$45,220	\$230,760	\$53,860	\$74,460	\$47,840	\$39,290	\$18,880	\$475,090
Additional Capital Contribution Required to Fund Projected Capital Plan	45,040	31,010	24,060	27,740	23,770	\$ 151,620	42,440	52,510	26,760	18,040	(4,490)	\$ 266,880
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

	Year 1-5	Year 1-10
	Estimate	Estimate
Re-Stat'd: Fund District Capital through Reserves	\$ 151,600	\$ 267,000
District Funded Capital Projects not of Depreciation	\$45,000	\$18,000
Use Reserves to Fund District Projects*	8,000	8,000
Additional Capital Contribution Required to Fund Projected Capital Plan with Reserves	37,000	23,000
Average of the 10 Year Capital Contribution	21,000	21,000

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 and rounded to the nearest million.

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

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

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

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

See Numbered Notes on the following page.

APPENDIX G – NOTES

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



APPENDIX H
Statistical Data and Supplemental Information



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APPENDIX H - STATISTICAL DATA AND SUPPLEMENTAL INFORMATION

The following information was excerpted from “Highlights Facts and Figures of the Golden Gate Bridge, Highway and Transportation District.”

The Golden Gate Bridge stands at the entrance to the San Francisco Bay in California and is a symbol of American ingenuity and resolve, having been constructed during the era of the Great Depression. The Golden Gate Bridge is a beloved international icon and an engineering marvel. It is also a vital transportation link between northern San Francisco Bay Area counties and San Francisco. The Bridge serves over 40 million vehicles a year, along with millions of tourists from around the world. The Golden Gate Bridge offers free pedestrian walkways and bicycle paths from which visitors experience breath-taking views of the San Francisco skyline, Alcatraz Island and the Marin headlands. The best time to visit the Bridge is in the fall and winter months, as the summer months bring the famous San Francisco fog, which veils the Bridge most of the season.

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

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

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

Statistical Data

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

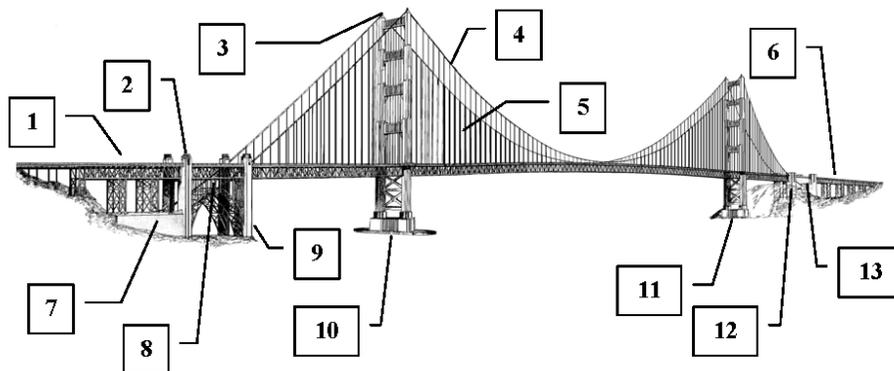


Appendix H

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

1. San Francisco (south) approach viaduct
2. San Francisco (south) anchorage housing and pylons
3. Fort Point arch
4. Main suspension bridge
5. Marin (north) approach viaduct
6. Marin (north) anchorage housing and pylons

Engineers, painters, ironworkers, and other staff members work daily on critical rehabilitation and improvement projects that have been undertaken to preserve, protect and extend the life of the Golden Gate Bridge. A lower lateral bracing system was added to the span to increase the torsional stability of the stiffening truss of the roadway. A railing was added between the Bridge roadway and sidewalks. Approach structures were retrofitted to increase earthquake resistance and Phases I & II of the Seismic Retrofit Design and Construction Project were completed. Phase I retrofitted the Marin approach and Phase II retrofitted the San Francisco approach structures and Fort Point arch. In April 2008, Phase IIIA began and will retrofit the north anchorage housing and pylons. Phase IIIB of the Seismic Retrofit project began in 2011 and includes the retrofit of the 4,200-foot-long main suspension span, the two 746-foot-tall main towers and the San Francisco tower pier.



1. South Viaduct
2. Pylon S2
3. Saddle
4. Main Cables
5. Suspender Ropes
6. North Viaduct
7. South Anchorage Housing
8. Fort Point Arch
9. Pylon S1
10. South Tower, 746 feet tall
11. North Tower, 746 feet tall
12. Pylon N1
13. North Anchorage Housing

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

The length of Bridge deck between the two towers is referred to as the Main Span. The Bridge Main Span measures



4,200 feet across.

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

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

Traffic by Fiscal Year Since Bridge Opening on May 28, 1937

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



Appendix H

Fiscal Year July 1 - June 30	Avg. Vehicles Per Day	Total Vehicles	% of Increase	Total Revenue
1970-71	91,773	33,497,080	2.36%	\$7,978,283
1971-72	94,086	34,435,542	2.80%	\$8,384,443
1972-73	94,852	34,620,920	0.54%	\$8,537,373
1973-74	89,931	32,824,780	-5.19%	\$9,458,892
1974-75	91,325	33,333,798	1.55%	\$12,455,458
1975-76	95,278	34,871,856	4.61%	\$12,938,278
1976-77	96,927	35,378,544	1.45%	\$12,947,397
1977-78	98,716	36,031,236	1.84%	\$15,890,977
1978-79	99,380	36,273,760	0.67%	\$17,461,538
1979-80	97,080	35,531,296	-2.05%	\$17,044,037
1980-81	99,708	36,393,422	2.43%	\$18,824,231
1981-82	97,952	35,752,524	-1.76%	\$21,122,488
1982-83	101,343	36,990,346	3.46%	\$22,538,225
1983-84	105,532	38,519,280	4.13%	\$23,695,501
1984-85	108,578	39,630,790	2.89%	\$24,430,950
1985-86	110,930	40,489,422	2.17%	\$25,009,522
1986-87	115,672	42,220,298	4.27%	\$26,188,035
1987-88	119,089	43,467,470	2.95%	\$26,995,767
1988-89	118,881	43,391,562	-0.17%	\$30,460,808
1989-90	120,276	43,900,850	1.17%	\$37,974,294
1990-91	117,313	42,819,078	-2.46%	\$38,668,744
1991-92	113,548	41,445,182	-3.21%	\$52,764,409
1992-93	112,241	40,968,012	-1.15%	\$54,603,270
1993-94	112,263	40,975,844	0.02%	\$54,890,757
1994-95	111,547	40,714,520	-0.64%	\$55,036,868
1995-96	112,751	41,266,836	1.36%	\$57,259,004
1996-97	113,334	41,366,860	0.24%	\$57,475,737
1997-98	113,065	41,381,834	0.04%	\$57,602,148
1998-99	114,601	41,943,808	1.36%	\$58,452,829
1999-00	116,026	42,465,336	1.24%	\$59,368,792
2000-01	115,525	42,166,660	-0.70%	\$59,180,029
2001-02	111,493	40,694,792	-3.49%	\$59,518,943
2002-03	106,456	38,856,556	-4.52%	\$79,427,334
2003-04	106,234	38,881,684	0.06%	\$84,419,500
2004-05	106,292	38,796,706	-0.22%	\$84,213,058
2005-06	106,637	38,922,468	0.32%	\$84,746,887
2006-07	108,263	39,516,006	1.45%	\$84,970,839
2007-08	107,420	39,315,596	-0.51%	\$85,416,488
2008-09	104,473	38,132,812	-3.00%	\$97,121,446
2009-10	106,784	38,976,078	2.21%	\$100,568,913
2010-11	110,113	40,191,124	3.12%	\$100,779,715
2011-12	101,253	37,058,745	-7.79%	\$102,638,203
2012-13	101,979	37,222,438	0.44%	\$102,294,057
2013-14	109,667	40,028,374	7.54%	\$106,350,200

