



ADOPTED BUDGET

FISCAL YEAR 2023-2024

Golden Gate Bridge, Highway & Transportation District



**GOLDEN GATE BRIDGE
HIGHWAY AND TRANSPORTATION DISTRICT**

FISCAL YEAR 23/24 ADOPTED BUDGET

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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California**

For the Fiscal Year Beginning

July 01, 2022

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, 2022. 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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(L-R) Secretary-Treasurer of San Francisco Building and Construction Trades Council Rudy Gonzalez, San Francisco Mayor London Breed, U.S. Secretary of Transportation Pete Buttigieg, House Speaker Emerita Nancy Pelosi, Senior Advisor to the President and White House infrastructure coordinator Mitch Landrieu and General Manager Denis Mulligan gather to announce a \$400 million federal grant for the final phase of the Golden Gate Bridge seismic retrofit project. (January 23, 2023)



GENERAL MANAGER'S MESSAGE

As we exit the pandemic, it is inescapable that the world has changed in ways that affects travel in the Golden Gate Corridor. While recreational and tourist travel have mostly returned, commute travel has not.

Today, there are 150,000 fewer people in downtown San Francisco each weekday as compared to pre-pandemic. In downtown San Francisco, the office vacancy rate is over 29 percent, and the amount of vacant office space is greater than 20 Salesforce Towers.

Given the state of downtown San Francisco, demand for Bridge, Bus and Ferry travel during commute periods remains depressed. The District is appropriately offering significantly less express commute bus and ferry service as compared to pre-pandemic levels, while maintaining regional bus service for mobility and equity and ferry service for recreation and tourism.



Commute Bridge traffic is averaging about 30% below normal, so only about 70 percent of auto commute travel has returned. This affects the District's finances.

Prior to the pandemic, tolls were the District's largest source of revenue, fully funding Bridge operations while serving as the principal funding for our bus and ferry service. Before the pandemic, transit fares were our second largest source of operating revenue after tolls.

Not surprisingly, the absence of commute travel creates fiscal challenges for the District. Revenues from tolls and fares are still down an average of about \$1 million each week, and expenses continue to exceed revenues. Fortunately, expenses are down, due to the District offering less commute bus and ferry service, which reduces the spend rate of our one-time federal COVID relief funding.

For example, we are currently operating about 20 percent of our pre-pandemic express commute bus service while maintaining our regional bus service. As such, the District has several years' worth of one-time federal relief money if we continue to be fiscally prudent. If we were to restore all pre-pandemic service without the return of our customers, the federal COVID relief money would be gone in about a year.

Recognizing that we are in the customer service business, 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 primarily focused on augmenting transit access and options for equity-priority communities that have significant concentrations of underserved populations.

The District is not alone in its plight. All transit agencies that serve San Francisco's financial district have much less demand for their services. Agencies principally funded by transit fares, bridge tolls and parking fees are struggling financially.



General Manager's Message

Efforts are underway to address the pending fiscal cliff. The Metropolitan Transportation Commission (MTC) and the California Transit Association are working with transit agencies and a host of interested organizations such as the Bay Area Council, San Francisco Bay Area Planning and Urban Research Association (SPUR), TransForm, and Seamless Bay Area to seek assistance from the legislature for a short-term monetary “bridge” while the region develops long term transit funding solutions. The District is actively engaged in these efforts.

Protecting the Golden Gate Bridge for future generations is our highest priority. To that end, we are pleased that on December 29, 2022, the District was fortunate to be awarded a \$400 million grant to complete the final phase of the Golden Gate Bridge seismic retrofit. The Bridge was one of only four projects nationwide selected to receive a Large Bridge Project Grant, which is a new program that is part of the Bipartisan Infrastructure Law. Thanks to the Biden-Harris Administration, Transportation Secretary Pete Buttigieg, Speaker Emerita Nancy Pelosi, Senators Padilla and Feinstein and Congressmembers Huffman and Thompson for this vital investment of funds. Efforts are underway to cement the final state funding for the project.

In 2022, 182 people came to the Bridge to harm themselves. One hundred sixty were stopped by District staff working in conjunction with partner agencies, but sadly 22 people died by jumping from the Bridge. Construction of the Net continues with about 1.5 miles of netting up along the Bridge as of the end of the 2022/23 fiscal year.

Work continues on a variety of projects to support our ongoing operations. The District dredged the two-mile long Larkspur channel, turning basin and berths for our Larkspur Ferry service during the 2022/23 fiscal year. In August 2022, design of a new ferry boat commenced; it will be the District's first new boat build since the *MV Mendocino* arrived in 2001.

During the 2022/23 fiscal year, the District added a handful of ferry trips based on increasing ridership and adjusted schedules to better align with more Sonoma Marin Rail Transit (SMART) arrivals and departures in Larkspur.

In December 2022, the District approved the Final Environmental Impact Report for the San Rafael Transit Center Replacement Project. Next steps include launching the Community Design Advisory Group and the commencement of negotiations with the affected property owners.

On August 25, 2022, the MTC, along with 24 Bay Area transit agencies, including Golden Gate Transit and Ferry, launched *Clipper Bay Pass*, a two-year pilot program that will provide students at designated educational institutions (including Santa Rosa City College) free access to all bus, rail, and ferry services in the nine-county region, with the exception of special event ferry service to or from Oracle Park. The pilot program is part of a coordinated regional effort to make transit more accessible and increase ridership throughout the Bay Area.

Marin Transit and the District have maintained a mutually beneficial relationship that offers seamless transit interconnectivity for our collective customers, and the parties are continuing this cooperative relationship. On October 1, 2022, the District executed a contract with Marin Transit that ensures the District will continue to operate a portion of Marin Transit's fixed-route local bus service within Marin County and that Marin Transit will continue to procure and manage complementary paratransit services.



At their March 2023 meeting, the Board of Directors approved a new five-year transit fare program that will begin on July 1, 2023. The new fare program will increase cash fares for most ferry trips as well as regional bus trips between the North Bay and San Francisco by \$0.25 each year while maintaining discounted fares for Clipper users, seniors, youth, and persons with disabilities. Under the fare program, Marin local bus fares and Giants Ferry fares will not see an increase, and some fares, such as the means-based (*Clipper START*) ferry fares, are being reduced to better align with the District's equity goals.

The District is working with MTC and the other Bay Area transit operators on a coordinated study of the upcoming needs of zero-emission infrastructure for both bus and ferry operations. The study will evaluate facility needs, interoperability of equipment such that vehicles could be charged or refueled at another operator's facilities, possible locations for regional charging facilities to serve multiple operators, and how economies of scale could be obtained for the region through the purchase of infrastructure and equipment with similar features.

Coming out of the pandemic, hiring staff has been a challenge. In response, and consistent with the District's equity goals, the District partnered with Amalgamated Transit Union Local 1575, the College of Marin, Santa Rosa Junior College and California Transit Works to develop a Bus Operator Pre-apprenticeship Program. Through active work with community-based organizations, the program identifies qualified bus operator candidates, primarily from priority populations in Sonoma and Marin counties, who are provided 12-weeks of free college courses that prepare them for entry into the District's Bus Operator Trainee/Apprenticeship Program. The parties also expanded the District's existing Bus Operator Apprenticeship Program to allow trainees/apprentices to earn college credits as they complete the District's training courses. The entire program is being funded by \$1 million in grants received from the State of California.

It is important to mark the passage of time, and the District had some major anniversaries this fiscal year. On October 6, 2022, Golden Gate Transit celebrated 50 years of service with an employee appreciation event at our San Rafael Bus Yard. March 27, 2023, marked the ten-year anniversary of the Golden Gate Bridge converting to All Electronic Tolling (AET) – the first bridge in the United States to convert to AET. This reminds us that today's challenges will be tomorrow's milestones.

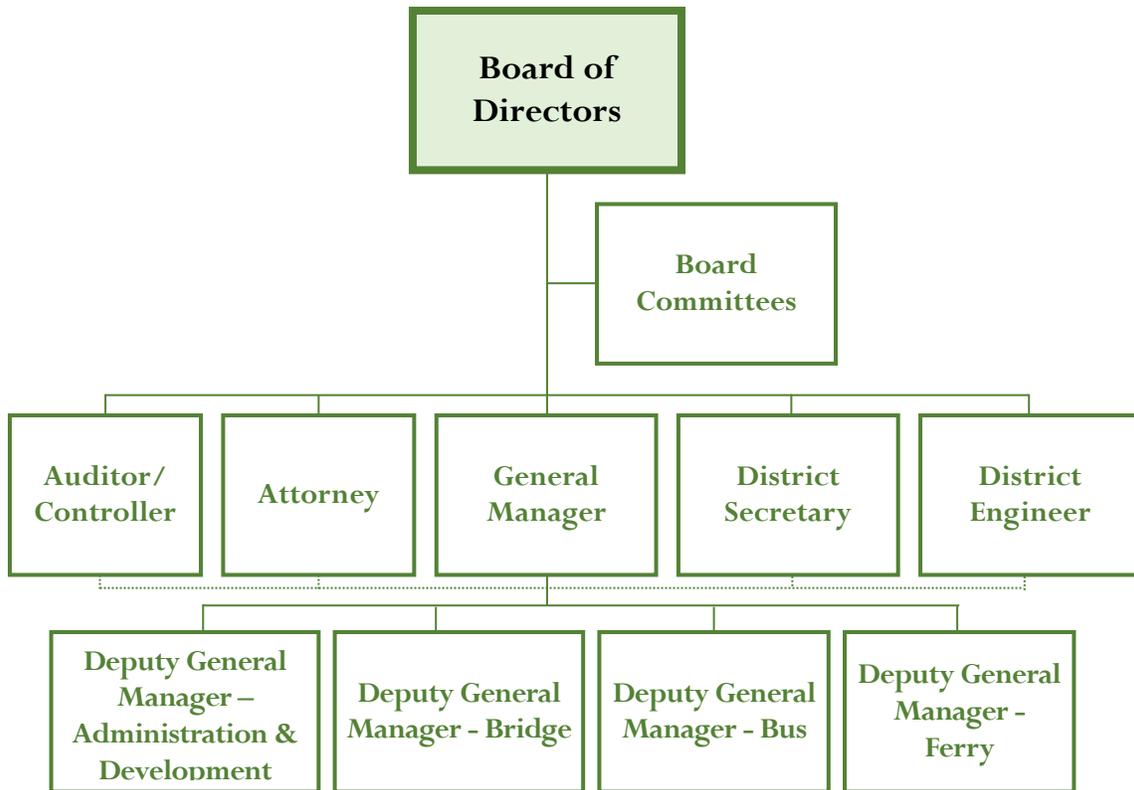
Working together with our partner agencies, Bridge users and Bus and Ferry riders ensures our collective success. I would like to sincerely thank and recognize our employees who help keep people moving safely by Bridge, bus and ferry. Lastly, I want to thank our customers for their continued support.



Denis J. Mulligan
General Manager



DISTRICT ORGANIZATIONAL CHART



GOLDEN GATE BRIDGE, HIGHWAY & TRANSPORTATION DISTRICT PROFILE

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

Mission Statement

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

The District was formed under authority of the Golden Gate Bridge and Highway Act of 1923, and incorporated on December 4, 1928, to include within its boundaries the City and County of San Francisco, the counties of Marin, Sonoma, Del Norte, most of Napa and part of Mendocino counties. The District is governed by a 19-member Board of Directors who are appointed by the elected representatives of their constituent counties. Approximately 840 employees are employed by the District, working in one of three operating divisions (Bridge, GGT, GGF) or in the administrative division.

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

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

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

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





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FY 23/24 ADOPTED BUDGET FINANCIAL OVERVIEW

The FY 23/24 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.

This is the fourth 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 current assumptions for the District business at the time.

The transportation industry was greatly impacted by the coronavirus pandemic (COVID-19). In the Bay Area, here in California, transportation agencies were and continue to be significantly affected with agencies reporting tens of thousands to millions of dollars in losses each week. Since March 2020, there has been, and still is, enormous uncertainty as to how quickly the District's customers, thus revenues, will return to their previous levels. So far, the District has not yet seen the growth in demand across its modes of transportation necessary to return to its historical levels of service. The District's fee-for-service financial model is based primarily on usage of its services and has demonstrated its vulnerability to the scenario brought on by the pandemic. The drop in bridge patrons and transit ridership means there is insufficient revenue to fund previous transit service levels. While there has been a slight increase in ridership in 2022 and an optimism for continued minimal growth in customer demand, this is still a time of unprecedented uncertainty as to the amount of long-term change in customer behavior that will occur.

The FY 23/24 Adopted Budget assumes a very modest recovery in all the service areas but still requires the use of a fourth year of one-time funding from the federal government and use of reserve funds to be balanced. Despite the budgeted use of reserve funds, the District anticipates that revenues will be higher-than-budgeted and expenses will be lower-than-budgeted throughout the fiscal year, which should eliminate the need to use reserve funds to balance the operating FY 23/24 Adopted Budget. The FY 23/24 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 future years once one-time federal funding is finally expended.

The FY 23/24 Adopted Budget is built with conservative growth assumptions for transit ridership and bridge traffic but also with sufficient expense authority to allow the District to monitor the change in customer demand and adjust its level of service accordingly. Staff will work with the Board to determine what changes in expenses and revenues are necessary to keep the structural deficit as small as possible in order to make the one-time federal funding last as long as possible. The FY 23/24 Adopted Budget revenues and expenses each total \$316.5 million and are comprised of:

- Revenues
 - Operating Budget
 - \$216.4 million in total operating revenues
 - \$51.2 million in emergency one-time ARP funding
 - \$6.1 million in reserves
 - Capital Budget
 - \$19.0 million in government grants
 - \$23.8 million District reserves



- Expenses
 - Operating Budget
 - \$273.7 million in total operating expenses
 - Capital Budget
 - \$42.8 million in total capital expenses

The FY 23/24 Adopted Budget provides the resources for the District to grow its transit service to meet a possible increase in customer demand. Specifically, there are sufficient resources to increase Bus commute service from approximately 20% of the pre-pandemic level to 60% of the pre-pandemic level and Larkspur ferry service from 60% of the pre-pandemic level to 75% of the pre-pandemic if customer demand warrants either of these increases.

The FY 23/24 Adopted Budget includes an increase in operating revenues of \$5.2 million due to net increase in toll and fare revenues, investment interest income, state operating assistance and other operating income. FY 23/24 expenses are projected to be higher by \$41.9 million due to increased salary costs, pension, and District-wide professional service costs to allow for an increase in service to meet a potential increase in customer demand as behaviors learned during the pandemic are reversed.

This section is an overview of the FY 23/24 Adopted Budget and a summary of the development process. The Adopted Budget is based on current information as of the Spring of 2023.

Overview of Operating Budget

The FY 23/24 Adopted Operating Budget of \$273.7 million is \$41.9 million, or 18.1%, more than the FY 22/23 Actual expenses of \$231.8 million. Salary increases are included for the Coalition and Non-Represented employees. The Adopted Budget does include a budgeted wage increase for Amalgamated Transit Union (ATU) employees represented employees based on the recently adopted contract.

District revenue is estimated to be \$216.4 million, which is an increase of approximately \$5.2 million, or 2.4%, from the FY 22/23 Actual revenue of \$211.2 million. The increase is primarily due to the increase in State Operating Assistance (\$7.9 million), Investment Interest Income (\$2.6 million), and increased Transit Fare Revenue (\$0.7 million). The increased revenue is offset by a \$4.6 million loss in other operating income, a \$0.5 million loss in Toll Revenue, \$0.8 million loss in Federal FEMA revenue, and a \$0.1 million loss in Marin Transit Service revenue. The District projects that it will use \$51.2 million in ARP funding and \$6.1 million in reserve funding to balance the FY 23/24 Adopted Budget of \$273.7 million.

This budget includes changes to the District reserves. The Adopted Budget has a \$3.7 million projected positive impact on the District's financial reserves. This is primarily due to the use of the one-time federal funding and increases in toll and fare revenues and investment interest income.

The FY 23/24 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-19 prevented the District from developing a new Financial Plan. Development of a District-wide Strategic Plan is now underway.



The FY 23/24 Adopted Budget is a baseline budget and contains the projected service levels in the Bridge, Bus, Ferry, and District operations. One-time federal funding will be used to balance the budget this year but if the dramatic decreases in 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 23/24 Adopted Capital Budget includes total anticipated expenditures of \$42.8 million, funded with \$23.8 million District funds and \$19.0 million in federal, state, and local grant funds. It supports the implementation of 66 projects (19 new and 47 continuing) necessary to maintain existing services and facilities and to implement high-priority safety and security projects. The \$42.8 million Adopted Capital Budget is allocated to the following projects: Bridge Division Projects (73%); Bus Division (11%); Ferry Division (9%); and District Division projects (7%). The Adopted Capital Budget developed using actual FY 22/23 project expenditures (see Appendix C). Eleven projects were completed in FY 22/23.

In an effort to reduce the number of new projects in the FY 23/24 budget, each division prioritized its capital projects. Higher priority projects were included in the FY 23/24 budget to allow project managers to continue working and focusing their efforts on those projects. The remaining projects were included in the FY 24/25 capital project list, which consists of projects that are ready to be included in the FY 23/24 budget pending the availability of staff resources to initiate the project. The adoption of the budget authorizes the General Manager to move capital projects from the FY 24/25 project list to the FY 23/24 budget.