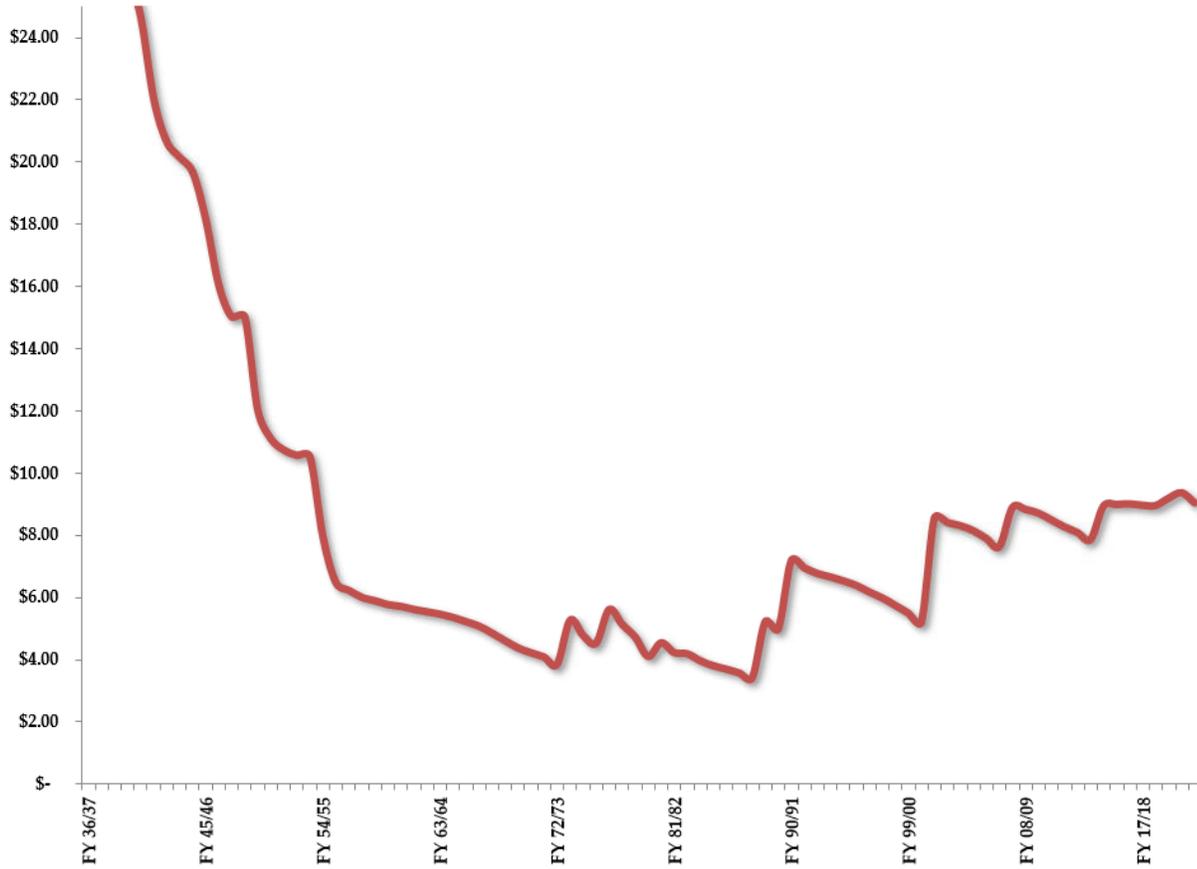


Fiscal Year July 1 - June 30	Avg. Vehicles Per Day	Total Vehicles	% of Increase	Total Revenue
2014-15	110,060	40,171,728	0.36%	\$129,187,098
2015-16	112,641	41,113,970	2.29%	\$137,418,500
2016-17	112,831	41,183,206	0.17%	\$143,028,555
2017-18	112,156	40,937,104	-0.60%	\$146,567,882
2018-19	109,598	40,003,340	-2.28%	\$146,471,101
2019-20	88,962	32,471,128	-18.83%	\$125,764,310
2020-21	73,517	26,833,762	-17.36%	\$108,351,941
2021-22	87,260	31,850,038	18.69%	\$132,211,683
Total Since Inception:		2,488,388,040		\$3,373,497,029



Historical Trends in Bridge Traffic and Tolls

Bridge Tolls Adjusted for Inflation



The above chart applies the Bay Area Region Consumer Price Index to the historical cost of a Golden Gate Bridge toll. All prices shown are in 2022 dollars.

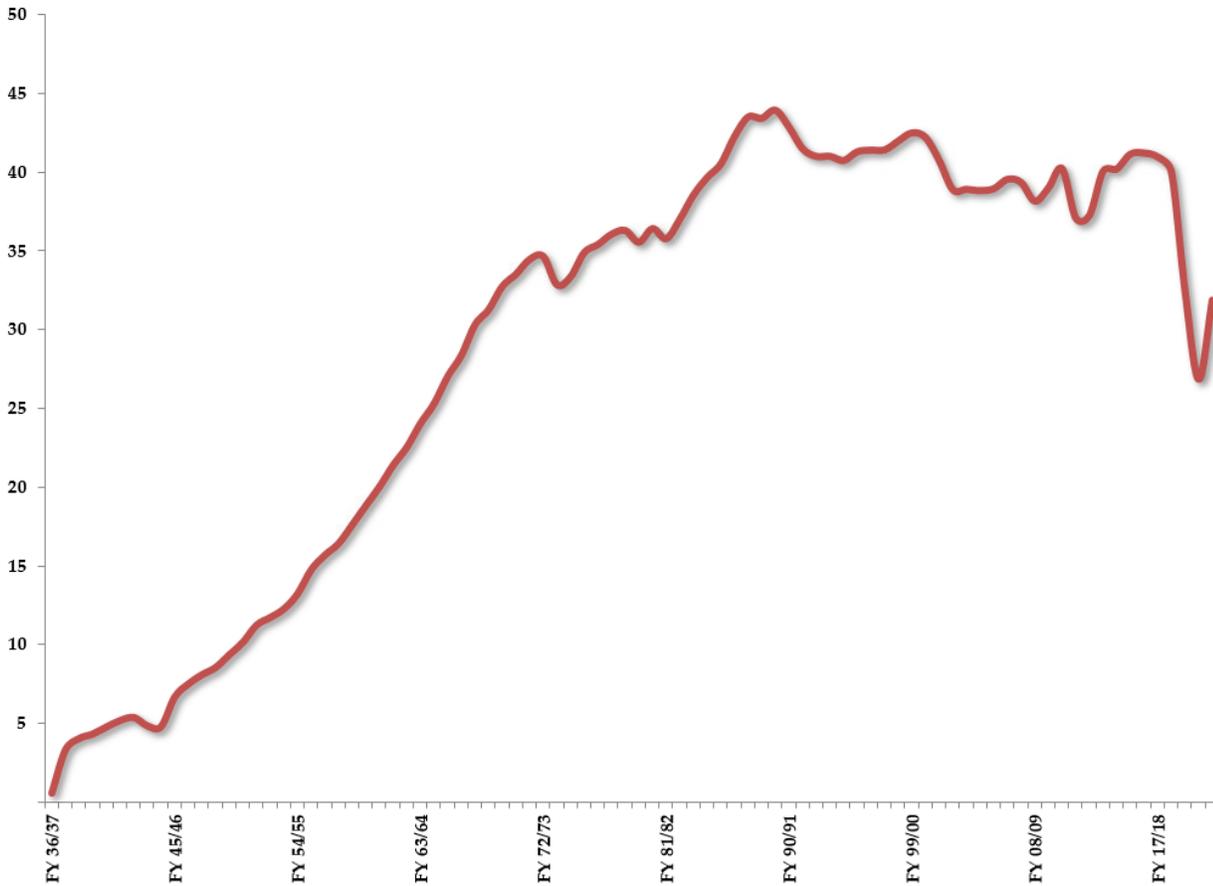
CPI data courtesy of the Bureau of Labor Statistics.