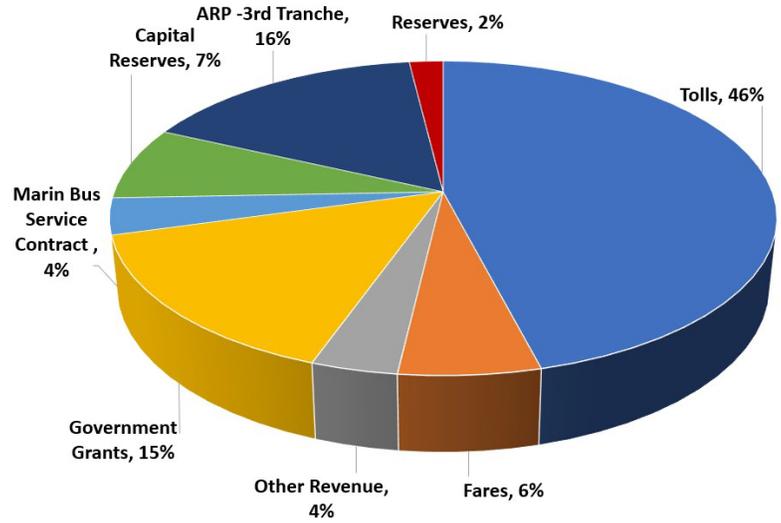
Use of Reserves

The FY 23/24 Adopted Budget is projected to utilize one-time emergency federal funding to help balance the operating budget, along with \$6.1 million in reserves. The Capital Budget is estimated to use \$23.8 million in District reserve funds. As an offset to the Capital spending of \$23.8 million and the Operating spending \$6.1 million, the FY 23/24 Adopted Budget also includes \$33.6 million in transfers to reserves resulting in a net reserve increase of \$3.7 million.



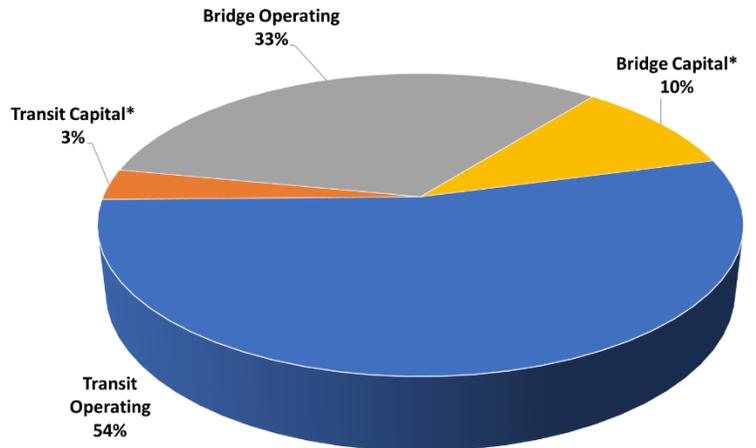
**REVENUE SOURCES
FY 23/24 ADOPTED OPERATING AND CAPITAL BUDGET
(IN MILLIONS)**

Source of Revenues	
Tolls	\$145.5
Fares	18.6
Other Revenue	11.4
Government Grants	48.0
Marin Bus Service Contract	11.9
Capital Reserves	23.8
Operating Reserves	6.1
ARP – 3rd Tranche	51.2
Total	\$316.5



**EXPENSE ALLOCATION
FY 23/24 ADOPTED OPERATING AND CAPITAL BUDGET
(IN MILLIONS)**

Type of Expense	
Transit Operating	\$170.5
Transit Capital*	10.6
Bridge Operating	103.2
Bridge Capital*	32.2
Total	\$316.5



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



**FY 23/24 ADOPTED OPERATING AND CAPITAL BUDGET
THREE-YEAR COMPARISON (IN MILLIONS)**

	Actual FY 21/22	Actual FY 22/23	Adopted Budget FY 23/24
Revenue			
Bridge Tolls	\$132.2	\$146.1	\$145.5
Transit Fares	12.1	17.9	18.6
Other*	9.5	25.3	23.2
Operating Assistance	23.6	22.0	29.1
ARP-1st Tranche	57.7	-	-
ARP-2nd Tranche	7.6	36.3	-
ARP-3rd Tranche	-	23.8	51.2
Operating Revenue Subtotal	\$242.6	\$271.4	\$267.6
Capital Grants	\$25.3	\$32.2	\$19.0
Total Revenue	\$267.9	\$303.6	\$286.6
Expenses			
Labor and Fringes	\$124.7	\$136.9	\$165.5
Services/Supplies/Other	55.8	\$63.4	\$75.9
Contribution to Capital & Other Reserves	33.9	\$31.5	\$32.3
Operating Expenses Subtotal	\$214.4	\$231.8	\$273.7
Capital Project Expense	40.7	\$54.4	\$42.8
Total Expenses	\$255.1	\$286.2	\$316.5
Total Revenue Over/(Under) Total Expense	\$12.8	\$17.4	\$(29.9)

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

	Actual FY 21/22	Actual FY 22/23	Adopted Budget FY 23/24
Total Revenue Over/(Under) Total Expense	\$12.8	\$17.4	\$(29.9)
Transfers to District Reserves			
District Capital Contribution**	\$ 21.0	\$21.0	\$21.0
Bridge Self-Insurance Against Losses	1.3	1.3	1.3
Depreciation	12.9	10.5	11.3
Subtotal Transfers to Reserves	\$35.2	\$32.8	\$33.6
Impact on Reserves	\$48.0	\$50.2	\$3.7

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

**See Capital Contribution section on page 62 for more detail.



DISTRICT FINANCIAL SITUATION

Financial Reserves: Impact of Fiscal Year 22/23 (Unaudited)

On June 30, 2023, the District finished the FY 22/23 operating budget year (which includes a \$21 million transfer to the capital reserves) with expenses of \$19.6 million over than actual revenues before the utilization of one-time federal funding. The utilization of one-time federal funding was used to balance the budget and make up the \$19.6 million operating loss.

Although the travel restrictions implemented to counter COVID-19 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 has taken steps to increase revenues and decrease expenses. Those actions to increase revenues include approving a moderate 5-year fare increase plan. Actions to decrease expenses center on setting transit service levels at a decreased level to meet the lower customer demand.

The strong reserve position maintained by the District has been essential in FY 22/23 and will be again in FY 23/24. As shown in the tables in this budget, the use of one-time ARP funding is limited to transit expenses, and are projected to completely cover the District's transit expense shortfall in FY 21/22, FY 22/23 and FY 23/24. If bridge patronage and transit ridership assumptions in this budget do not significantly change in coming years, policy changes to reduce expenses and increase revenues will need to be developed and approved to balance future operating budgets.

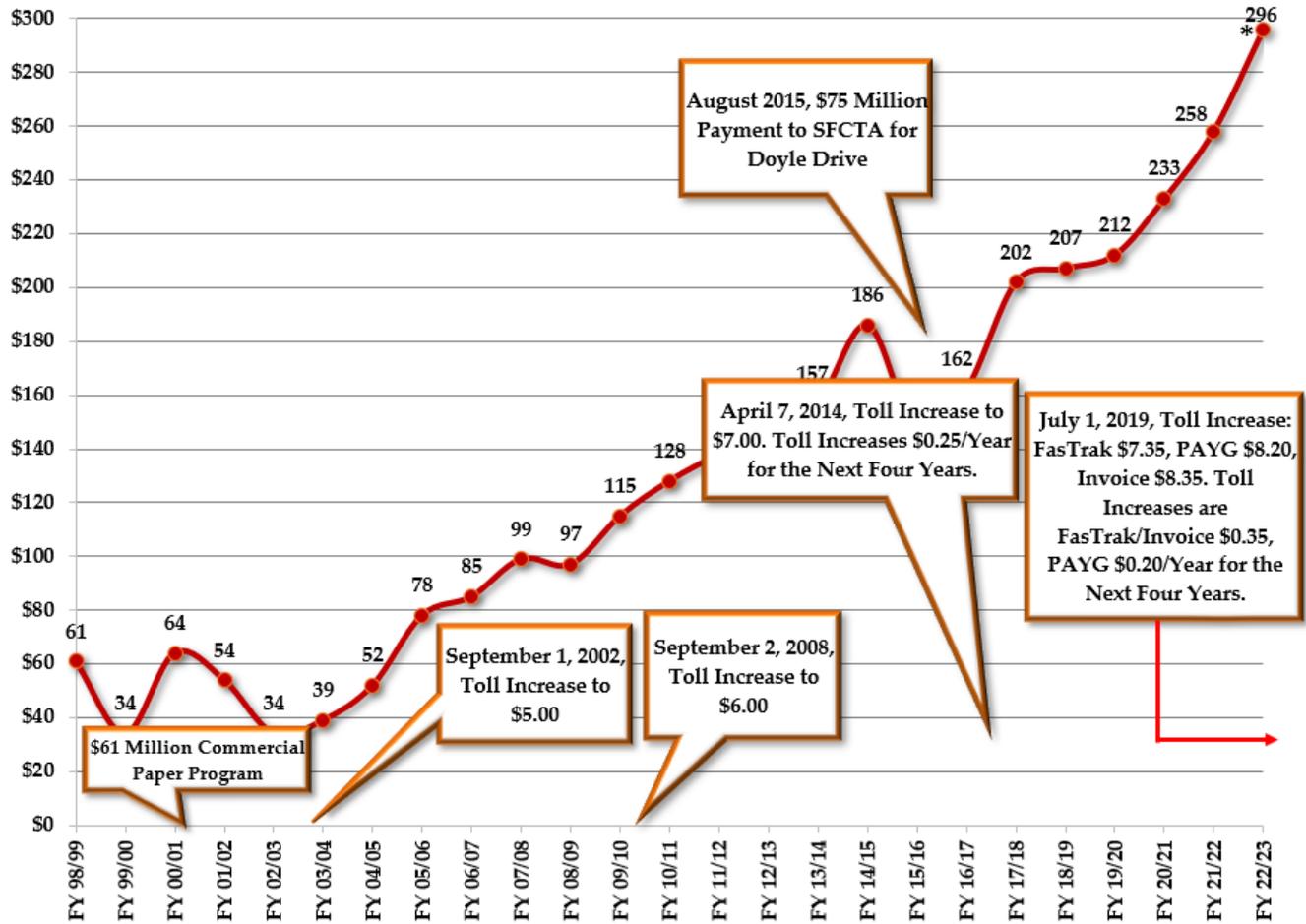
Impact of FY 23/24 Adopted Budget

The FY 23/24 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 FY 23/24 Adopted Budget assumes the use of ARP (\$51.2 million), operating reserve, and capital reserve funding to balance the budget. The Capital Budget is estimated to spend \$23.8 million in District reserve funds.

The District's share of the capital budget is intended to be funded by reserves. Capital budgets are designed to be balanced over the long-term, which is the objective of the long-term financial plan. The \$21 million Capital Contribution included as an expense in the operating budget is designed to cover these costs. However, since the operating budget is not projected to be balanced even with the use of emergency one-time federal funding this year, it is expected that the entire \$21 million will not be available to transfer to capital. The staff will work with the board during the year to eliminate the projected need for operating reserve funds. If successful, the reserves will only be reduced only by capital costs as planned.



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



* Note: Graph amounts represent beginning of the year balances, do not represent GASB 68 and GASB 75 accounting changes and include toll revenue carryover funds. See Appendix A for more details.

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 25 represents a projection of how the current total of capital reserves (as presented above) would be allocated (Projected Unallocated Reserve line) and spent (Projected Reserve Balance line) if capital projects are undertaken as laid out in the 10-Year Capital Plan (see Appendix E). Several factors have a significant impact on the rate at which reserves are allocated and thus impact the amount of reserves available. These factors include acquiring additional operating and capital grant funds and/or delaying or eliminating projects from the 10-Year Capital Plan. In addition, the reserve totals in the graph include the toll revenue carryover that the Board may decide to spend on continuing higher levels of transit service once all the one-time federal funding is spent. To the extent that decision is made, those funds would not be available for meeting the District’s capital project needs and would bring forward in time the spend out of the available reserves.

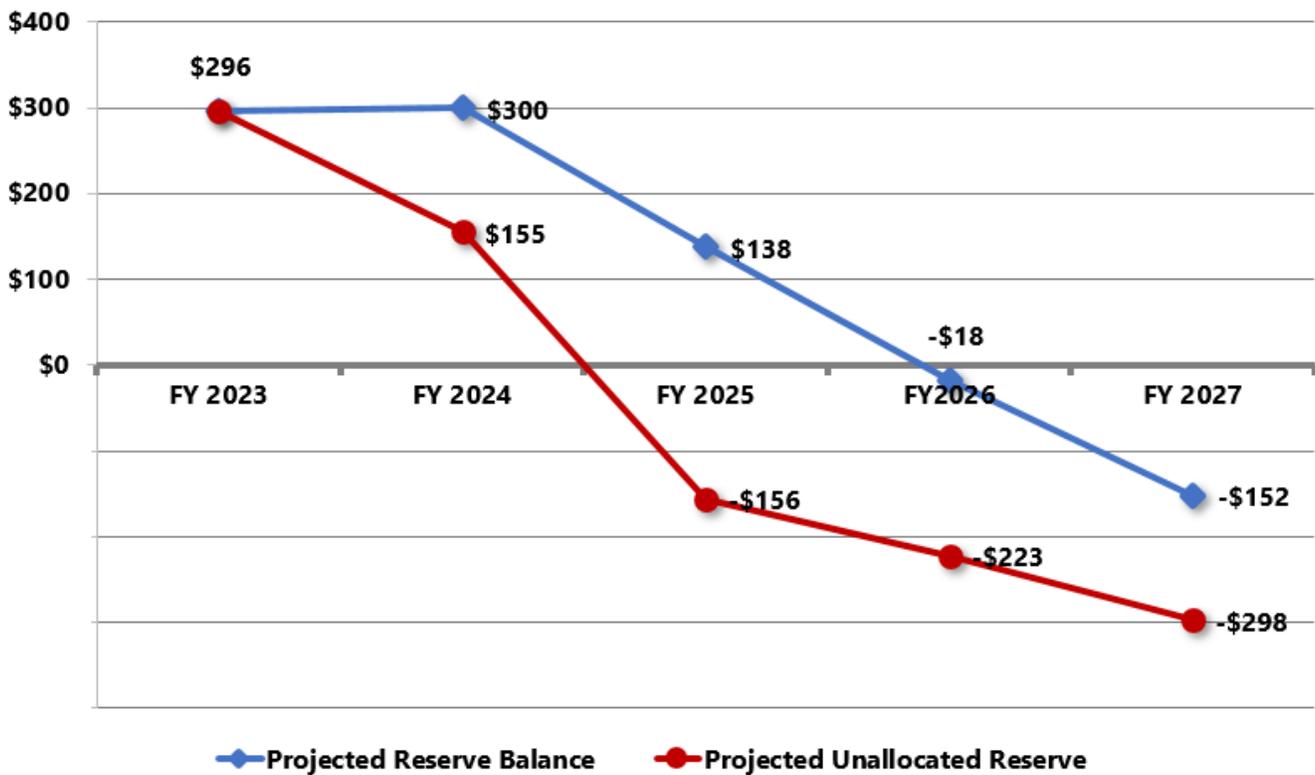


In accordance with GASB 68, \$67.7 million of CalPERS Net Pension Liability (NPL) was recognized effective June 30, 2022. The District reserve totals in these graphs do not include the impact of the GASB 68 requirement. The reason being that those funds are set aside to cover liabilities that are decades 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, \$92.9 million of ATU NPL was recognized June 30, 2022. 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, \$54.0 million net Other Postemployment Benefits (OPEB) liability was recognized effective June 30, 2022. The District reserve totals in these graphs do 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 2023 GASB 68 reports for ATU and the District respectively, and the GASB 75 report for the District, have not been issued as of the date of this Adopted Budget. The figures above are unchanged as a result and reflect Fiscal Year 2022 amounts.

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



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



Board Restricted Reserves

The Board has created four designated reserves: Bridge Self-Insurance Reserve (BSIR), Capital Plan Reserve, Operating Reserve, and Emergency Reserve. The latter three are discussed in footnotes in Appendix A. The BSIR was created by the Board in FY 05/06. The BSIR was intended to be built up to \$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 \$23.7 million in FY 23/24 to fund the reserve in place of purchasing insurance.

Impact of COVID-19 Pandemic on District Revenues

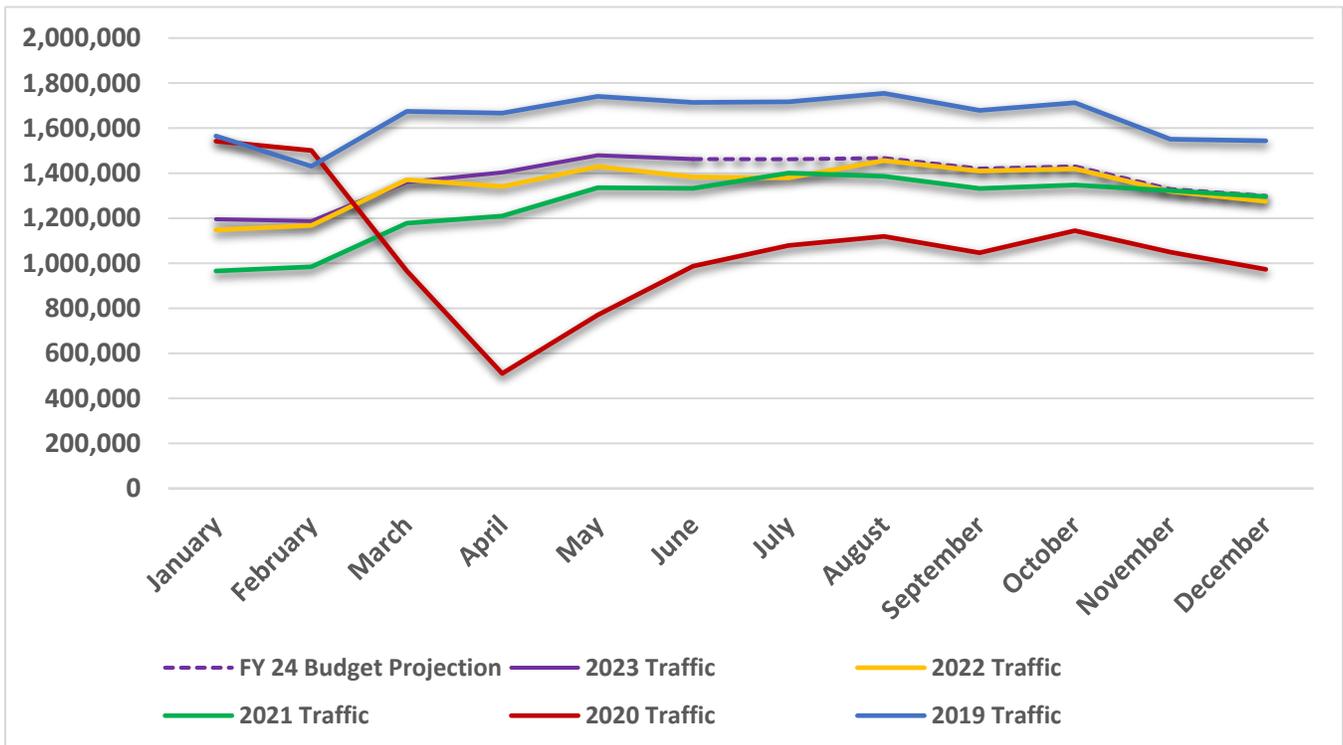
The District's fee-for-service funding model – collection of tolls and fares from bridge drivers and transit riders – has been dramatically impacted by the change in customer commute patterns brought on by the pandemic. The following graphs show the lasting impact of the reduction of commuters crossing from the north into San Francisco using the District's bridge, bus and ferry services.



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 years 2019, 2020, 2021, 2022 and 2023 through the end of March. In the graph below the calendar 2019 line represents the pre-COVID traffic pattern. The 2020 line shows the traffic trend dropping significantly starting in March 2020 when COVID-19 shelter in place mandates were initiated. The 2021 shows traffic levels recovering with that trend having continued into 2022. For 2023, southbound crossing traffic is trending very similar to 2022. Further recovery is expected but traffic is still well below pre-pandemic levels.

COVID-19 BRIDGE SOUTHBOUND TRAFFIC TRENDS (2019-2023)

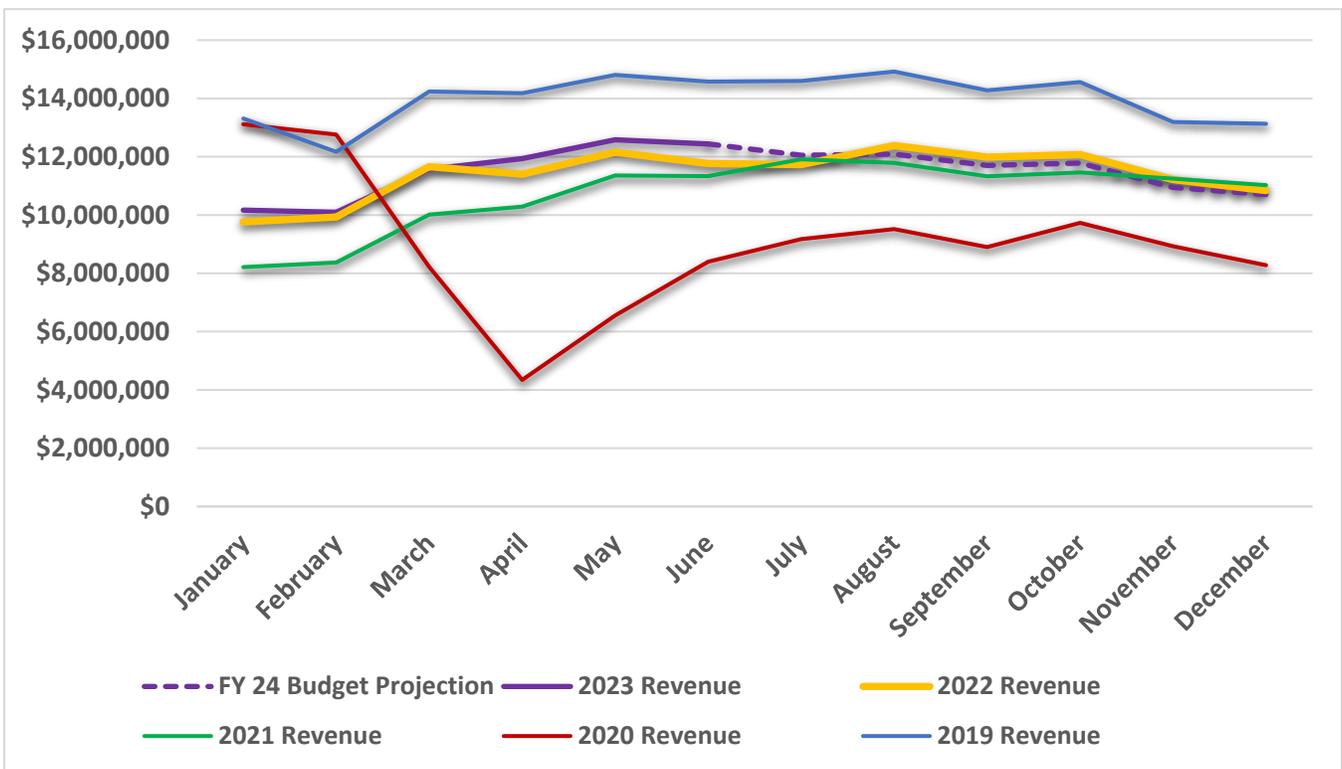


Impact on Bridge Toll Revenue

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

The lines in the graph represent revenue totals if current toll rates were applied for the calendar years 2019, 2020, 2021, 2022, and through June 2023. The base year is 2019 which provides 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 current levels and the pre-COVID norm.

COVID-19 BRIDGE REVENUE TRENDS (2019-2023)*



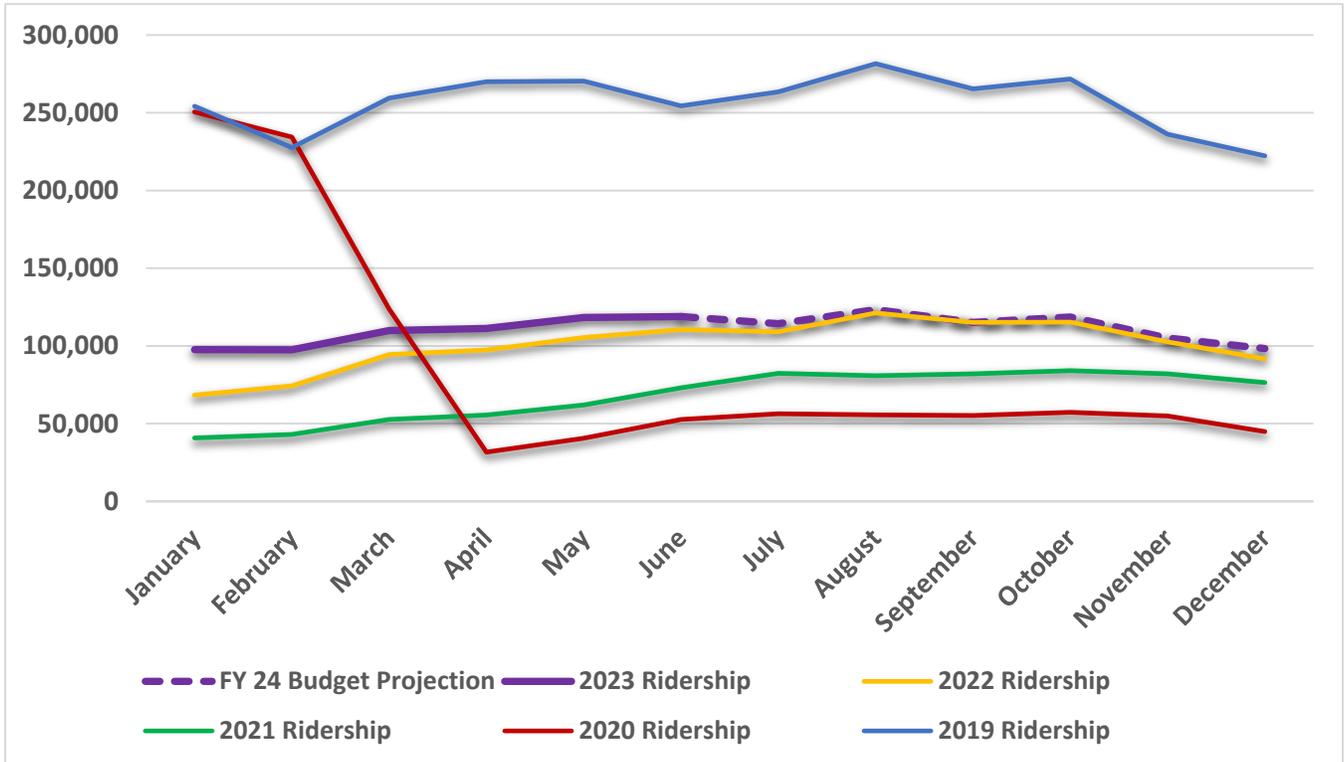
* Graph represents revenue totals if current toll rates were applied for the calendar years 2019, 2020, 2021, 2022, and through June 2023



Impacts on Bus Ridership

The following graph shows Bus ridership for 2019, 2020, 2021, 2022 and through March 2023. In 2020, Bus ridership dropped as low as 12% of pre-COVID ridership. It has since recovered to 45% of pre-COVID ridership. 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 a slow recovery which continues at a similarly slow pace in 2022 and 2023.

COVID-19 BUS RIDERSHIP TRENDS (2019-2023)

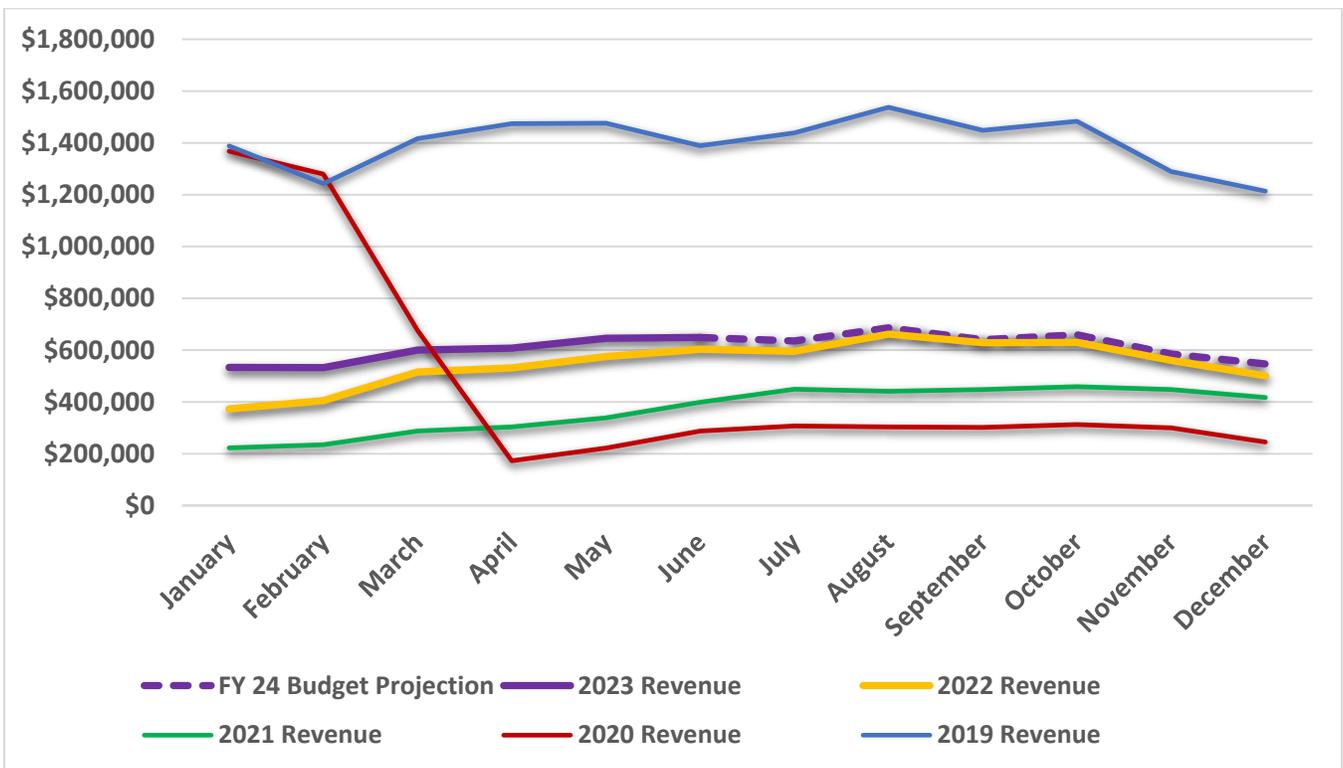


Impacts on Bus Fare Revenue

The following graph shows the change in Bus fare revenue. To make the five years comparable, current Bus fare rates have been applied to the past years ridership totals. Showing the Bus fare revenue in this manner clearly displays the revenue opportunity loss created by the loss in ridership due to the COVID-19 pandemic.

The lines in the graph represent revenue totals if current Bus fare rates were applied for the calendar years 2019, 2020, 2021, 2022, and through June 2023. The base year is 2019 which provides the pre-COVID trend. The 2020 line shows the dramatic effect of the shelter in place order beginning in March 2020 where fare revenue dropped to a low of 7% of the pre-COVID level. The 2021, 2022, 2023 lines show the recovery from the pandemic, but a very large gap remains between current revenue levels and the pre-COVID norm.

COVID-19 BUS FARE REVENUE TRENDS (2019-2023)*



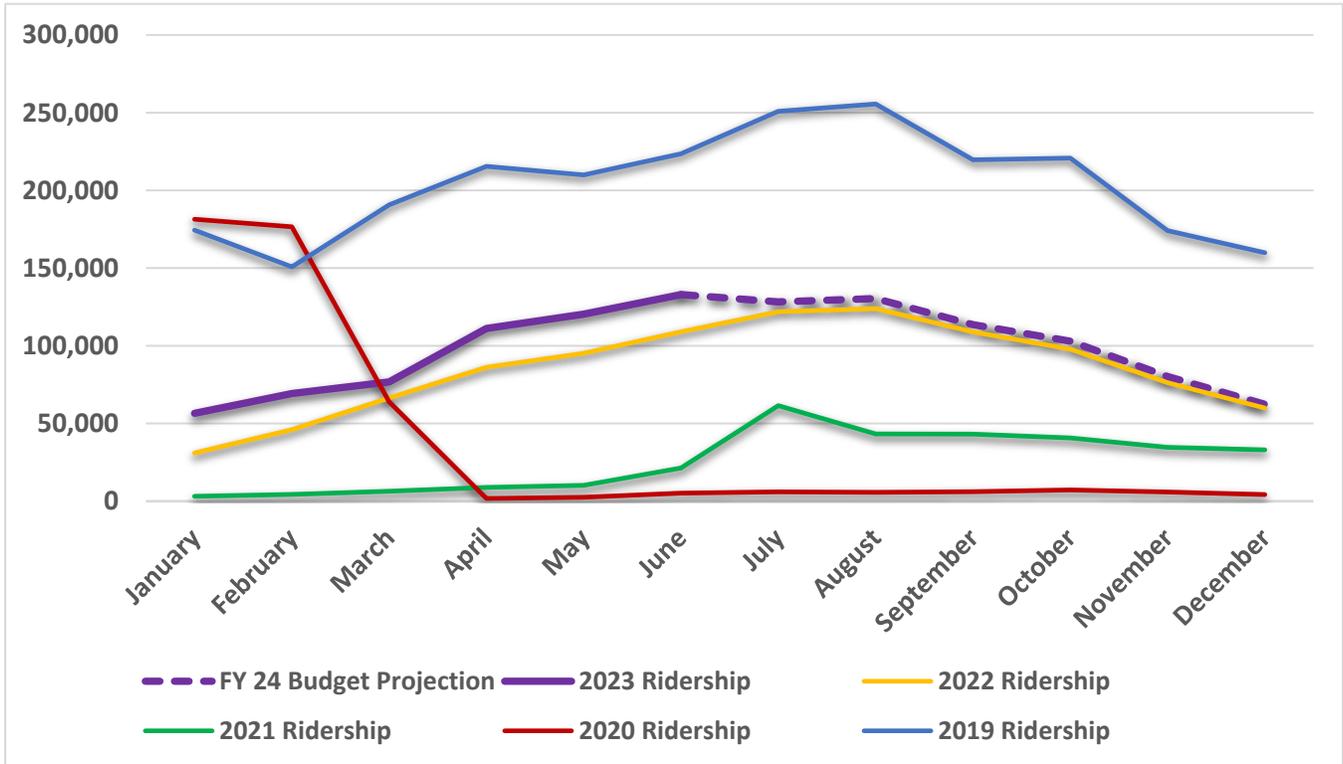
* Graph represents revenue totals if current Bus fare rates were applied for the calendar years 2019, 2020, 2021, 2022, and through June 2023



Impacts on Ferry Ridership

The following graph shows Ferry ridership for 2019, 2020, 2021, 2022 and 2023 through March. The 2020 line shows the dramatic drop in ridership to less than 1% of normal corresponding to the March 2020 shelter in place orders. Ridership slowly recovered in 2021 and had a steeper recovery in 2022 and 2023.