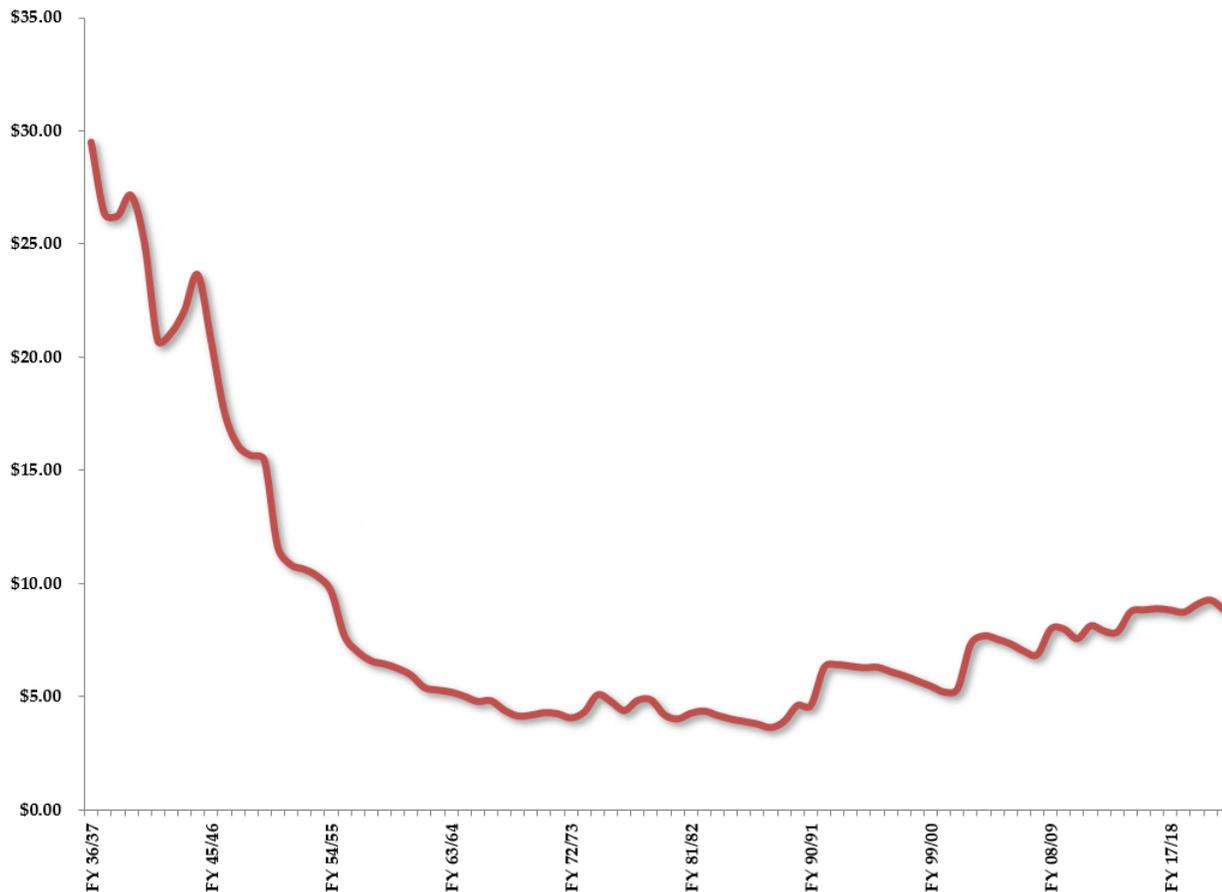
Total Annual Vehicle Crossings

(All Numbers In Millions)