COVID-19 FERRY RIDERSHIP TRENDS (2019-2023)

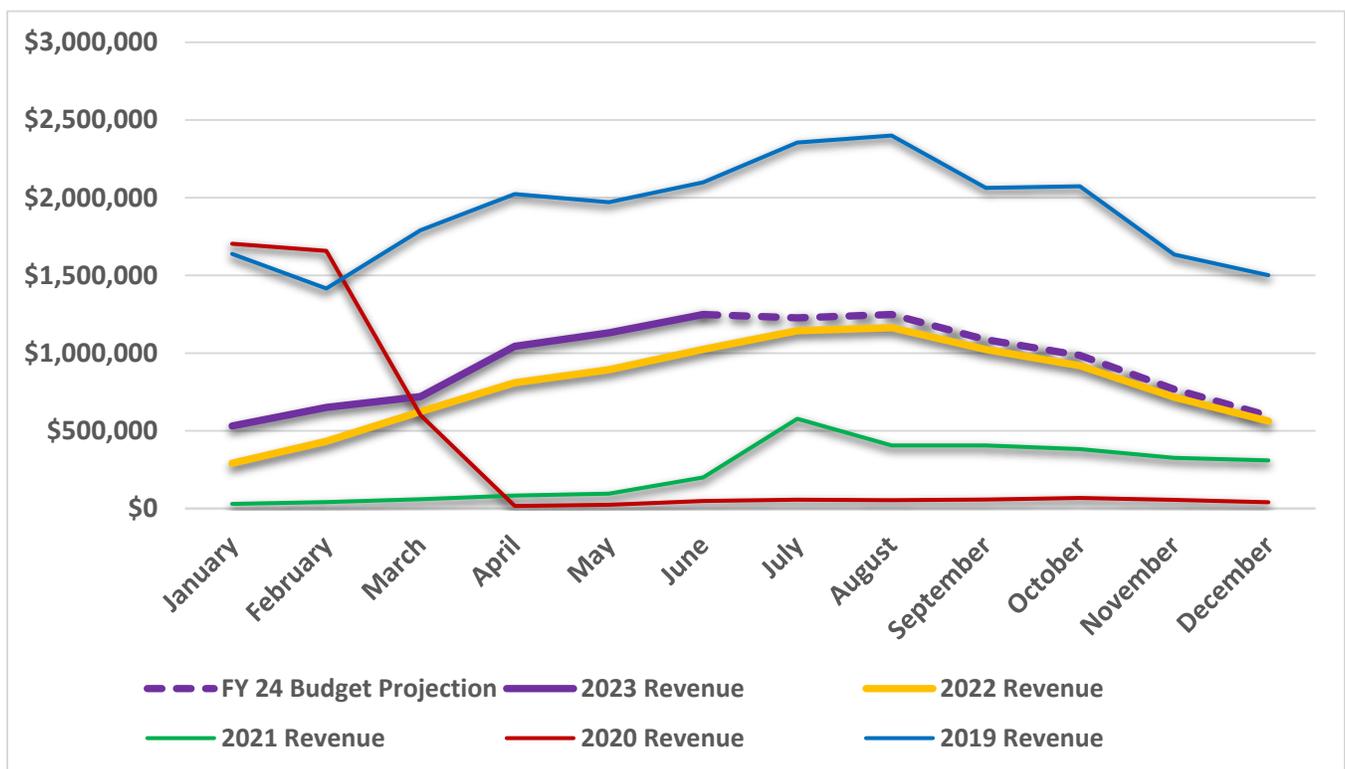


Impacts on Ferry Fare Revenue

The following graph shows the change in Ferry fare revenue. To make the five years comparable, current Ferry fare rates have been applied to the past years ridership totals. Showing the Ferry fare revenue in this manner clearly displays the revenue opportunity loss created by the loss in ridership due to the COVID-19 pandemic.

The lines in the graph represent revenue totals if current Ferry fare rates were applied for the calendar years 2019, 2020, 2021, 2022, and through June 2023. The base year is 2019 which provides the pre-COVID trend. The 2020 line shows the dramatic effect of the shelter in place order beginning in March 2020 where fare revenue dropped to a low of 1% of the pre-COVID level. The 2021, 2022, and 2023 lines show the recovery from the pandemic, but revenue is still less than half of the pre-COVID norm.

COVID-19 FERRY REVENUE TRENDS (2019-2023)*



* Graph represents revenue totals if current Ferry fare rates were applied for the calendar years 2019, 2020, 2021, 2022, and through June 2023



TRANSIT FUNDING OVERVIEW

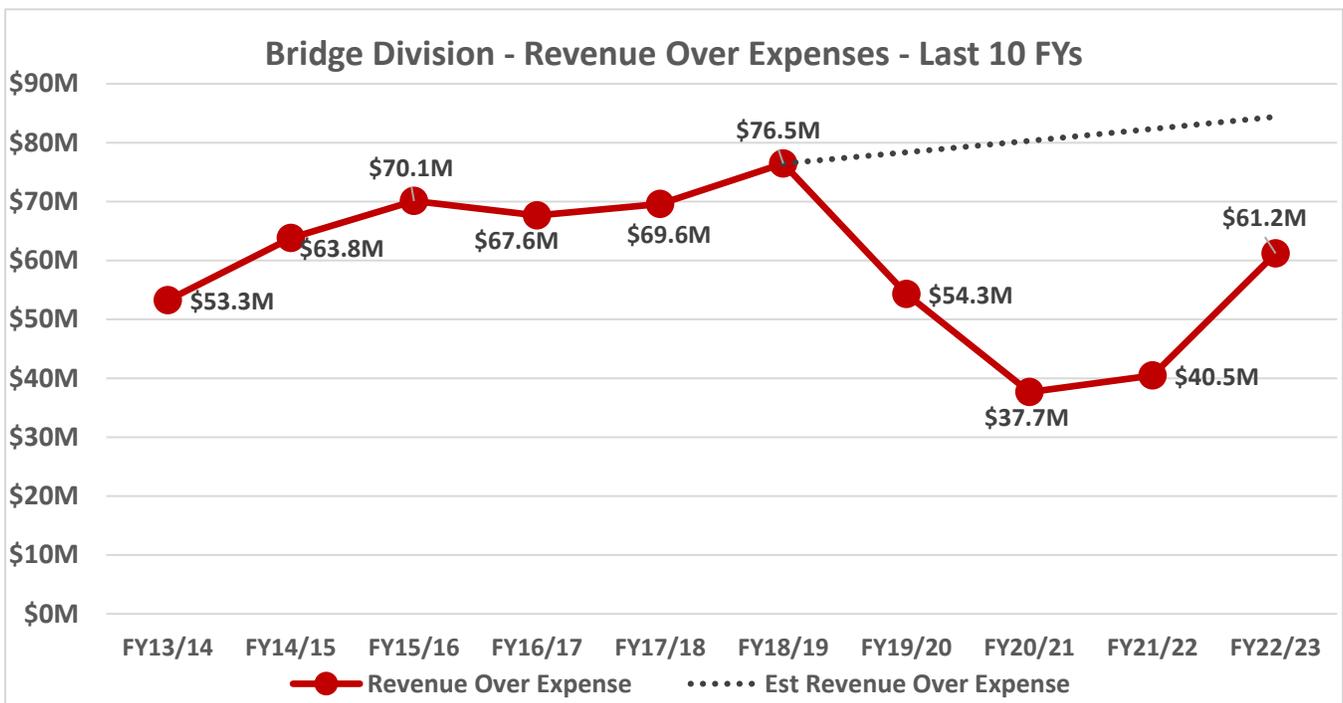
The Bus and Ferry Division’s traditional sources of revenue are the bridge toll subsidy, fare revenue, state, federal, and local operating grants, and specifically for the Bus Division, revenue earned by providing contracted bus services to Marin Transit. Available subsidies from bridge tolls and fare revenue dropped dramatically due to the decrease in commuters from Marin and Sonoma Counties traveling into San Francisco during the pandemic. Those two sources of lost revenue are the reason that the District’s FY 23/24 budget is projected to have a transit funding shortfall before the use of emergency one-time federal funding.

Toll Revenue:

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

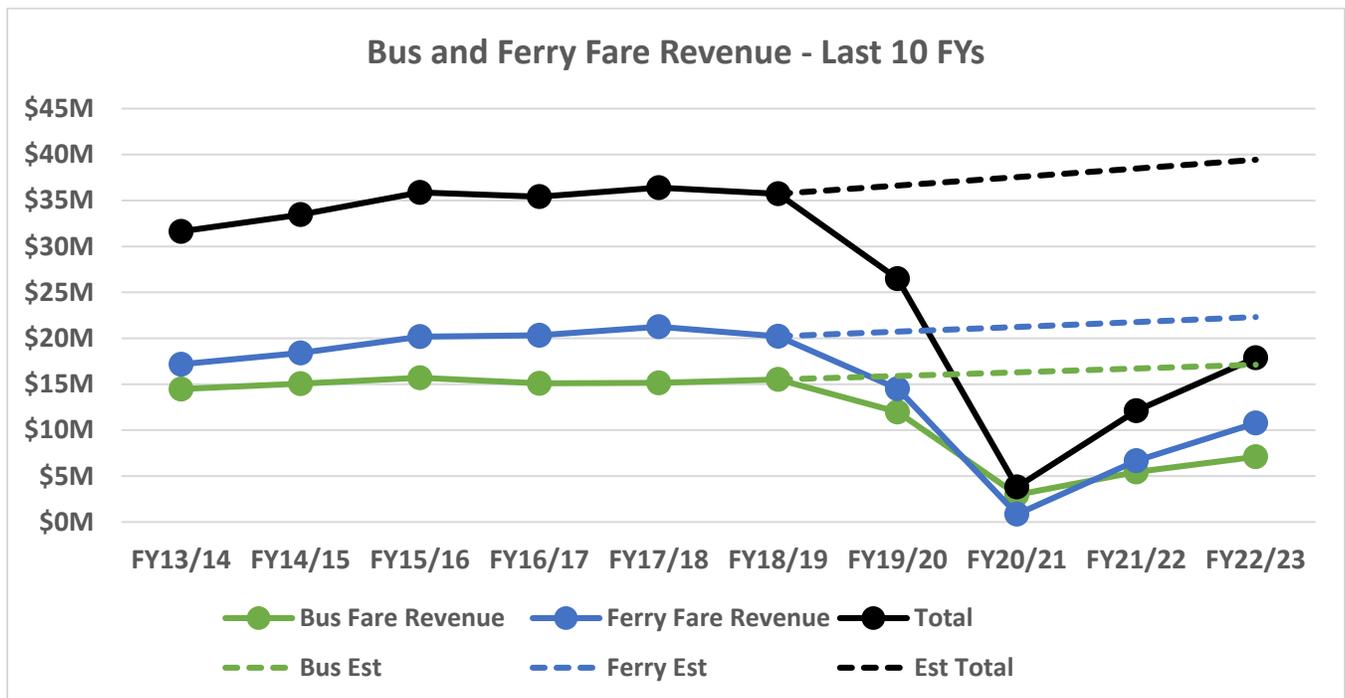
History of the Toll Subsidy for Transit: Bridge Toll Revenue Over Bridge Operating Expenses

The State charter for the District envisioned using Bridge Division toll earnings to subsidize transit expenses to the extent funds were available. Over the past ten fiscal years, the Bridge Division revenues have purposely exceeded expenses, creating a bridge toll subsidy available to be used to fund the Bus and Ferry Division and also to fund District Reserves for capital projects to maintain the Golden Gate Bridge and District facilities. As seen in the chart below, the Bridge Division’s Revenue Over Expense value has fluctuated over time and was negatively impacted by the COVID-19 pandemic drop in bridge traffic. While FY 22/23 is projected to be the largest Bridge toll subsidy in the last four fiscal years, it remains below historic inflation-adjusted totals and is insufficient to subsidize the current operations of the Bus and Ferry Divisions. The dotted line below estimates toll revenue if adjusted to pre-pandemic traffic and average annual inflation.



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 one-tenth of pre-COVID levels), \$3 million in Bus fares and \$817,000 in Ferry fares respectively. In FY 21/22 transit fares recovered to \$12 million, \$5.4 million in Bus fares and \$6.6 million in Ferry fares. In FY 22/23 transit fares have recovered to \$17.9 million, \$7.1 million in Bus fares and \$10.8 million in Ferry fares. That recovery is expected to maintain its gains in FY 23/24 with transit fare revenue at \$18.6 Million, \$7.5 million in Bus fares and \$11.1 in Ferry fares. However, the dotted line below estimates fare revenue if adjusted to pre-pandemic ridership and average annual inflation.



Emergency One-Time Federal Revenue:

The District has been fortunate to receive a total of \$287.9 million in one-time federal grant funds to offset the loss of bridge toll subsidy for transit operations and the drop in fare revenue; the two main sources of funding for the District’s transit divisions. This revenue was offset by a one-time decrease in State Transit Assistance (STA) funding in FY 22/23 of \$5.4 million.

The District has been able to balance the last three year’s budgets and this year’s adopted budget with one-time funding from Coronavirus Aid, Relief, and Economic Security Act (CARES), Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA), and the American Recovery Plan Act (ARP) funds.

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 Federal Transit Administration (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 FY 19/20 and the remaining \$7.7 million in FY 20/21 to subsidize transit expenses.

Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA)

On January 11, 2021, 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 FY 20/21.

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 totally \$176.6: \$57.7 in tranche I, \$43.9 million in tranche II and, through a nationally competitive grant program, \$75 million for tranche III. These funds have been or will be used to fill the projected transit funding shortfall in FY 21/22, FY 22/23, and FY 23/24.

FINANCIAL IMPACT OF THE COVID-19 ONE-TIME FEDERAL FUNDING

The impact of COVID-19 on the District’s revenues has been extreme for more than three years now. That trend is expected to continue in FY 23/24 and beyond. The District received a total of \$287.9 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.

The following table shows historical use of the one-time federal funding, the \$57.3 million FY 23/24 budget shortfall, and how one-time funding will almost, but not completely balance that shortfall. There is projected to be an estimated cumulative \$97.0 million of toll revenue carryover at the end of FY 23/24. Toll revenue carry over are District reserves that were earned as toll revenue by the Bridge Division that were not used to subsidize transit due to the District’s receipt of emergency one-time Federal funding for the purpose.



**ONE-TIME FEDERAL FUNDING AND TOLL REVENUE
CARRYOVER**

	FY 19/20 Actual	FY20/21 Actual	FY21/22 Actual	FY22/23 Actual	FY23/24 Adopted Budget	Total
Total Revenues	\$203,030,944	\$147,314,578	\$177,381,239	\$211,231,544	\$216,405,600	
Total Expenses	\$221,746,351	\$204,757,482	\$214,381,062	\$231,763,105	\$273,672,500	
Operating Revenue Over/(Under) Expenses	\$(18,715,407)	\$(57,442,904)	\$(36,999,823)	\$(20,531,561)	\$(57,266,900)	
One-Time Federal Funding:						
Cares Act Funding	\$43,863,007	\$7,717,456				\$51,580,463
CRRSAA Funding		\$59,749,434				\$59,749,434
ARP Tranche I			\$57,697,418			\$57,697,418
ARP Tranche II			\$7,565,324	\$36,289,898		\$43,855,222
ARP Tranche III				\$23,843,195	\$51,186,025	\$75,029,220
Total One-Time Federal Funding	\$43,863,007	\$67,466,890	\$65,262,742	\$60,133,093	\$51,186,025	\$287,911,757
Adjusted Revenue Over/(Under) Expenses	\$25,147,600	\$10,023,986	\$28,262,919	\$39,601,532	\$(6,080,875)	
Cumulative Toll Revenue Carryover	\$25,147,600	\$35,171,586	\$63,434,505	\$103,036,037	\$96,955,162	

For the purpose of showing the cumulative toll carryover, this table represents audited figures before GASB adjustments and therefore is different from data in previous budgets which include GASB adjustments.