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



Revenue Per Southbound Vehicle Adjusted for Inflation

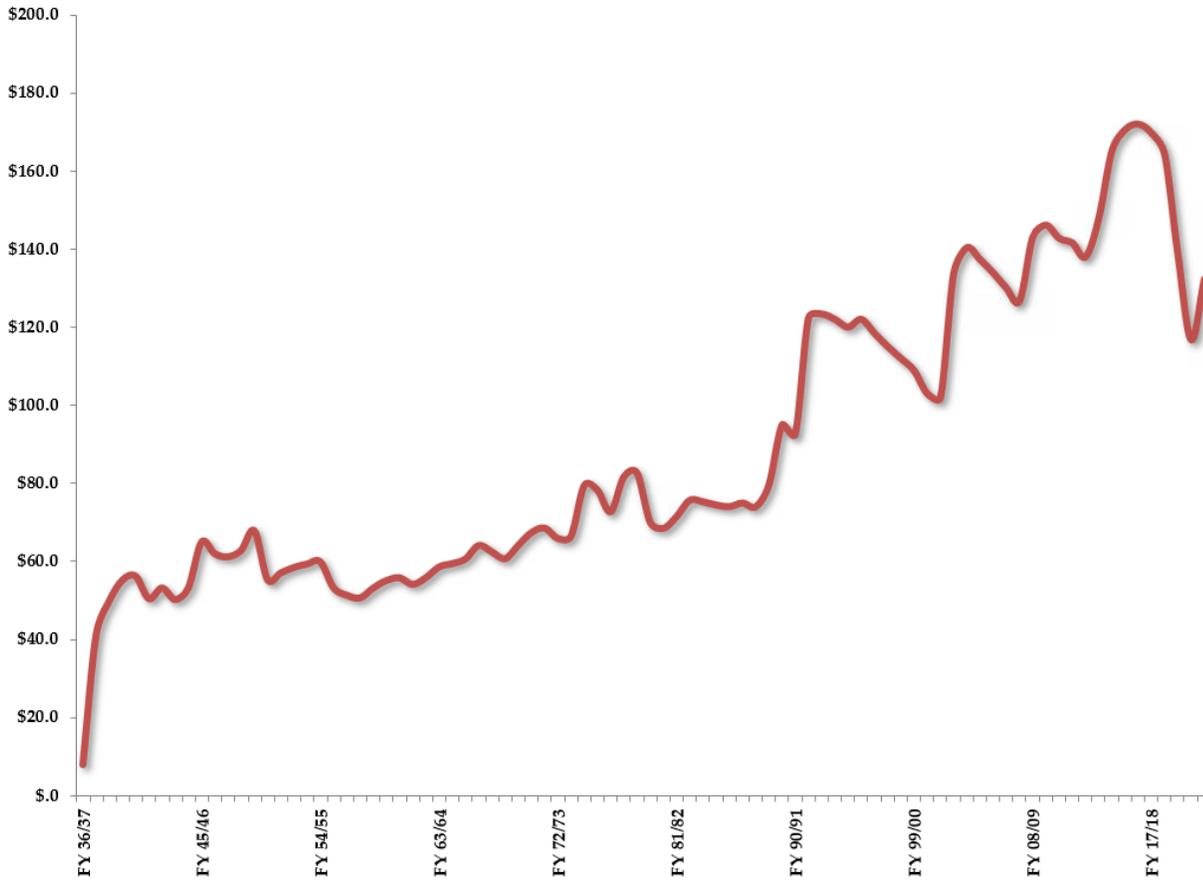


Southbound vehicles currently represent 47% of the total traffic on the Bridge. If we apply this percentage to the historical revenue per vehicle data, and then adjust the results for inflation using the Bay Area Region Consumer Price Index, the above chart is the result. All prices shown are in 2022 dollars.

CPI data courtesy of the Bureau of Labor Statistics.



**Annual Revenue Adjusted for Inflation
(All Numbers in Millions)**

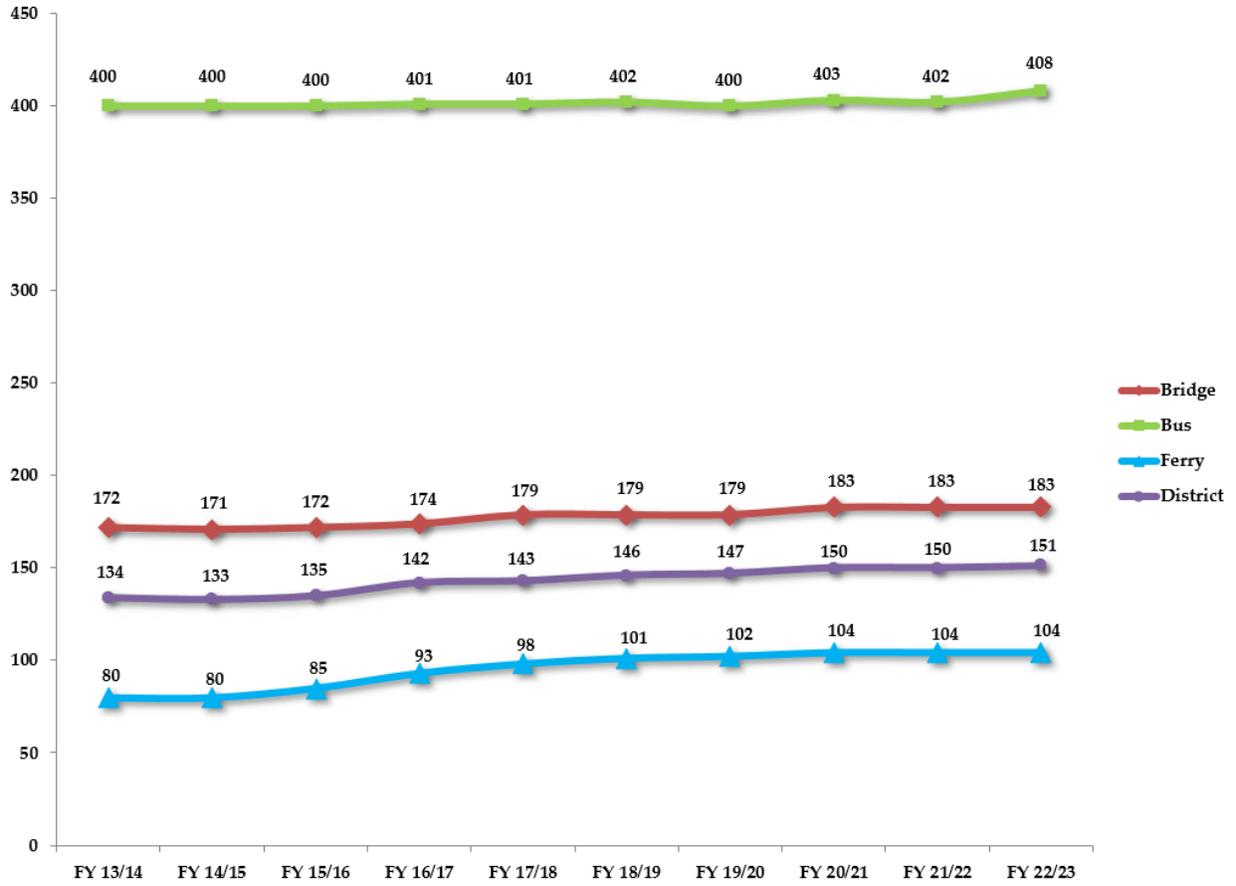


The above chart applies the Bay Area Region Consumer Price Index to the historical annual toll revenue for the Golden Gate Bridge. All prices shown are in 2022 dollars.

CPI data courtesy of the Bureau of Labor Statistics.



Table of Organization by Division



The above chart depicts all changes to the Table of Organization by Division over the last ten years.



Golden Gate Bridge Tolls History

Date	Adjustment to Tolls
May 28, 1937	\$0.50 per Auto, plus \$0.05 per occupant over 5 in same Auto. 30 Trip Commute Book for \$11.00 for Autos not exceeding 5 occupants.
December 23, 1937	\$0.30 per Auto, plus \$0.05 per occupant over 5.
January 3, 1938	\$0.50 per Auto, plus \$0.05 per occupant over 5 in same Auto.
May 4, 1938	40 Trip - 60 Day Commute Book for \$8.00, plus \$0.05 per passenger over 5. 20 Trip - 60 Day Commute Book for \$7.00, plus \$0.05 per passenger over 5.
April 15, 1941	Elimination of \$0.05 passenger charge on 40-Trip Commute Book.
September 30, 1942	Increase extra passenger toll from \$0.05 to \$0.10 on cash auto tolls and reduces number of occupants riding without charge from 5 to 3.
March 14, 1946	Reduces extra passenger charge in all vehicles from \$0.10 to \$0.05.
November 1, 1946	Eliminates charge for extra passenger in all cash vehicles.
January 1, 1948	20 Trip - 60 Day Commute book for \$7.00, good for driver and all passengers.
July 1, 1950	Auto toll reduced to \$0.40. Truck toll based on axles instead of weight. (\$0.50 per axle, not counting front axle.)
December 1, 1950	Eliminate extra passenger charge on \$8.00 - 40 trip commute book.
June 30, 1953	20 Trip commute book for \$6.00.
January 31, 1955	Reduce Auto toll from \$0.40 to \$0.30.
September 30, 1955	Reduce Auto toll from \$0.30 to \$0.25. Reduce 40 Trip commute book to \$7.00.
July 1, 1959	52 Trip Discount book for \$9.00 (\$0.173 per trip).
September 1, 1960	52 Trip Discount book for \$8.00 (\$0.154 per trip).
July 1, 1961	50 Trip Discount book for \$6.50 (\$0.130 per trip).
July 1, 1965	\$1.00 bus toll changed to \$0.25 cash / \$0.13 on charge account.
October 18, 1968	One-Way Toll established (\$0.50 southbound, free northbound).
November 1, 1969	25 Trip Discount book for \$6.50 (\$0.26 per trip).
December 1, 1969	26 Trip Discount book for \$10.00 (\$0.40 per trip).
January 1, 1970	Commute bus toll \$0.10, all buses \$2.00 per trip.
December 25, 1971	Discontinued Discount Books. Started Convenience Book sales at \$10.00 for 20 trips (\$0.50 per trip).
January 1, 1972	District (Golden Gate Transit) took over Greyhound commute runs.
March 1, 1974	Bridge Auto Toll increased to \$0.75 southbound. 20 Trip Convenience Book for \$15.00 (.75 per trip).
April 16, 1976	Car Pools (3 or more people in auto) free from 6 am to 10 am on weekdays.
October 10, 1977	Van Pools start.
November 1, 1977	Bridge Auto Toll increased to \$1.00 southbound. Auto and Trailer toll \$1.50. 20 Trip Convenience Book for \$20.00 (\$1.00 per trip) and 20 ticket Truck Convenience Book for \$30.00 (1.50 per ticket)
July 1, 1978	Started Handicap Discount Book at \$10.00 for 20 trips (\$0.50 per trip).
November 17, 1978	Additional Car Pool hours from 4 pm to 6 pm, weekdays, no toll for 3 or more people in auto.
September 14, 1979	Changed morning Car Pool hours, 6 am to 9 am. Added motorcycles.



Appendix H

Date	Adjustment to Tolls
March 1, 1981	Auto Toll increased to \$1.25.
July 20, 1981	Auto Toll decreased back to \$1.00.
August 21, 1981	Start \$2.00 toll Fridays and Saturdays (4 am Friday to 4 am Sunday). \$1.00 toll Sunday through Thursdays.
August 29, 1981	Change \$2.00 toll hours to 12:01 am Friday to 12 midnight Saturday.
December 1, 1981	Start Saturday Only Discount Book - \$25.00 for 20 trips (\$1.25 per trip).
April 1, 1982	Auto and Trailer toll raised to \$3.00 on Friday and Saturdays only.
July 1, 1982	All buses are free during Car Pool hours, \$2.00 all other times.
January 1, 1989	Auto Toll increased to \$2.00 every day. \$20.00 for 16 trip commute book (\$1.25 per trip). Auto and Trailer toll \$3.00 every day. Two axle Truck toll increased to \$2.00.
June 11, 1989	12 Trip Discount Book for \$20.00 (\$1.67 per trip).
July 1, 1991	Toll increased to \$3.00 for Autos and 2-axle Trucks. Other truck tolls increased to \$1.50 per axle. \$20.00 commute book with 8 tickets at \$2.22 each; \$40 book with 18 tickets at \$2.22 each. Disabled Toll increased to \$1.50 (1/2 of current Toll for 2 axle Autos) Discount Book for Disabled @ \$30.00 for 20 trips (\$1.50 per trip).
July 1, 1992	Discount on commute books lowered. \$20.00 book with 8 tickets at \$2.50 each; \$40.00 book with 16 tickets at \$2.50 each.
July 1, 1995	Discount on commute books lowered. \$20.00 book with 6 tickets at \$2.67 each; \$40.00 book with 15 tickets at \$2.67 each.
July 1, 2000	Introduction of FasTrak®, an electronic toll collection system. FasTrak® discounted toll \$2.67.
September 15, 2000	Last day of sale for auto discount commute books.
November 15, 2000	Last day of acceptance of auto discount tickets at the toll plaza.
July 1, 2001	Elimination of \$2.67 discounted toll for FasTrak®. Toll for all 2-axle vehicles is \$3.00.
September 1, 2002	Toll Increased to \$5.00 for Autos and 2-axle Trucks. Other truck tolls increased to \$2.50 per axle. FasTrak® tolls discounted @ \$4.00 for Autos and 2-axle Trucks ONLY.
September 2, 2008	Toll increased to \$6.00 for Autos and 2 axle-Trucks. Other truck (cash) tolls increased to \$3.00 per axle. FasTrak® tolls discounted @ \$5.00 for Autos and 2-axle Trucks ONLY. Other truck tolls remain @ \$2.50 per axle. Tolls for Persons with Disabilities (PWD) increased to \$3.00.
July 1, 2010	Car Pool and Clean Air Vehicles Toll commenced at \$3.00 for motorcycles, 2 ax vehicles with 3 or more persons, buses. FasTrak® required to receive discounted toll (07/01-07/16 cash was accepted during “grace period”.
July 1, 2011	The GGB toll rates for vehicles with more than 2-axes increased in accordance with the program adopted by the Board of Directors to increase multi-axle toll rates incrementally with the first increase on July 1, 2011, and a second increase on July 1, 2012.
July 1, 2012	The second increase on GGB toll rates for vehicles with more than 2-axes, as adopted by the Board of Directors, went into effect on July 1, 2012.



Date	Adjustment to Tolls
March 27, 2013	All Electronic Tolling commences. Cash is no longer accepted, no longer Bridge Officers in Toll Lanes.
April 7, 2014	Toll increased to \$7.00 for two-axle vehicles, \$6.00 with FasTrak® discount. Tolls for vehicles with 3+ axles increased to \$7.00 per axle, \$6.00 per axle with FasTrak® discount.
July 1, 2015	Toll increased to \$7.25 for two-axle vehicles, \$6.25 with FasTrak® discount. Tolls for vehicles with 3+ axles increased to \$7.25 per axle, \$6.25 per axle with FasTrak® discount.
July 1, 2016	Toll increased to \$7.50 for two-axle vehicles, \$6.50 with FasTrak® discount. Tolls for vehicles with 3+ axles increased to \$7.50 per axle, \$6.50 per axle with FasTrak® discount.
July 1, 2017	Toll increased to \$7.75 for two-axle vehicles, \$6.75 with FasTrak® discount. Tolls for vehicles with 3+ axles increased to \$7.75 per axle, \$6.75 per axle with FasTrak® discount.
July 1, 2018	Toll increased to \$8.00 for two-axle vehicles, \$7.00 with FasTrak® discount. Tolls for vehicles with 3+ axles increased to \$8.00 per axle, \$7.00 per axle with FasTrak® discount.
July 1, 2019	Toll Increased to \$8.35 for two axle vehicles, \$8.20 for License Plate Account & One-Time Payment, \$7.35 with FasTrak® discount. Tolls for vehicles with 3+ axles increased to \$8.35 per axle, \$8.20 per axle for License Plate Account & One-Time Payment, \$7.35 per axle with FasTrak® discount.
July 1, 2020	Toll Increased to \$8.70 for two axle vehicles, \$8.40 for License Plate Account & One-Time Payment, \$7.70 with FasTrak® discount. Tolls for vehicles with 3+ axles increased to \$8.70 per axle, \$8.40 per axle for License Plate Account & One-Time Payment, \$7.70 per axle with FasTrak® discount.
July 1, 2021	Toll Increased to \$9.05 for two axle vehicles, \$8.60 for License Plate Account & One-Time Payment, \$8.05 with FasTrak® discount. Tolls for vehicles with 3+ axles increased to \$9.05 per axle, \$8.60 per axle for License Plate Account & One-Time Payment, \$8.05 per axle with FasTrak® discount.
July 1, 2022	Toll Increased to \$9.40 for two axle vehicles, \$8.80 for License Plate Account & One-Time Payment, \$8.40 with FasTrak® discount. Tolls for vehicles with 3+ axles increased to \$9.40 per axle, \$8.80 per axle for License Plate Account & One-Time Payment, \$8.40 per axle with FasTrak® discount.