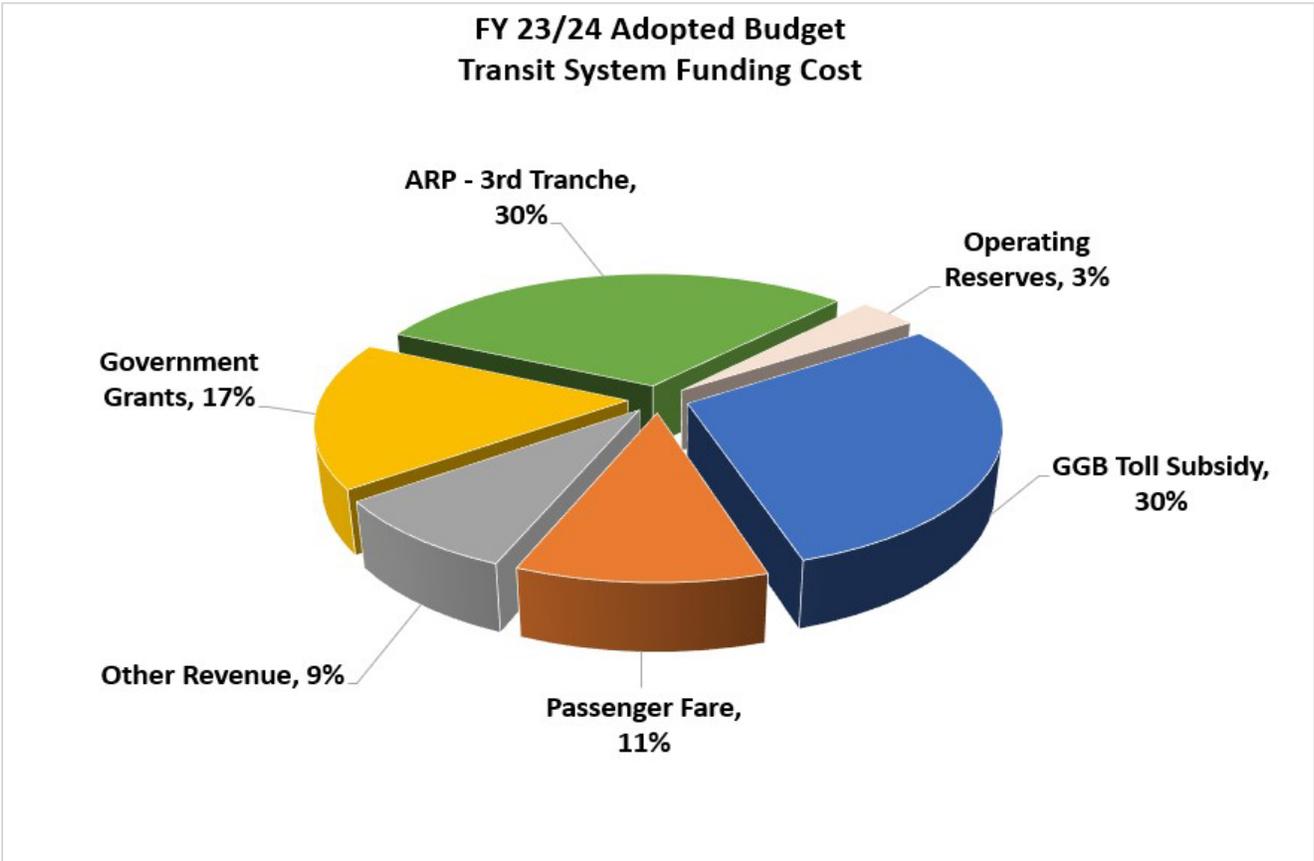
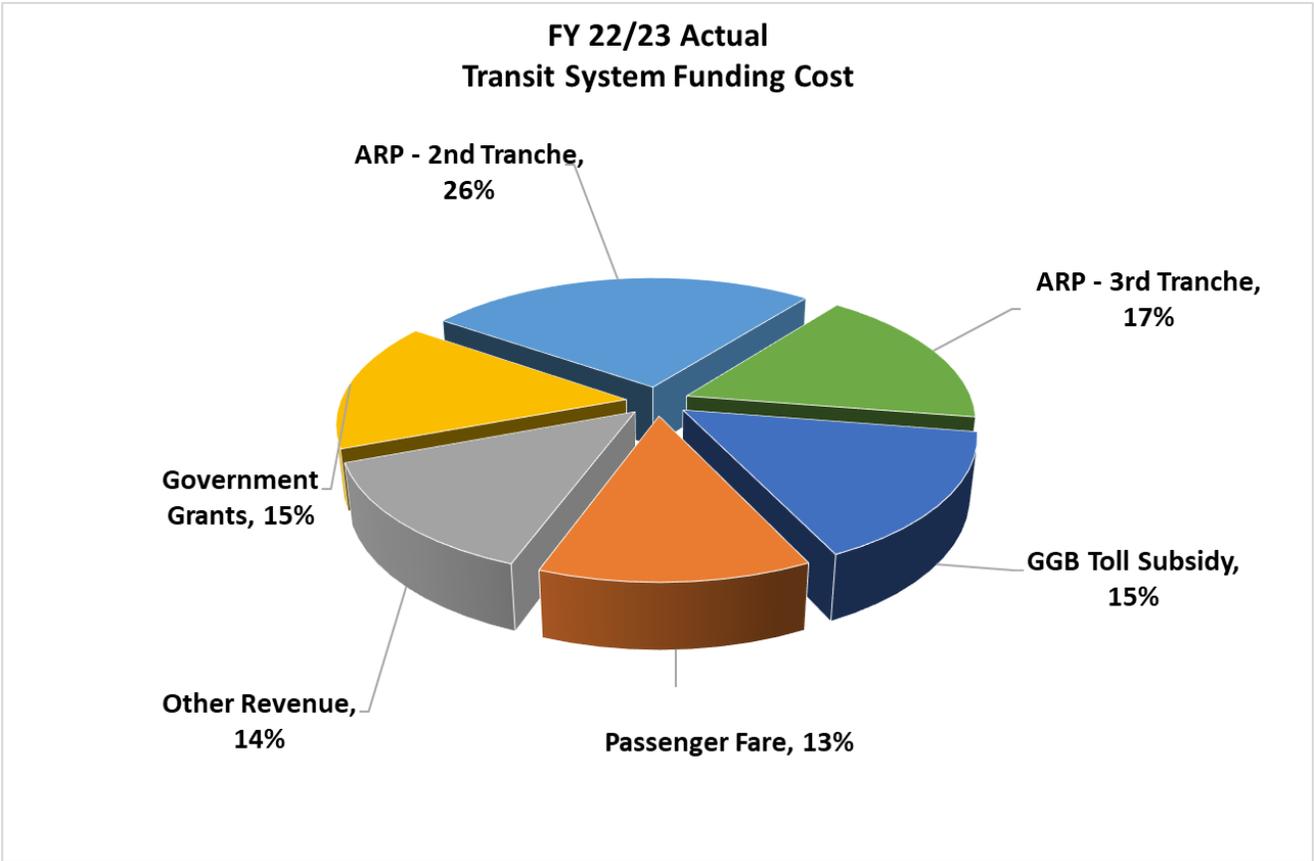
TRANSIT SYSTEM FUNDING

The Transit system is currently using emergency one-time federal funding to balance the FY 23/24 budget. It is unknown at this time if ridership will return to its previous pre-pandemic 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 22/23 transit fares only covered 13% of the transit expense. That is projected to decrease modestly to 11% in FY 23/24. The toll subsidy funded 15% of transit expenses for FY 22/23 and is projected to fund 30% in FY 23/24. Pre-pandemic, 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 22/23. One-time federal revenue will again make up the shortfall in FY 23/24, along with some use of operating reserves.

The following table displays how the toll subsidy and other revenues were allocated to fund the FY 22/23 Actual Expenses and FY 23/24 Adopted Budget Expenses.

	How Golden Gate Transit was Funded in FY 22/23 (In Millions)				How Golden Gate Transit is Estimated to be Funded in FY 23/24 (In Millions)			
	Bus Division	Ferry Division	Total Transit	% of Cost	Bus Division	Ferry Division	Total Transit	% of Cost
GGB Toll Subsidy	\$11.4	\$10.2	\$21.6	15%	\$32.6	\$17.9	\$50.5	30%
Passenger Fare	7.1	10.8	17.9	13%	7.5	11.1	18.6	11%
Other Revenue	17.4	1.7	19.1	14%	14.7	0.3	15.0	9%
Government Grants	18.2	3.5	21.7	15%	23.7	5.5	29.2	17%
ARP-2nd Tranche	22.5	13.8	36.3	26%	-	-	-	0%
ARP-3rd Tranche	15.0	8.8	23.8	17%	33.9	17.3	51.2	30%
Operating Reserves	-	-	-	0%	4.1	1.9	6.0	3%
Total	\$91.6	\$48.8	\$140.4	100%	\$116.5	\$54.0	\$170.5	100%





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 of which have been and will remain fully funded throughout the Commercial Paper Program. (See Appendix B for details on the budget covenant.)

The FY 23/24 Adopted Budget provides that the \$61 million remains outstanding throughout FY 23/24 and does not provide for further borrowing. In addition, the FY 23/24 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 Actual	FY 23/24 Budget
Average Annual Interest Rate **	1.18%	1.67%	1.13%	0.16%	0.35%	2.49%	4.14%*
CP Program-related Costs	0.78%	0.70%	0.66%	1.17%	0.80%	0.82%	0.74%
Total CP Program Costs as a % of Total CP Notes Outstanding	1.96%	2.37%	1.79%	1.33%	1.15%	3.31%	4.88%

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 23/24 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 55 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 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. The Board of Directors are currently undertaking a strategic planning process that is estimated to be completed in calendar year 2023.

Guiding Principles of the Most Recent Strategic Plan (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 utilize 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.



FY 23/24 Projection vs. FY 23/24 Adopted Budget

On October 27th, 2022, the Board was presented with an updated Five- and Ten-Year Financial Projection. The projection was the first presented to the Board in three years. The departure from the annual update of the financial projection was a result of the pandemic and the complications associated with projecting revenues and expenditures during that period of extreme uncertainty. Given the short duration between the adoption of the Five- and Ten-Year Financial Projection and the drafting of the FY 23/24 Adopted Budget, the tables below will provide a quick summary of the differences between how the District projected FY 23/24 in Fall 2022, and how the District projects FY 23/24 for the Adopted Budget. For revenues, the District is budgeting \$12.9 million (or 6.3%) more than we previously projected for FY 23/24. For expenses, the District is budgeting \$5.8 million (or 2.2%) more than we previously projected for FY 23/24. See the tables below for Division specific detail.

FY 23/24 PROJECTION COMPARED TO FY 23/24 ADOPTED BUDGET REVENUES 10-YEAR PROJECTION (IN MILLIONS)

	Projected Revenue	Adopted Budget Revenue	Variance	
Bridge Division	\$146.8	\$153.8	\$7.0	4.8%
Bus Division	\$40.5	\$45.8	\$5.3	13.1%
Ferry Division	\$16.2	\$16.8	\$0.6	3.6%
Total	\$203.5	\$216.4	\$12.9	6.3%

FY 23/24 PROJECTION COMPARED TO FY 23/24 ADOPTED BUDGET EXPENSES 10-YEAR PROJECTION (IN MILLIONS)

	Projected Expense	Adopted Budget Expense	Variance	
Bridge Division	\$100.3	\$103.2	\$2.9	2.8%
Bus Division	\$114.1	\$116.5	\$2.4	2.1%
Ferry Division	\$53.5	\$54.0	\$0.5	1.0%
Total	\$267.9	\$273.7	\$5.8	2.2%



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 23/24 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 23/24 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 its current capital project lists and nominate potential projects for inclusion in next year’s budget. The capital projects undergo several levels of careful evaluation and discussion with the Auditor-Controller, Deputy General Managers, District Engineer and the General Manager. Due to limitations in both funding and staff resources, each project is vetted and prioritized based on several criteria, including but not limited



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

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

Capital Project Funding: In general, it is the District's policy to secure the maximum amount of external funds possible and to spend these funds prior to relying on internal funds for capital projects. The Adopted FY 22/23 Capital Budget includes \$19.0 million in Federal, State and Other Local funding and \$23.8 million in District funding. This represents a federal/state/other local funding percentage of 44% and a District funding percentage of 56%.

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 23/24 Proposed Budget is presented to the Finance-Auditing Committee in May 2023 and adopted by the Board of Directors in June 2023.



BUDGET PREPARATION AND PROCESS CALENDAR FOR FY 23/24

Dates	Activity
Dec 21, 2022	General Manager, Auditor-Controller and Budget Office review District’s goals and objectives, establish budget expense targets and timelines.
Jan 17, 2023	Budget Kickoff with departments: Budget Office submits budget calendar to Executive Team. Budget packets are distributed to the Deputy General Managers (DGMs) and Executive Team.
Jan 17 – Feb 7, 2023	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 7 – Feb 20, 2023	Operating and capital budgets are submitted to the Budget Office and Capital and Grant Programs Office for review and consolidation.
Mar 17 – Mar 24, 2023	CFO meets with DGMs to review Proposed budgets.
Mar 27 – April 3, 2023	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 4 – May 11, 2023	Budget Office prepares the Proposed Budget document.
May 18, 2023	Budget presented and reviewed by the Finance-Auditing Committee.
May 18 – June 22, 2023	Budget discussion and possible Board approval.
June 23, 2023	FY 23/24 Proposed Budget adopted by the Board of Directors.
August 24, 2023	Adopted Budget is published.



FY 23/24 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 fiscal deficit if applicable.

Typically, on an annual basis, the Board of Directors attend a Strategic Plan Special Session or Workshop in which staff present the current long-term plan and develop strategies for implementing deficit reduction plans and projects. Every year, immediately following adoption of the current budget, Finance staff develop a long-range 5- and 10-year projection, which is used in the Board Special Session or Workshop review and discussion. Please refer to District Financial Situation on page 23 of the budget document for a more in-depth discussion of the District's financial situation.

Sources of Revenue: Sources of revenues for the District are Bridge tolls, fares from bus and ferry patrons, grants from federal, state, and local agencies, contract services and investment income. Tolls fund not only the majority of the Bridge operations, but they also subsidize the District's transportation operations in the Bus and Ferry Divisions. Please refer to Transit System Funding on page 37 of the budget document for a more detailed overview of the toll subsidy for the Bus and Ferry Divisions.

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

Capital Improvement Plan: Each year the District develops an annual and multi-year capital improvement plan. This capital improvement plan is part of the budget development process. Multi-year capital plans are included in Appendix E of the budget document. At least 44% of the District's Adopted FY 23/24 Budget is funded by capital grants; the remaining 56% 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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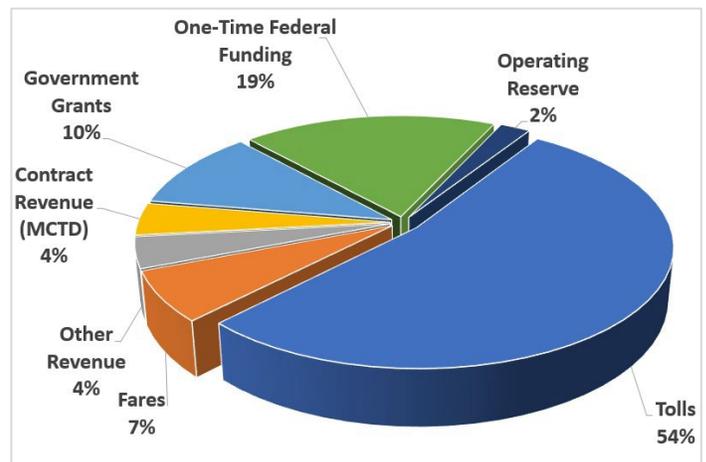


OPERATING BUDGET SUMMARY

The District is projected to be able to balance its budget of \$273.7 million in FY 23/24 with the use of emergency one-time Federal grant funds provided to the District due to the COVID pandemic and funds from its operating reserve. The District projects that it will use \$51.2 million in ARP funding, along with \$6.1 million in operating reserve funds to balance the FY 23/24 Adopted Budget. It is expected the District will be able to control the level of expenses during the year to eliminate the need to expend the budgeted funds from the operating reserve. The following tables and graphs provide information on the sources of funding and areas of expenditures in the FY 23/24 Adopted Operating Budget.

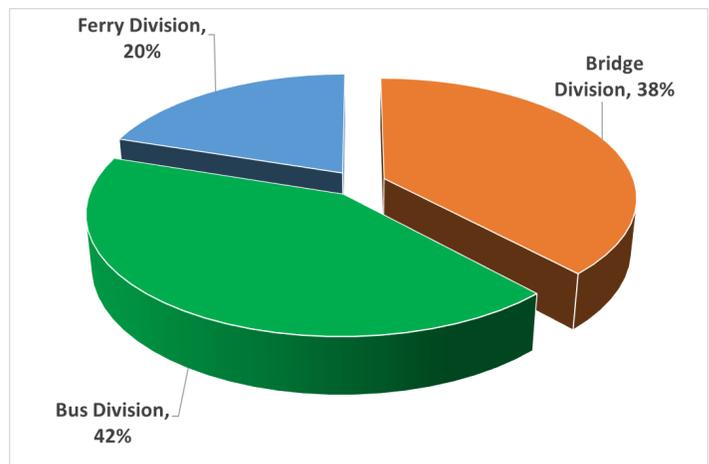
WHERE WILL THE MONEY COME FROM TO OPERATE THE DISTRICT IN FY 23/24?

	FY 23/24	% of total
Tolls	\$145.5	54%
Fares	18.6	7%
Other Revenue	11.4	4%
Contract Revenue (MCTD)	11.9	4%
Government Grants	29.0	10%
One-time Federal Funding	51.2	19%
Operating Reserves	6.1	2%
Total	\$273.7	100%



WHERE WILL THE MONEY GO TO OPERATE THE DISTRICT IN FY 23/24?

	FY 23/24	% of total
Bridge Division	\$103.2	38%
Bus Division	116.5	42%
Ferry Division	54.0	20%
Total	\$273.7	100%
Revenues Over Expenses	\$0	

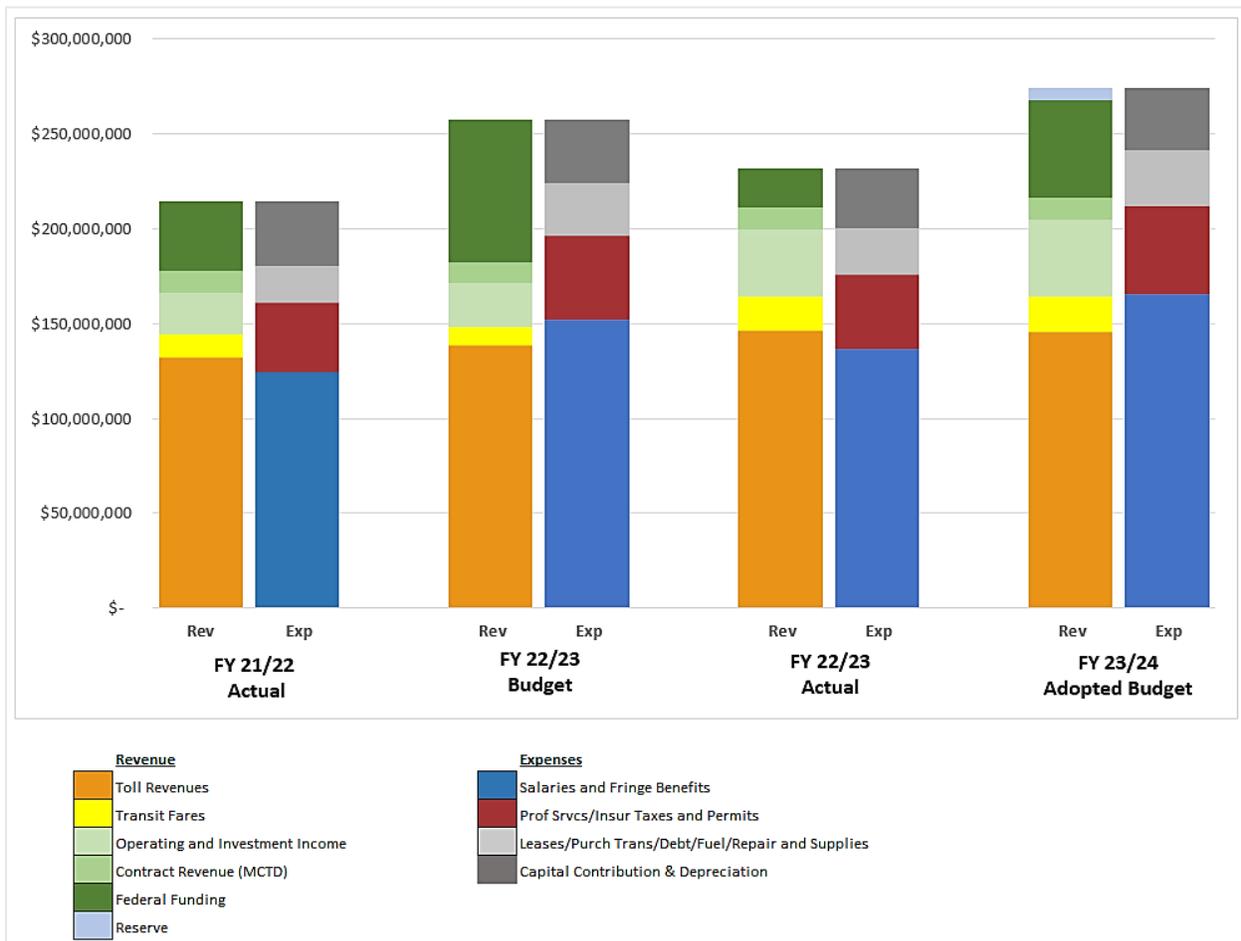


REVENUE OVER EXPENSES SUMMARY

	FY 21/22 Actual	FY 22/23 Budget	FY 22/23 Actual	FY 23/24 Adopted Budget
Revenues (*)	\$177,381,239	\$182,195,100	\$211,231,544	\$216,405,600
Expenses (*)	\$214,381,062	\$257,268,700	\$231,763,105	\$273,672,500
Revenues Over/(Under) Expenses	(\$36,999,823)	\$(75,073,600)	\$(20,531,561)	\$(57,266,900)
One-Time Federal Funding				
ARP-1 st Tranche	57,697,418			
ARP-2 nd Tranche	7,565,324	43,838,300	36,289,898	
ARP-3 rd Tranche		31,235,300	23,843,195	51,186,000
Subtotal One-Time Funding	\$65,262,742	\$75,073,600	\$60,133,093	\$51,186,000
Use of Reserves				\$6,080,900
Adjusted Revenues Over/(Under) Expenses	\$28,262,919		\$39,601,532	

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

CHART OF HOW DISTRICT EXPENSES ARE FUNDED



OPERATING REVENUES

In FY 23/24, operating revenues are projected to increase approximately \$5.2 million to \$216.4 million from the FY 22/23 Actual of \$211.2 million. The net increase is primarily due to the projected increase in state operating assistance and interest income with smaller increases in transit fare revenues, and Marin Transit Contract Revenue. The District has been provided with a total of \$287.9 million in emergency one-time federal funding to make up for the revenue loss in its transit divisions. An estimated \$51.2 million, along with \$6.1 million in reserve funding will be used to balance the FY 23/24 Adopted Budget.

Principal Categories of Revenue

Bridge Tolls: Bridge toll revenues are projected to be \$145.5 million, which is \$0.5 million less than FY 22/23 Actual. The Bridge toll decrease is primarily due to a projected decrease in toll violation revenue.

Transit Fares: Transit ridership is expected to increase as customers return to pre-pandemic travel patterns. For FY 23/24, Bus fare revenue is estimated to increase \$0.4 million. Bus ridership is forecasted to increase by 2.5% from FY 22/23. Ferry fare revenue is projected to increase \$0.4 million. Ferry ridership is forecasted to increase by 0.6%. In March 2023, the Board approved a new five-year fare increase program for Bus and Ferry fares which on average will raise Bus fares by \$0.10 and Ferry fares by \$0.18 annually.

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 one-time insurance recoveries monies in FY 22/23 and lower advertisement, parking revenue and other revenue budgeted in FY 23/24.

State Operating Assistance: State Operating Assistance is projected to increase by \$7.9 million in FY 23/24. State Operating Assistance is composed primarily of two funding sources: 1.) State Transit Assistance (STA) program projected to be \$16.4 million; and 2.) Transportation Development Act (TDA) funds of \$12.5 million. See page 54 for a detailed overview of STA/TDA funding.

Federal Operating Income: FY 23/24 Adopted Budget includes \$125,500 in federal grants from Federal Emergency Management Agency (FEMA) for the Ferry Active Threat Exercise Program.

One-Time Federal Grant Income: In FY 23/24 it is projected that \$51.2 million from the third tranche of the ARP funding will be utilized.

Contract Revenue (MCTD): Effective October 1, 2022, the District implemented a new three (3) year and nine (9) month with a two one-year options intergovernmental agreement with the Marin County Transit District to provide local bus service within Marin County through June 30, 2026. The District has projected the receipt of a Marin County Local Service payment of \$11.9 million for FY 23/24.

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 1.42% for FY 22/23 Actual versus FY 23/24 Adopted Budget of 2.29%, resulting in a \$2.6 million increase from FY 22/23 Actual.

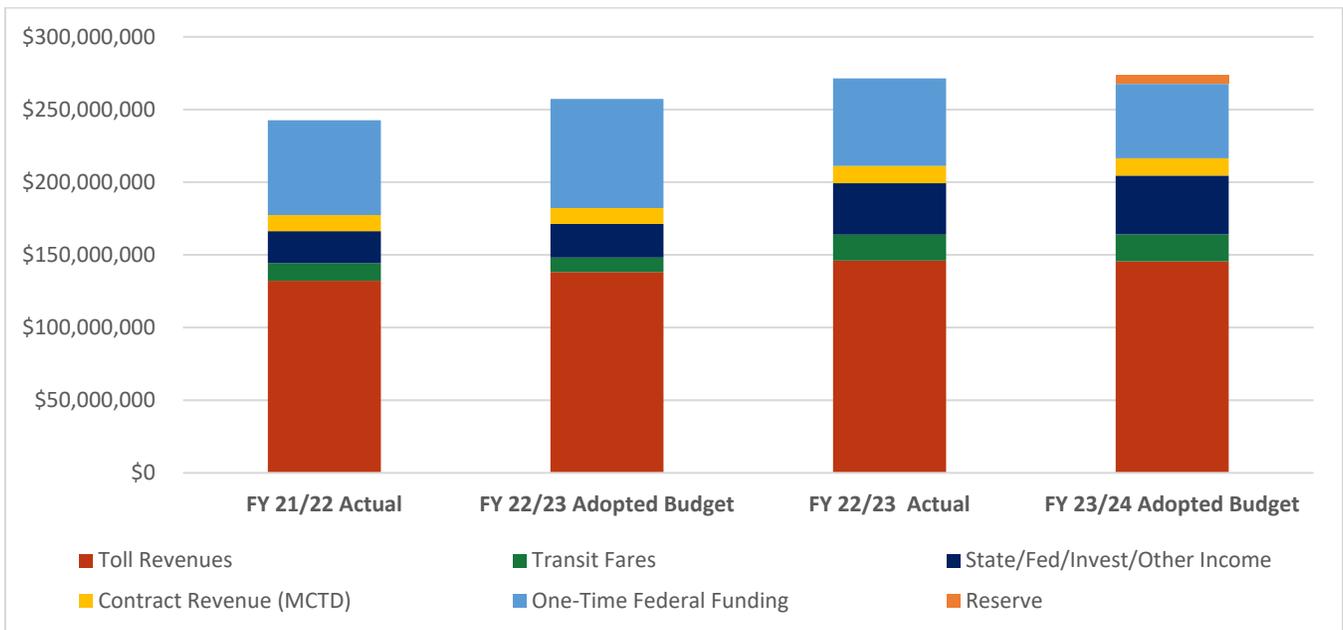
Operating Reserves: In FY 23/24 it is projected that \$6.1 million will be utilized to balance the budget.



OPERATING REVENUES

Revenues	FY 21/22 Actual	FY 22/23 Budget	FY 22/23 Actual	FY 23/24 Adopted Budget
Toll Revenues	\$132,211,683	\$138,202,600	\$146,053,935	\$145,520,500
Transit Fares	12,112,688	9,961,600	17,874,806	18,583,900
Other Operating Income	7,762,761	3,219,800	7,997,070	3,371,800
State Operating Income	23,566,469	17,139,700	21,029,305	28,941,100
Federal Operating Income	16,889	251,000	928,231	125,500
Contract Revenue (MCTD)	11,068,698	10,920,400	11,946,296	11,862,800
Investment Income	(9,357,949)	2,500,000	5,401,901	8,000,000
Subtotal	\$177,381,239	\$182,195,100	\$211,231,544	\$216,405,600
One-Time Funding				
ARP-1 st Tranche	57,697,418			
ARP-2 nd Tranche	7,565,324	43,838,300	36,289,898	
ARP-3 rd Tranche		31,235,300	23,843,195	51,186,000
One-Time Funding Subtotal	\$65,262,742	\$75,073,600	\$60,133,093	\$51,186,000
Reserves				\$6,080,900
Revenues	\$242,643,981	\$257,278,700	\$271,364,637	\$273,672,500
Percent Change	28.3%	6.0%	5.5%	0.9%

CHART OF OPERATING REVENUES



Operating & Capital Budget Summary

INVESTMENT INCOME

	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Actual	FY 23/24 Adopted Budget
Interest Earned	\$4,020,243	\$3,382,074	\$6,062,642	\$8,000,000
Market Gains and Losses	\$(2,680,851)	\$(12,740,023)	\$660,741	
Investment Income	\$1,339,392	\$(9,357,949)	\$5,401,901	\$8,000,000
Average Investment Portfolio at Cost	\$286,932,232	\$329,763,424	\$381,881,375	\$350,000,000
Average Investment Return	0.47%	-2.84%	1.42%	2.29%

STATE OPERATING INCOME

State Operating Income Funding Source	FY 21/22 Actual	FY 22/23 Budget	FY 22/23 Actual	FY 23/24 Adopted Budget
Transit Development Act				
Marin County's Apportionment	\$7,416,263	\$5,804,400	\$8,185,585	\$4,770,100
Sonoma County's Apportionment	6,282,679	7,590,400	8,070,969	7,785,000
State Transit Assistance (STA)				
MTC for Administering Clipper Grant	\$10,000	\$10,000	\$10,000	\$10,000
Revenue-Based Funds	8,396,836	8,154,200	8,901,072	14,651,200
ARP Adjustment-Revenue Based Funds		(4,341,900)	(4,342,272)	
Population-Based Funds - County Block Grant	1,447,324	971,000	1,048,348	1,724,800
ARP Adjustment-Pop Based Funds-County Block Grant		(1,048,400)	(1,048,348)	
Population-Based Funds – Clipper Bay Pass			80,951	
Other				
California Labor Federation			123,000	
Total State Operating Revenue	\$23,553,102	\$17,139,700	\$21,029,305	\$28,941,100
Percent Change	14.6%	-27.2%	22.7%	37.6%



OPERATING EXPENSES

The FY 23/24 Adopted Operating Expense is \$273.7 million - including a \$21 million contribution to reserves for future capital projects. This is an increase of 18.1% over FY 22/23 Actual expenses and 6.4% higher than FY 22/23 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-19 pandemic.

OPERATING EXPENSES

	FY 21/22 Actual	FY 22/23 Budget	FY 22/23 Actual	FY 23/24 Adopted Budget
Salaries	\$65,041,909	\$84,536,300	\$72,370,028	\$92,612,300
Fringe Benefits	59,665,396	67,730,900	64,479,483	72,820,000
Professional Services	26,089,285	32,933,600	29,218,881	35,525,100
Fuel & Related Taxes	7,904,582	11,909,400	10,299,502	12,640,700
Repair & Operating Supplies	8,360,104	10,182,100	9,550,567	10,396,300
Insurance, Taxes & Permits	10,312,385	10,912,700	9,683,790	10,591,200
Purchased Transportation	1,297,030	2,012,000	1,336,974	2,029,600
Other	679,299	1,119,900	852,135	1,164,200
Lease & Rentals	899,220	1,127,000	936,218	1,034,800
Debt Service - Interest Expense	212,000	1,500,000	1,521,000	2,526,000
Subtotal Expenses	\$180,461,210	\$223,963,900	\$200,248,578	\$241,340,200
Percent Change	(11.5)%	24.1%	(10.6%)	20.5%
Capital Contribution	\$21,000,000	\$21,000,000	21,000,000	21,000,000
Depreciation	12,919,852	12,304,800	10,514,527	11,332,300
Total Expenses	\$214,381,062	\$257,268,700	\$231,763,105	\$273,672,500
Percent Change	(10.0)%	20.0%	(9.9%)	18.1%

Expense Budget Assumptions:

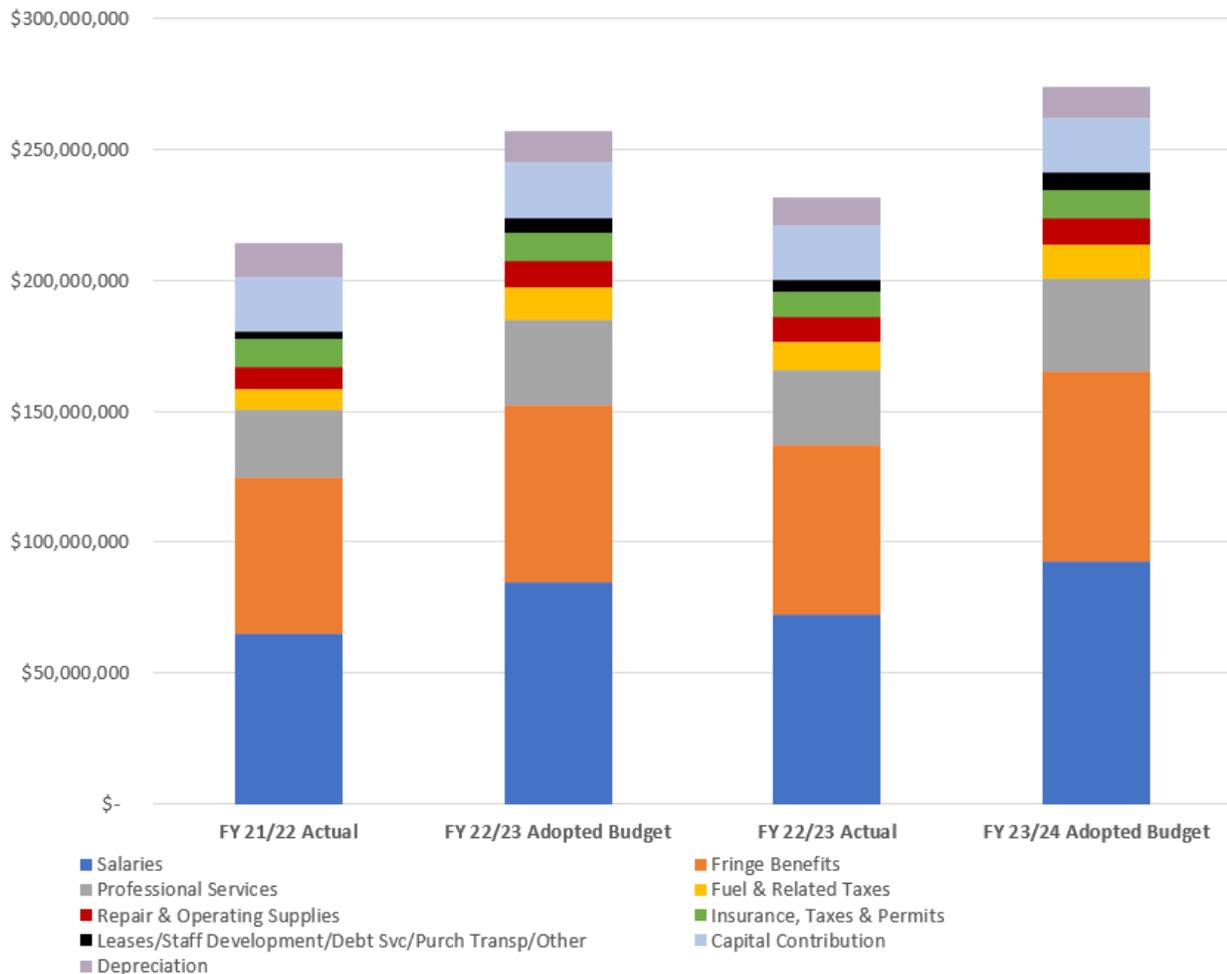
- 3.5% salary increase effective July 1, 2023 for Coalition and Non-Represented employees unless specified otherwise in their ratified Memorandum of Understanding.
- 3.5% salary increase effective May 11, 2023 for Bus Operators (ATU Represented employees). 3.5% salary increase effective September 1, 2023 for Bus Operators (ATU Represented employees).
- Includes Pension contributions for PERS, ATU, MEBA and IBU.
- Medical insurance costs increase due to re-funding of vacancies and increase in annual costs.