Demographic and Economic Information - 10 Years

Marin County ¹				
	Population	Personal Income (In Thousands)	Per Capita Personal Income	Average Unemployment Rate
2009	250,750	\$22,351,575	\$89,139	8.1%
2010	252,789	20,854,466	82,498	8.2%
2011	255,031	21,871,623	85,761	8.1%
2012	256,069	23,918,732	93,407	7.0%
2013	258,365	25,093,401	97,124	5.4%
2014	260,750	25,716,754	98,626	4.2%
2015	261,221	28,492,821	109,076	3.5%
2016	260,651	30,222,883	115,952	3.5%
2017	260,955	32,502,500	124,552	2.2%
2018	259,666	34,866,708	134,275	2.3%
2019	258,826	36,684,680	141,735	2.0%
2020	257,332	37,461,199	145,575	5.4%
2021	257,774	Unavailable	Unavailable	3.40%

City/County of San Francisco ²				
	Population	Personal Income (In Thousands)	Per Capita Personal Income	Average Unemployment Rate
2009	815,358	\$55,559,545	\$68,141	7.4%
2010	805,235	57,619,120	71,556	9.7%
2011	812,826	63,102,121	77,633	9.2%
2012	825,863	70,573,974	85,455	8.1%
2013	841,138	72,858,445	86,619	6.5%
2014	852,469	77,233,279	90,600	5.2%
2015	862,004	89,533,450	103,867	4.0%
2016	876,103	96,161,308	109,760	3.4%
2017	879,166	106,006,635	120,576	3.1%
2018	880,696	115,444,581	131,083	2.6%
2019	881,549	122,892,141	139,405	2.3%
2020	866,606	133,373,042	154,019	4.8%
2021	851,916	147,464,243	173,097	6.9%



Sonoma County ³				
	Population	Personal Income (In Thousands)	Per Capita Personal Income	Average Unemployment Rate
2009	486,630	\$22,787,716	\$46,828	10.1%
2010	493,285	21,701,296	43,993	10.6%
2011	487,125	21,142,471	43,403	10.1%
2012	487,011	21,417,425	43,977	9.0%
2013	490,423	22,126,957	45,118	7.1%
2014	490,486	23,548,182	48,010	5.7%
2015	496,253	24,606,709	49,585	4.3%
2016	501,959	26,874,652	53,540	4.1%
2017	505,120	27,034,022	53,520	3.6%
2018	503,332	28,457,348	56,538	2.4%
2019	500,675	30,183,693	60,286	2.8%
2020	492,980	32,972,432	66,884	11.6%
2021	484,207	34,565,600	71,386	5.8%

1. County of Marin June 30, 2021, [Annual Comprehensive Financial Report](#)
2. City and County of San Francisco June 30, 2021, [Annual Comprehensive Financial Report](#)
3. County of Sonoma June 30, 2021, [Annual Comprehensive Financial Report](#)



Principal Employers, Current and Previous Period Comparison

Marin County							
Principal Employers ¹	Type of Entity	Employees in 2021	Rank	% of Total County Employment	Employees in 2012	Rank	% of Total County Employment
County of Marin	Government	2,366	1	1.89%	2,022	1	1.64%
Kaiser Permanente	Hospital	2,059	2	1.64%	1,803	2	1.45%
BioMarin Pharmaceutical	Pharmaceutical Company	1,868	3	1.49%	871	7	.70%
San Quentin State Prison	Government	1,543	4	1.23%	1,802	3	1.45%
Marin General	Hospital	1,279	5	1.02%	1,100	4	.89%
Glassdoor	Technology	1092	6	0.87%	-	-	-
Novato Unified School District	Education	800	7	0.64%	813	9	.65%
San Rafael City Schools	Education	659	8	0.53%	-	-	-
Marin Comm. Clinics	Health Care	594	9	.47%	-	-	-
Marin County Office Education	Education	462	10	0.37%	-	-	-
Total		12,722		10.15%	8,411		6.78%

City/County of San Francisco (SF)							
Principal Employers ²	Type of Entity	Employees in 2020*	Rank	% of Total County Employment	Employees in 2011	Rank	% of Total County Employment
City and County of SF	Government	36,822	1	6.77%	24,805	1	5.30%
University of Calif, SF	Education	29,475	2	5.42%	22,493	2	4.81%
Salesforce	Software	9,450	3	1.74%	9,157	3	1.96%
SF Unified School District	Education	9,047	4	1.66%	-	-	-
Wells Fargo	Banking	7,021	5	1.29%	8,329	4	1.78%
Sutter Health	Hospital	6,134	6	1.13%	-	-	-
Uber Tech, Inc.	Transportation	5,500	7	1.01%	-	-	-
Kaiser Permanente	Hospital	4,635	8	0.85%	3,537	10	0.76%
PG&E Corp.	Electric	3,500	9	0.64%	4,340	8	.93%
Allied Universal	Transportation	3,475	10	0.63%	-	-	-
California Pacific Med. Ctr.	Hospital	-	-	-	6,200	5	1.33%
Gap, Inc.	Retail	-	-	-	6,000	6	1.28%
State of California	Government	-	-	-	4,429	7	0.95%
San Francisco State University	Education	-	-	-	3544	9	0.76%
Total		115,059		21.14%	92,834		19.86%



Sonoma County							
Principal Employers ³	Type of Entity	Employees in June 30, 2021	Rank	% of Total County Employment	Employees in June 30, 2012	Rank	% of Total County Employment
County of Sonoma	Government	3,860	1	1.62%	3,841	1	1.60%
Kaiser Permanente Med. Ctr	Hospital	3,015	2	1.26%	2,812	2	1.17%
Santa Rosa City Schools	Education	1,600	3	0.67%	1,352	6	0.56%
Santa Rosa Junior College	Education	1,544	4	0.65%	1,567	4	0.65%
Keysight Tech.	Technology	1,500	5	0.63%	1,150	10	0.48%
Providence (St. Joseph Health)	Health Care	1,476	6	0.62%	2,489	3	1.04%
Sonoma State University	Education	1,410	7	0.59%	-	-	-
City of Santa Rosa	Government	1,250	8	0.52%	1,200	9	0.50%
Sutter Santa Rosa Regional Hospital	Hospital	1,200	9	0.50%	1497	5	0.62%
Jackson Family Wines	Winery	1,000	10	0.42%	-	-	-
Petaluma School District	Education	-	-	-	1,300	7	0.54%
Safeway	Grocery	-	-	-	1,200	8	0.50%
Total		17,855		7.48%	18,408		7.66%

Note: In some instances, information for the current year and nine years ago is not available; information for available periods is provided as an alternative.