Operating & Capital Budget Summary

- 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.
- \$3.90/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 23/24 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 23/24 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



Summary of Changes to Expenses

On a net basis, the FY 23/24 Adopted Operating Budget shows an increase of 18.1% over FY 22/23 Actual Expenses. The bulk of the 18.1% 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 \$3.90 per gallon, increase in professional and maintenance services due to increase in need for those services in FY 22/23, and re-funding commercial paper debt service due to the indenture service requirement.

The following is a summary of changes to the FY 23/24 Adopted Budget from FY 22/23 Actual Expenses.

SUMMARY OF CHANGES TO EXPENSES

Expenses (In Millions)	% Change (from Actuals)	Description
\$231.8		FY22/23 Actual Expenses
\$20.3	8.8%	Salary Increase; Re-funding Vacant Positions
\$8.3	3.6%	Fringe Benefit Increase; Re-funding Vacant Positions
\$6.3	2.7%	Professional. Maintenance & Security Services
\$2.3	1.0%	Fuel & Related Taxes
\$0.9	0.4%	Repair & Operating Supplies
\$0.9	0.4%	Insurance, Taxes & Permits
\$0.7	0.3%	Purchased Transportation
\$0.3	0.1%	Other
\$0.1	0.0%	Leases & Rental
\$1.0	0.4%	Debt Service - Interest Expense
\$0.8	0.4%	Capital Contributions/Depreciation
\$273.7	18.1%	Total FY 23/24 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 FY 23/24 Adopted 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.

	FY 17/18 Actual	FY 18/19 Actual	FY 19/20 Actual	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Actual
Average Cost/Toll Transaction	\$0.52	\$0.51	\$0.65	\$0.56	\$0.68	\$0.61
Percentage of Toll Revenue Used for Collecting Tolls	7.32%	6.96%	8.38%	6.91%	8.25%	6.93%

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 and Ferry in FY 22/23 is due to the recovery of ridership but is still considerably higher than 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	FY 22/23 Actual
Cash Fare Payment on Bus	\$0.47	\$0.50	\$0.68	\$1.40	\$1.23	\$1.20
Clipper Fare Payment on Bus	\$0.27	\$0.26	\$0.34	\$0.95	\$0.66	\$0.56
Clipper Fare Payment on Ferry	\$0.34	\$0.36	\$0.49	\$5.38	\$1.25	\$0.93

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 22/23 Adopted Budget was \$8.1 million is based on the actuarial valuation as of July 1, 2021. This differs from the Actual Expenses of \$7.9 million because that expense represents a net operating cost. The remaining difference represents OPEB expenses charged to capital projects. The FY 23/24 Adopted Budget is based on the actuarial valuation as of July 1, 2021, and fully funds the ADC payment of \$8.1 million.



OPEB EXPENSE BY OPERATING DIVISION

Division	FY 21/22 Actual	FY 22/23 Adopted Budget	FY 22/23 Actual	FY 23/24 Adopted Budget
Bridge	\$2,775,724	\$2,072,100	\$2,133,337	\$2,062,500
Bus	7,562,450	4,901,000	4,634,521	4,874,400
Ferry	1,491,768	1,156,800	1,189,719	1,172,700
Total	\$11,829,942	\$8,129,900	\$7,957,577	\$8,109,600

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

The Adopted FY 23/24 Budget fully funds healthcare plans for all 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 and then requires a premium share contribution by active employees. The District offers stipends and health reimbursement accounts (HRA) to those who enroll in CalPERS Kaiser and PPO Gold medical plans and only an HRA to those 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. In some cases, the net out-of-pocket cost of health care for District employees is positive.

CalPERS plans are on a calendar basis (January 1 – December 31) and 2023 rates are shown below to demonstrate the differences between plans.

Net Cost of Healthcare Plans for Employees

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

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



Operating & Capital Budget Summary

	2023 Employee "Out-of Pocket" Stipend minus (Prem Sharing) Non Represented			2023 Employee "Out-of Pocket" Stipend minus (Prem Sharing) Bus Operators			2023 Employee "Out-of Pocket" Stipend minus (Prem Sharing) Coalition		
	Single	EE+1	Family	Single	EE+1	Family	Single	EE+1	Family
	Kaiser	\$ 342	\$ 684	\$ 1,289	\$ 280	\$ 1,280	\$ 2,280	\$ 280	\$ 1,280
Gold	\$ 406	\$ 811	\$ 1,454	\$ 280	\$ 1,280	\$ 2,280	\$ 280	\$ 280	\$ 1,280
Platinum	\$ (1,224)	\$ (2,448)	\$ (3,183)	\$ (1,800)	\$ (1,800)	\$ (1,800)	\$ (1,800)	\$ (1,800)	\$ (1,800)

1. Cost of Healthcare Plans and Active Employee Premium Share Rates:

Currently, the premium sharing for employees ranges between 2.5% and 12.5% of the cost of premium. The rate is based on the employee's choice of plan and Board policy, or rates negotiated with bargaining parties:

Non-Represented employees pay a percentage of premium cost of the plan and of family size: 6% of premiums for those enrolled in Kaiser (\$658 -\$1,711 annually); 6% of premiums for those enrolled in Gold (\$594 -\$1,546 annually); and 8.5% for those enrolled in Platinum (\$1,224 -\$3,183 annually).

Bus Operators and Coalition employees pay a flat amount regardless of the number of spouse/dependents: \$720 annually for those who enrolled in the Kaiser plan (2.5% - 6.6% of Kaiser's premium); \$720 annually for those enrolled in the Gold plan (2.8% - 7.3% of Gold's premium); and 1,800 annually for the more expensive Platinum plan (4.8% - 12.5% of Platinum's premium).

The annual 2023 healthcare plan premium cost and premium sharing rates and amounts for the CalPERS Kaiser, PPO Gold, and PPO Platinum medical plans are summarized below:

	2023 Annual Premium		
	Single	EE+1	Family
Kaiser	\$ 10,965	\$ 21,930	\$ 28,509
Gold	\$ 9,907	\$ 19,815	\$ 25,759
Platinum	\$ 14,401	\$ 28,803	\$ 37,444

*Approximate total employee enrollment for 2023 had 393 in Kaiser, 116 in Gold, and 110 in Platinum.

	2023 Premium Sharing % Non Represented			2023 Premium Sharing % Bus Operators			2023 Premium Sharing % Coalition		
	Single	EE+1	Family	Single	EE+1	Family	Single	EE+1	Family
	Kaiser	6.0%	6.0%	6.0%	6.6%	3.3%	2.5%	6.6%	3.3%
Gold	6.0%	6.0%	6.0%	7.3%	3.6%	2.8%	7.3%	3.6%	2.8%
Platinum	8.5%	8.5%	8.5%	12.5%	6.2%	4.8%	12.5%	6.2%	4.8%
	2023 Premium Sharing \$ amount Non Represented			2023 Premium Sharing \$ amount Bus Operators			2023 Premium Sharing \$ amount Coalition		
	Single	EE+1	Family	Single	EE+1	Family	Single	EE+1	Family
	Kaiser	\$ 658	\$ 1,316	\$ 1,711	\$ 720	\$ 720	\$ 720	\$ 720	\$ 720
Gold	\$ 594	\$ 1,189	\$ 1,546	\$ 720	\$ 720	\$ 720	\$ 720	\$ 720	\$ 720
Platinum	\$ 1,224	\$ 2,448	\$ 3,183	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800

2. Stipends for Active Employees and Pre-Age 65 Retirees

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



	2023 Stipends			2023 Stipends			2023 Stipends		
	Non Represented			Bus Operators			Coalition		
	Single	EE+1	Family	Single	EE+1	Family	Single	EE+1	Family
Kaiser	\$ 1,000	\$ 2,000	\$ 3,000	\$ 1,000	\$ 2,000	\$ 3,000	\$ 1,000	\$ 2,000	\$ 3,000
Gold	\$ 1,000	\$ 2,000	\$ 3,000	\$ 1,000	\$ 2,000	\$ 3,000	\$ 1,000	\$ 1,000	\$ 2,000
Platinum	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	2023 Employee "Out-of Pocket"			2023 Employee "Out-of Pocket"			2023 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	\$ 342	\$ 684	\$ 1,289	\$ 280	\$ 1,280	\$ 2,280	\$ 280	\$ 1,280	\$ 2,280
Gold	\$ 406	\$ 811	\$ 1,454	\$ 280	\$ 1,280	\$ 2,280	\$ 280	\$ 280	\$ 1,280
Platinum	\$ (1,224)	\$ (2,448)	\$ (3,183)	\$ (1,800)	\$ (1,800)	\$ (1,800)	\$ (1,800)	\$ (1,800)	\$ (1,800)

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

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

	2023 HRA			2023 HRA			2023 HRA		
	Non Represented			Bus Operators			Coalition		
	Single	EE+1	Family	Single	EE+1	Family	Single	EE+1	Family
Kaiser	\$ 1,500	\$ 3,000	\$ 3,000	\$ 1,500	\$ 3,000	\$ 3,000	\$ 1,500	\$ 3,000	\$ 3,000
Gold	\$ 3,500	\$ 7,000	\$ 7,000	\$ 3,500	\$ 7,000	\$ 7,000	\$ 3,500	\$ 7,000	\$ 7,000
Platinum	\$ 2,500	\$ 5,000	\$ 5,000	\$ 2,500	\$ 5,000	\$ 5,000	\$ 3,500	\$ 7,000	\$ 7,000

5. Workers' Compensation

The Workers' Compensation estimates are based on historical trends. The following table shows that the actual claim costs for FY 22/23 are more than anticipated for expenses associated with open claims being settled. For FY 22/23, 143 claims were closed. FY 23/24 is budgeted to follow the 5-year average trend.

WORKERS' COMPENSATION EXPENSES

	FY 22/23 Adopted Budget	FY 22/23 Actual	FY 23/24 Adopted Budget
Total District	\$5,500,100	\$7,400,651	\$5,731,900



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 21/22 Actual	FY 22/23 Budget	FY 22/23 Actual	FY 23/24 Adopted Budget
District Division's Gross Salaries & Benefits	\$27,644,456	\$35,906,569	\$30,764,357	\$37,902,200
Capitalized Salaries & Benefits	(3,110,881)	(5,141,669)	\$(4,052,739)	\$(5,141,700)
Capitalized Indirect Costs	(1,394,223)	(2,080,600)	\$(1,953,486)	\$(2,080,600)
Net Operating Salaries, Benefits & Indirect Costs	\$23,139,352	\$28,284,300	\$24,758,132	\$30,679,900

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 23/24, 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 22/23 Adopted Budget		FY 23/24 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 23/24 CalPERS District employer contribution rate is 33.106%, amounting to \$17.6 million. The Amalgamated Transit Union (ATU) bus operators have a contribution rate of 7% for classic employees and 8.25% for PEPRA employees for their defined pension benefit plan. The negotiated ATU employer contribution rate for FY 23/24 is 34.5%, amounting to \$8.0 million. The FY 23/24 District pension contribution rate for members in the Inland Boatmen’s Union (IBU) is approximately 20.58% to 23.15%, amounting to \$845,000. For Marine Engineer’s Beneficial Association (MEBA) the District contributes 16.61%, amounting to approximately \$424,000 for FY 23/24.

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 21/22	Est. Actual FY 22/23	Adopted FY 23/24	Adopted FY 23/24	Adopted FY 23/24	%	Validation Rate	
CalPERS	\$16.0	17.4	\$17.8	33.106%	2.5%@55-8% 2.0%@60-7% 2.0%@62-7.75%	85.2%	6/30/2021	6.8%
ATU	4.6	10.3	8.5	34.50%	Classic 7% PEPRA 8.25%	43.8%	1/1/2023	6.75%
IBU	0.6	0.8	0.8	20.58%-23.15%**	2.50%	76.9%	7/1/2022	6.25%
MEBA	0.3	0.4	0.4	16.61%	0%	97.6%	1/1/2022	6.75%
Total	\$21.5	\$28.9	\$27.5					

*MV=Market Value of Assets/AL=Actuarial Liability
 **Deckhand, 20.58% and Ticket Agent Casuals, 23.15%.



FY 23/24 Adopted Budget Position Changes

DIVISION SUMMARY OF CHANGES TO THE TABLE OF ORGANIZATION

Positions by Division	FY 21/22 Year-End	FY 22/23 Adopted Budget	FY 22/23 Year - End	FY 23/24 Adopted Budget	Difference FY 22/23 Adopted Budget to FY 23/24 Adopted Budget
Bridge	183	183	183	183	0
Bus	408	408	408	408	0
Ferry	104	104	104	105	1
District	150	151	151	157	6
Total	845	846	846	853	7

The Division-level details of the Table of Organization can be found in each Division’s sections. The FY 23/24 Adopted Budget has an increase of seven positions to the organization. The Table of Organization changes for the FY 23/24 budget process are discussed in detail below.

District Division

New Positions:

Manager of Real Estate Services and Property Development (1 position) – Add one full-time position to provide succession planning to support the transition of the incumbent who will retire in the next few years. This position will be eliminated after the transition period is complete.

Senior Engineering Document Control Assistant (1 position) – Add one full-time position to support the upcoming seismic retrofit project.

Senior Engineering Contracts Assistant (1 position) – Add one full-time position to support the upcoming seismic retrofit project.

Senior Civil Engineers (2 positions) – Add two full-time positions to support the upcoming seismic retrofit project.

Assistant Payroll Manager (1 position) – Add one full-time position to support the ongoing need to complete payroll every cycle. This is a replacement of the position moved to Information Systems. It will allow the elimination of the resulting current overtime necessary to complete the District’s payroll cycle, as well as allow staff to be off without the need to transfer staff from other Departments.



Ferry Division

New Position:

Ferry Mechanic (Grave) (1 position) – Add one full-time position to support the ongoing additional workload in maintaining the vessels and landside maintenance in the Ferry Division. This will allow the Ferry Division to accomplish more preventative maintenance on the terminal and docking areas.

Reclassification:

Ferry Operations Analyst to Ferry Program Manager (1 position) – Reclassification of one filled full-time Ferry Operations Analyst to Ferry Program Manager to recognize the current incumbent’s level of work to its appropriate level. This position has been in an acting capacity for some time and this action codifies the type of work the incumbent has been already performing.



CAPITAL PROGRAM SUMMARY

The FY 23/24 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 in 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.

Capital Budget Overview

The FY 23/24 Adopted Capital Budget includes total anticipated expenditures of \$42.8 million, funded with \$23.8 million District funds and \$19.0 million in federal, state, and local grant funds. It supports the implementation of 66 projects (19 new and 47 continuing) necessary to maintain existing services and facilities and to implement high-priority safety and security projects. The \$42.8 million Adopted Capital Budget is allocated to the following projects: Bridge Division Projects (73%); Bus Division (11%); Ferry Division (9%); and District Division projects (7%). The Adopted Capital Budget contains Actual FY 22/23 project expenditures (see Appendix C). Eleven projects were completed in FY 22/23.

In an effort to reduce the number of new projects in the FY 23/24 budget, each division prioritized its capital projects. Higher priority projects were included in the FY 23/24 budget to allow project managers to continue working and focusing their efforts on those projects. The remaining projects were included in the FY 24/25 capital project list, which consists of projects that are ready to be included in the FY 23/24 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 24/25 list to the FY 23/24 budget.

The FY 23/24 Adopted Capital Budget includes accounting adjustments to reflect the final total expenditures for FY 22/23. A discussion of each Division's FY 23/24 Adopted Capital Budget is contained in the individual Division chapters of this budget document.



FY 23/24 CAPITAL EXPENDITURES BY DIVISION*

	Total Project	Prior Years	FY 23/24 Adopted Budget	Future Years
Bridge	\$298,091,000	173,946,000	31,016,000	93,129,000
Bus	\$86,909,000	9,829,000	4,650,000	72,430,000
Ferry	\$166,405,000	27,556,000	3,973,000	134,876,000
District	\$20,424,000	8,777,000	3,153,000	8,494,000
Total Expenditures	\$571,829,000	220,108,000	42,792,000	308,929,000

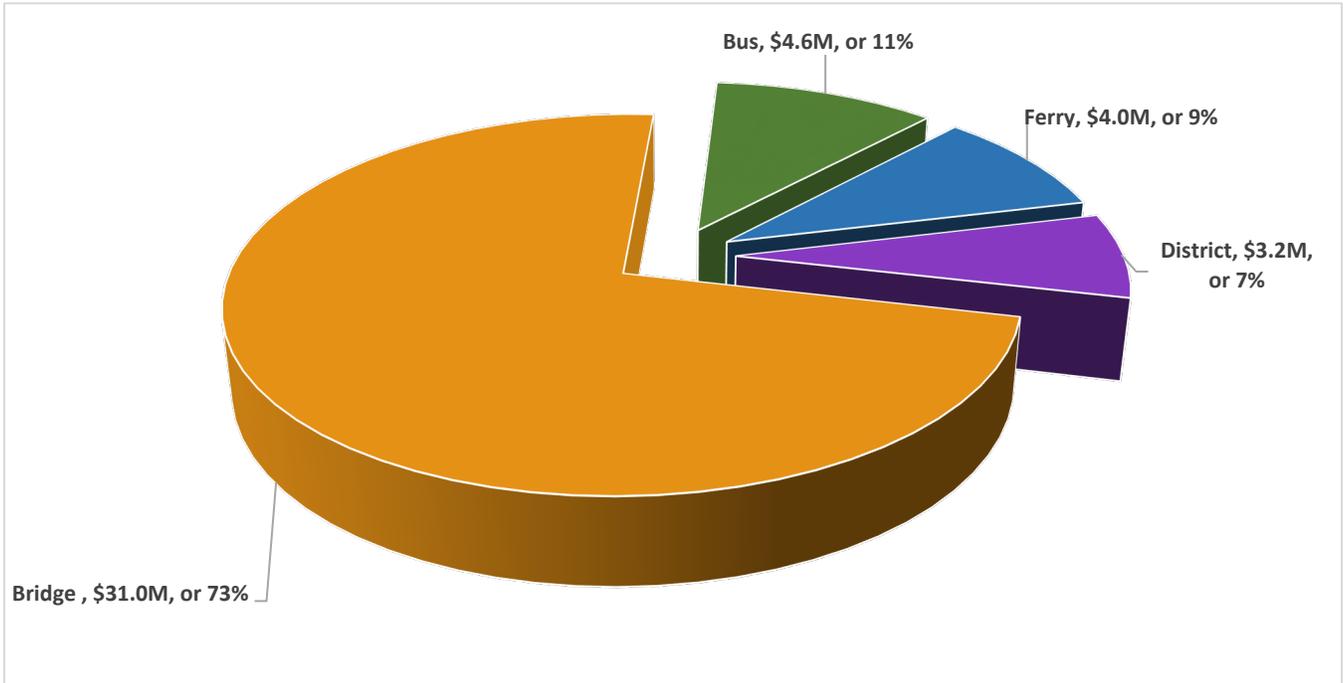
FY 23/24 CAPITAL EXPENDITURES BY FUND SOURCE*

	Total Project	Prior Years	FY 23/24 Adopted Budget	Future Years
District	\$255,385,000	87,247,000	23,813,000	144,323,000
Federal	\$267,970,000	126,878,000	17,963,000	123,129,000
State	\$16,492,000	5,385,000	685,000	10,422,000
Other Local	\$31,982,000	598,000	331,000	31,055,000
Total Expenditures	\$571,829,000	220,108,000	42,792,000	308,929,000

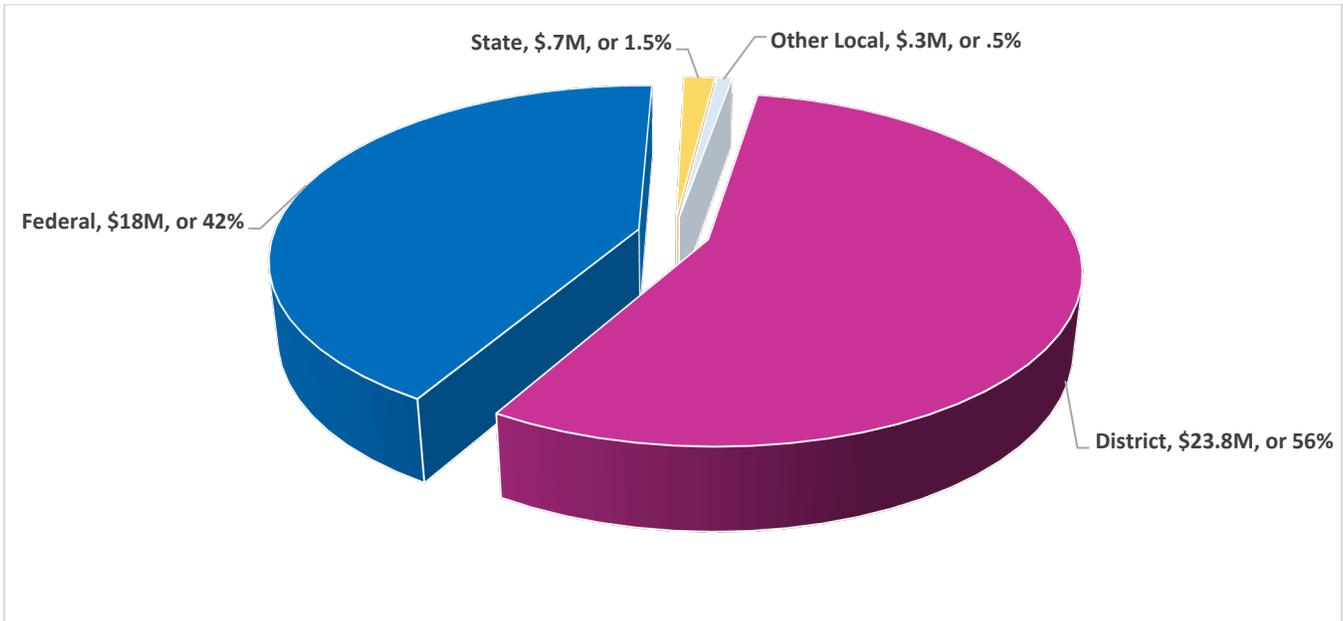
*All dollar amounts are rounded to the nearest thousand.



FY 23/24 CAPITAL BUDGET BY DIVISION
TOTAL FY 23/24 CAPITAL BUDGET = \$43 MILLION
(ROUNDED TO MILLIONS)



FY 23/24 CAPITAL BUDGET BY FUND SOURCE
TOTAL FY 23/24 CAPITAL BUDGET = \$43 MILLION
(ROUNDED TO MILLIONS)



FY 23/24 CAPITAL BUDGET

FY 23/24 Capital Projects	Total Project Cost	FY 23/24 Adopted Budget
BRIDGE		
1526 - Suicide Deterrent - Construction (ENG)	217,513,000	20,000,000
2421 - District-wide Radio Project (BRIDGE)	12,000,000	700,000
1528 - Golden Gate Bridge Wind Retrofit (ENG)	11,860,000	500,000
1525 - Toll System Upgrade (FIN)	11,731,000	1,000,000
1923 - Golden Gate Suspension Bridge Seismic Retrofit (ENG)	9,862,000	1,500,000
1820 - Toll Plaza Gantry - Des/Con (ENG)	10,264,000	1,500,000
2220 - Fort Point Arch Maintenance Access Project (BRIDGE/ENG)	6,000,000	600,000
2221 - South Approach Viaduct Stringer Rehab (BRIDGE/ENG)	6,000,000	500,000
1722 - Toll Plaza Pavement Overlay (ENG)	4,127,000	500,000
2429 - Capital Equipment (FY24) (BRIDGE)	3,166,000	3,166,000
2423 - Alexander Avenue Rehabilitation Design Project (ENG)	2,193,000	100,000
2121 - Toll Plaza Admin Bldg Elevator Replacement (BRIDGE/ENG)	1,534,000	100,000
2321 - SDS Rescue Training Net (ENG)	925,000	200,000
2420 - Main Cable Rehabilitation Project CM/GC (ENG)	766,000	500,000
2422 - Board Room PA Upgrade (BRIDGE)	150,000	150,000
Subtotal Bridge	\$298,091,000	\$31,016,000
BUS		
2431 - San Rafael Transit Center Final Design, Property Acquisition, and Construction (PLANNING/ENG)	54,106,000	500,000
2433 - ZEB Over-the-Road (OTR) Coaches & Charging Equipment (7 buses) (BUS)	10,500,000	1,000,000
2132 - D2 Pavement & Remediation (ENG)	7,100,000	400,000
1431 - D1 Resurface Employee Parking Lot & Solar Panels (w/ 2110) (ENG)	5,130,000	500,000
1717 - SRTC Relocation Des/Env (PLANNING)	4,658,000	150,000
2130 - Zero Emission Bus (ZEB) Infrastructure Design (BUS/ENG)	2,000,000	200,000
2131 - D-1 Bus Admin Bldg Roof and HVAC Rehab, Fire Alarm System Upgrade, New Front Door Enclosure & New Radio Rm Windows (ENG)	1,119,000	500,000
2439 - Capital Equipment (FY24) (BUS)	795,000	795,000
2435 - D-2 Dispatch & Fuel Island Building Roof Rehab (ENG)	591,000	250,000
1931 - Bus Division Office Improvements (BUS)	510,000	25,000
2230 - Automated Passenger Counting (APC) NTD Cert Software (BUS)	150,000	100,000
2430 - Novato (D-2) and Santa Rosa (D-3) Satellite Operations Control Centers (OCCs) (BUS)	110,000	110,000
2231 - SMS Software (BUS/IS)	100,000	100,000
2330 - D1 Bird Netting (BUS)	40,000	20,000
Subtotal Bus	\$86,909,000	\$4,650,000



Operating & Capital Budget Summary

FY 23/24 Capital Projects	Total Project Cost	FY 23/24 Adopted Budget
FERRY		
1940 - Purchase New Vessel (FERRY)	30,000,000	100,000
2445 - Del Norte Replacement for CARB (FERRY)	29,492,000	50,000
1441 - Gangways & Piers - Sausalito Construction (ENG)	22,560,000	500,000
2341 - FY23-30 Ferry Vessel Rehab/DD (Catamarans) (FERRY)	18,500,000	100,000
2240 - Spaulding Repower (FERRY)	18,000,000	100,000
2340 - Larkspur Ferry Terminal Bert Channel Dredging - CON (ENG)	17,900,000	500,000
503 - Gangway & Piers - Design (ENG)	11,863,000	300,000
2443 - SFFT Outer Berth Rehabilitation (ENG)	5,274,000	500,000
2042 - Larkspur Ferry Service & Parking Expansion ENV/PreDesign Study (ENG)	4,192,000	500,000
2041 - Corte Madera Marsh Restoration Construction (ENG)	3,040,000	100,000
2141 - Larkspur Ferry Terminal Fuel System Rehabilitation (ENG)	2,000,000	100,000
2251 - San Francisco Ferry Terminal Security Improvements (ENG)	1,500,000	100,000
2444 - SFFT Inner Berth Hydraulics Rehabilitation (ENG)	994,000	500,000
2342 - Ferry Fleet & Infrastructure Electrification Concept (FERRY)	500,000	100,000
2442 - LFT Berth 1 Berthing Arrangement Feasibility (FERRY)	267,000	100,000
2449 - Capital Equipment (FY24) (FERRY)	135,000	135,000
2441 - Larkspur Terminal Fuel Hose Replacement (FERRY)	98,000	98,000
2440 - LFT Fixed Boom Service Life Extension Project (FERRY)	90,000	90,000
Subtotal Ferry	\$166,405,000	\$3,973,000
DISTRICT		
1810 - Financial/HR/Payroll Mgmt Syst (ERP) (IS)	5,000,000	150,000
1712 - Transit Scheduling System (IS)	3,066,000	100,000
2214 - Facilities Ventilation Assessment, Rehab & Improvement (ENG)	2,570,000	100,000
2212 - Cyber Security Strategic Plan and Mitigations (IS)	1,050,000	100,000
2213 - Business Intelligence (BI) Analysis & Transp. Stats Reporting Solution (IS)	1,050,000	450,000
1812 - Asset and Vehicle Fluid Management System (IS)	1,000,000	150,000
2211 - Technology Disaster Recovery Plan (IS)	1,000,000	50,000
2114 - CAD/AVL Clipper Integration (IS)	994,000	50,000
1816 - Document Management System (IS)	800,000	90,000
1960 - Farebox System Upgrade (IS)	730,000	86,000
2110 - On-Site Medical Trailer Infrastructure (ADMIN)	675,000	100,000
2410 - Indoor and Outdoor Wireless Network Access (IS)	500,000	500,000
2411 - Replace Server Equipment (IS)	450,000	450,000
1912 - Manage Detection and Response Services (IS)	360,000	25,000
2419 - Capital Equipment (FY24) (DISTRICT)	310,000	310,000
2412 - Technology Improvements (2024) (IS)	300,000	300,000
2017 - Video Conferencing (IS)	299,000	25,000
2015 - Intranet Redesign (MARKETING)	150,000	67,000



Operating & Capital Budget Summary

FY 23/24 Capital Projects	Total Project Cost	FY 23/24 Adopted Budget
2312 - CAD-AVL Improvements for Bus Division (IS)	120,000	50,000
Subtotal District	\$20,424,000	\$3,153,000
Total FY 23/24	\$571,829,000	\$42,792,000



Project Budget Increase Requests

The FY 23/24 Adopted Budget includes the requests for a total budget increase to five (5) capital projects. Project justifications for the increases are summarized below. The fiscal impact due to the requested increases total \$785,000 with \$50,000 being grant funded and \$735,000 to be funded with District reserves. These project budgets are requesting to increase due to updates to the scope or cost increases that have occurred after the project was approved in last year's budget. The Divisions have requested these changes be approved at this time to allow for the District to plan for the increased cost of these projects.

1. Bus Division, Project 1931 – Bus Division Office Improvements - \$420,000 to \$510,000 (increase of \$90,000 to be funded with District reserves)

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 team building activities. This project also includes improvements to the areas utilized by Bus Operations staff, primarily bus operators, dispatchers and Transit Supervisors, in between trips, runs and/or work activities at Divisions 1 (San Rafael) and 4 (San Francisco). Hundreds of employees utilize these spaces on a daily basis to rest, eat, collaborate, study, and receive information from the District and network with each other. The increase to the budget is to meet the division's evolving business needs [Operating Budget Impact: No significant impact.]

2. Bus Division, Project 2330 – D1 Bird Netting – \$20,000 to \$40,000 (increase of \$20,000 to be funded with District reserves)

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. The increase to the budget is due to a change in scope to include bird netting for the wash rack at the San Rafael D-1 site [Operating Budget Impact: A reduction of \$10,000 to \$50,000.]

3. District Division, Project 2110 – On-Site Medical Trailer Infrastructure – \$250,000 to \$675,000 (increase of \$425,000 to be funded with District reserves)

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. The project budget requested the increase to cover the building and incidentals as Engineering begins doing preliminary electrical, plumbing, and other engineering work. [Operating Budget Impact: A reduction of \$50,000 to \$100,000.]

4. District Division, Project 2114 – CAD/AVL Clipper Integration – \$943,620 to \$993,620 (increase of \$50,000 to be funded with FTA and local grant funds)

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. The budget increase requested is to cover staff labor that is needed to manage the remaining INIT change requests and the Cubic hardware upgrade across the Golden Gate Transit fleet [Operating Budget Impact: Increase of \$10,000 to \$50,000.]

5. Ferry Division, Project 2342 – Ferry Fleet & Infrastructure Electrification Concept – \$300,000 to \$500,000 (increase of \$200,000 to be funded with District reserves)

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. The budget increase is necessary to support a larger scale study and concept including charging infrastructure and electrification of District Ferry vessels [Operating Budget Impact: No significant impact.]

Capital Project Impact on Operating Budget

Many of the capital projects planned for FY 23/24 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, \$217,513,000). The construction phase on the Suicide Deterrent System began in 2018 and is expected to be completed in 2024.
- 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.



Operating & Capital Budget Summary

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 23/24 Capital Budget Project List

As done annually, the operating divisions were asked to prioritize their capital projects. The projects included in the FY 23/24 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 23/24 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 23/24). Both operating division and engineering staff resources were considered to determine a reasonable and realistic work plan for FY 23/24.

Some of the projects and equipment requests that were not prioritized for the FY 23/24 Capital Budget were included in the FY 24/25 Capital Budget Project List, which consists of projects that are poised and ready to be included in the FY 23/24 budget pending the availability of staff resources to deliver the project. Creating a list of FY 24/25 capital projects limits the number of projects in the FY 23/24 budget, which serves to reflect a more reasonable and accurate estimate of FY 23/24 expenditures for the District. There are nine (8) projects on the FY 24/25 Capital Budget Project List, which are shown on the following page. All projects are included in the 10-Year Capital Plan (see Appendix E).

Through the annual budget process, the General Manager requests the Board of Directors' authorization to move individual projects from the future year's project list to the current year's budget, pending the availability of staff resources. This allows the General Manager flexibility to move projects from the FY 24/25 list forward as FY 23/24 projects are completed.



FY 24/25 CAPITAL BUDGET PROJECT LIST

Project	Total Project Cost
BRIDGE	
Bridge Deck Roadway Pavement Rehabilitation Investigation	\$1,534,000
IS Data Center Seismic Retrofit and Rehabilitation Design Project	\$1,326,000
Subtotal Bridge	\$2,860,000
DISTRICT	
Data Loss Prevention (#2210)	\$1,206,000
Asset Management Strategic Program (#2010)	\$985,000
Enterprise Systems Interface Improvements (#2311)	\$194,000
Subtotal District	\$2,385,000
FERRY	
Larkspur Ferry Terminal Berth 1 Mooring Piling Project	\$1,530,000
Larkspur Ferry