1. Data Source: County of Marin, June 30, 2021, [Annual Comprehensive Financial Report](#).
2. Data Source: City and County of San Francisco, June 30, 2021, [Annual Comprehensive Financial Report](#) * The latest data as of calendar year-end 2020 is presented.
3. Data Source: County of Sonoma, June 30, 2021, [Annual Comprehensive Financial Report](#)



APPENDIX I
Service Area Map



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APPENDIX I - SERVICE AREA MAP



APPENDIX J
Glossary



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APPENDIX J - GLOSSARY

Acronyms & Abbreviations

ACA	Affordable Care Act
ACFR	Annual Comprehensive Financial Report
ACIS	Advanced Communication and Information System
ADA	Americans with Disabilities Act
ADC	Actuarially Determined Contribution
AET	All-Electronic Tolling
APC	Automated Passenger Counting
ARC	Annual Required Contribution
ARP / ARPA	American Rescue Plan Act of 2021
ATU	Amalgamated Transit Union
BART	Bay Area Rapid Transit
BCDC	Bay Conservation and Development Commission
BCP	Business Continuity Plan
BI	Business Intelligence
BSIR	Bridge Self-Insurance Reserve
BUS	Bus Division
CAD	Computed Aided Dispatch
CAD/AVL	Computer Aided Dispatch / Automatic Vehicle Location
CalPERS / PERS	California Public Employees Retirement System
Caltrans	California Department of Transportation
CARB	California Air Resources Board
CARES Act	Coronavirus Aid, Relief and Economic Security Act
CDC	Centers for Disease Control and Prevention
CFO	Chief Financial Officer
CHC	Commercial Harbor Craft
CMER	Corte Madera Ecological Reserve
CMGC	Construction Management / General Contractor



CMS	Changeable Message Sign
COVID-19	Coronavirus Disease of 2019
CP Program	Commercial Paper Program
CPI	Consumer Price Index
CRRSAA	Coronavirus Response and Relief Supplemental Appropriations Act 2021
CTOC	California Toll Operators Committee
DBE	Disadvantaged Business Enterprise
DEIR	Draft Environment Impact Report
DGM	Deputy General Manager
DOT	U.S. Department of Transportation
ECHO	Electronic Clearing House Operation- FTA
EEO/AAP	Equal Employment Opportunity/Affirmative Action Program
EHS	Environmental Health Safety
ENG	Engineering Department
ERP	Enterprise Resource Planning
FIN	Finance Department
FLSA	Fair Labor Standards Act
FTA	Federal Transit Administration
FTE	Full-Time Equivalent
FY	Fiscal Year
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GGB / GGBHTD	Golden Gate Bridge Highway and Transportation District
GGF	Golden Gate Ferry
GGT	Golden Gate Transit
HASTUS	Horaires et Assignments pour Systèmes de Transport Urban et Semi-Urban- Software
HRA	Health Reimbursement Arrangement
HVAC	Heating, ventilation, and air conditioning
IBU	Inland Boatmen's Union



ICAP	Indirect Cost Allocation Plan
IFAS	Integrated Finance and Accounting Solutions
IS	Information Systems
IVR	Interactive Voice Response
LFT	Larkspur Ferry Terminal
LT	Limited Term of employment
MAP-21	Moving Ahead for Progress in the 21st Century
MCTD	Marin County Transportation District
MEBA	Marine Engineer's Beneficial Association
MOU	Memorandum of Understanding
MT	Marin Transit
MTC	Metropolitan Transportation Commission
MUNI	SF Municipal Railway
NLP	Net Pension Liability
NTD	National Transit Database
OPEB	Other Post-Employment Benefits
OSHA	Occupational Safety and Health Administration
PEPRA	California Public Employees' Pension Reform Act
PERS	Pension Employer Responsibility
PLNG	Planning Department
PPE	Personal Protective Equipment
PTASP	Public Transportation Agency Safety Plan
RFP	Request for Proposal
RM2	Regional Measure 2
SaaS	Software as a Service
SAN	Storage Area Network
SAV	South Approach Viaduct
SBE	Small Business Enterprise
SF	San Francisco



Appendix J

SFCTA	San Francisco County Transportation Authority
SFFT	San Francisco Ferry Terminal
SFMTA	San Francisco Municipal Transportation Agency
SIP	Shelter In Place
SLEP	Service Life Extension Program
SMART	Sonoma-Marín Area Rail Transit
SMS	Safety Management System
SRJC	Santa Rosa Junior College
SRTC	San Rafael Transit Center
STA	State Transit Assistance
TAM	Transportation Authority of Marin
TDA	Transportation Development Act
TSA	Transportation Security Administration
TSP	Transit Signal Priorities
TVM	Ticket Value Machine
ZEB	Zero Emission Bus



Glossary of Terms:

The Annual Budget contains terminology unique to public finance and budgeting. This glossary was prepared to assist the reader of this document in understanding some of the terms.

Accrual: A method of accounting that recognizes expenses when incurred and revenue when earned rather than when payment is made or received.

Actuarial: Analysis completed and submitted by an external firm specializing in the collection and interpretation of numerical data. An actuarial is usually prepared for analyzing employee benefits, such as medical insurance.

Actuarially Determined Contribution: A payment to a plan as determined by an actuary using a contribution allocation procedure to fund benefits over time and ensure sustainability.

Affirmative Action Program: An employer's standard for proactively recruiting, hiring, and promoting women, minorities, disabled individuals, and veterans.

All Electronic Tolling: Vehicles are assessed tolls electronically through FasTrak[®] or the Pay-by-Plate program and can pay online or at designated cash payment locations. Toll invoices are mailed to the registered owner of the vehicle with no added fees.

Amalgamated Transit Union: A union representing bus drivers, maintenance, and clerical employees of a variety of North American transit districts.

Americans with Disabilities Act: A comprehensive civil rights measure signed into law in July 1990 to ensure persons with disabilities receive equal access to public transportation and other services.

Audit: A systematic collection of sufficient, competent evidential matter needed to attest to the fairness of the presentation of the District's financial statements.

Aviat: Aviat Networks is a microwave and networking solutions provider.

Balanced Budget: A budget in which the expenditures incurred during a fiscal year are matched by revenues.

Budget: Plan of financial operations for a given period including proposed expenditures, revenues and staffing levels for a single operating year. The budget is the primary means by which the expenditure and service levels of the District are controlled.

California Public Employees Retirement System: A State organization used by the District to organize and dispense employee retirement benefits.

CalPERS Net Pension Liability: Net pension liability represents total pension liability less the fiduciary net position of the pension plan.

California Department of Transportation: Caltrans is responsible for the design, construction, maintenance, and operation of the California State Highway System.

Capital Asset: Property, facility or equipment whose cost exceeds \$5,000 per unit and has a useful life greater than three years. Capital asset costs include installation cost, delivery cost, sales and use taxes, staff



training costs, and general and administrative overhead costs.

Capital Budget: A budget allocating money for the acquisition or maintenance of fixed assets such as land, buildings and equipment.

Capital Expenditure: Acquisition of a capital asset.

Capital Program: Portfolio of capital projects and their funding.

Capital Project: Defined scope of work to build, acquire or renovate physical assets to increase the asset's useful life.

ClipperSM: A Bay-area-wide electronic fare collection system operated in cooperation with local public transportation agencies. Customers swipe a ClipperSM card that bills them directly and allows them to utilize a variety of different public transportation systems in the Bay Area.

Commercial Paper: Short-term interest-bearing promissory note secured by pledged revenues and a liquidity/credit facility.

Consumer Price Index: A statistical description of price levels provided by the Department of Labor. The index is commonly used as a measure of the increase in the cost of living.

Corridor: Defined area occupied by significant transportation byways such as highways, bus transit ways, light rail lines, bikeways, etc.

Coronavirus 2019: SARS-CoV-2, a group of RNA viruses that cause a variety of respiratory, gastrointestinal, and neurological diseases in humans identified in 2019 resulting in the pandemic.

Curb Cut: A small ramp built into the curb of a sidewalk to make it easier for people using strollers or wheelchairs to pass from the sidewalk to the road.

Debt Service: Repayment of the principal and/or interest on the debt.

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

Deputy General Manager: This position manages one of the different divisions of Golden Gate Bridge.

Disadvantaged Business Enterprise: A for-profit business owned and operated primarily by a minority and/or a woman.

Division One: District Bus Maintenance Facilities, located in San Rafael, CA.

Division Two: District Bus Facilities, located in Novato, CA.

Division Three: District Bus Facilities, located in Santa Rosa, CA.

Division Four: District Bus Facilities, located in San Francisco, CA.

Enterprise Fund: In governmental accounting, a fund that provides goods or services to the public for a fee that makes the entity self-supporting is considered an enterprise fund. It follows GAAP as does a commercial enterprise.



Equal Employment Opportunity: Freedom of discrimination based on protected classes such as race, color, sex, national origin, religion, age, disability, or genetic information.

Fair Labor Standards Act: This act prescribes standards for the basic minimum wage and overtime pay.

Fare: The price paid to ride public transportation such as a bus or ferry.

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

FasTrak[®]: An electronic toll system residing on all Bay Area bridges and provides convenience to customers by electronically billing their tolls directly to a customer account.

Federal Transit Administration: The federal government agency that provides financial assistance to develop new transit systems and improve, maintain and operate existing systems.

Fiscal Year: The period at the end of which a business determines its financial position and results of operations. The District's fiscal year begins July 1 and ends June 30 of the following year.

Fund: Fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources together with all related liabilities and changes in these assets and liabilities.

Fund Balance: The fund balance, in any given fund, is what is left over after the fund's assets have been used to meet its liabilities.

Generally Accepted Accounting Principles: Uniform standards and guidelines for financial accounting and reporting that govern the form and content of the financial statements of an entity.

Governmental Accounting Standards Board: The Board establishes and improves standards of state and local governmental accounting and financial reporting.

GASB 68: Accounting and Financial reporting that requires government employers that sponsor defined benefit plans to recognize a net pension liability in their statement of net position.

GASB 75: Establishes accounting and financial reporting requirements for governments whose employees are provided with OPEB, as well as for certain non-employer governments that have a legal obligation to provide financial support for OPEB provided to the employees of other entities.

Government Finance Officers Association: An organization providing standards and education to the financial departments of government organizations.

HASTUS: Computer software, by GIRO Inc., used to plan bus transit routes, dispatch bus operators and generate accurate bus operator payrolls.

Hybrid Buses: Buses that combine combustion and an electrical engine, to increase efficiency and thereby reduce emissions.

Indirect Cost: Cost that is not identifiable with a specific product, function, or activity.

Indirect Cost Allocation Plan: The allocation of indirect centralized costs from operating expenses to capitalized projects following the Office of Management and Budget (OMB) Circular A-87, Cost Principles for State, Local and Indian Tribe Governments.



Infrastructure: The fixed components of a transit system, such as stations, park-and-ride lots, bus stops and maintenance facilities.

INIT: A worldwide supplier of information technology solutions for public transport.

Integrated Finance and Accounting Solutions: Financial software customized for the District's financial activities including general ledger, accounting, budgeting, payroll, accounts payable, human resources and purchasing.

Kronos: Employee time and attendance software.

Lease: Contract by which possession of land and/or building space is given by an owner to a tenant for a specified period and a specified financial amount.

Long-Term Debt: Financial obligations lasting over one year. For example, debt obligations such as bonds and notes which have maturities greater than one year are considered long-term debt.

Moving Ahead for Progress in the 21st Century (MAP-21): A funding and authorization bill to govern US federal surface transportation spending, passed by Congress on June 29, 2012.

Maximo: Asset and vehicle fluid financial management system.

Memorandum of Understanding: An agreement between two or more parties. It expresses a convergence of will between the parties, indicating an intended common line of action.

Moveable Median Barrier: A traffic safety barrier that can be moved from lane to lane to reduce congestion while preventing head-on collisions.

Operating Budget: Funds allocated for normal District operations, such as employee salaries, power and fuel. Excludes funds allocated for capital and fiduciary activities.

Operating Expenses: All expenses pertaining to the normal operation of the agency with the exception of capital expenditures, interest expenses and non-recurring losses.

Pandemic: Of a disease, that is prevalent throughout an entire country, continent, or world.

Paratransit: The Americans with Disabilities Act (ADA) of 1990 requires that transportation services comparable to existing public transportation be made available to individuals with disabilities who are unable to use fixed-route transportation systems. Paratransit is the term used to refer to these ADA transportation services.

Performance Measures: Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

Renewable Diesel: This is a renewable diesel fuel produced from waste fats, residues, and vegetable oils. The use of this type of fuel reduced greenhouse gas emissions.

Regional Measure 2: A measure passed by the Metropolitan Transportation Committee that raised the toll on the seven state-owned bridges in the Bay Area. Funds from these tolls are earmarked for Bay Area transportation projects which will relieve congestion on bridges.

Request for Proposal: The competitive proposal method of procurement.



Revenue Vehicle: Vehicles that carry fare-paying passengers.

Software as a Service (SaaS): A method of software delivery and licensing in which software is accessed online via a subscription, rather than bought and installed on individual computers.

Sonoma-Marin Area Rail Transit: Passenger rail service and bicycle-pedestrian pathway project located in Marin and Sonoma counties.

Spaulding: Philip F. Spaulding was a naval architect based in Seattle, WA.

State Transit Assistance: A fund used to account for the revenue from the sales tax on gasoline used for transit purposes. The STA fund was created as an amendment to the Transportation Development Act of 1976.

Strategic Financial Plan: Broad statement of direction in which planning, or action is required to achieve long-term financial stability.

Tranche: One part or division of a larger unit.

Transbay Transit Service: Transit service from Marin County to San Francisco and the East Bay.

Transportation Development Act: Created by state law in 1972, this act authorized the use of ¼ of 1% of the state sales tax for transportation purposes.

Versant: Versant Object Database (VOD) is an object database software product developed by the Versant Corporation.

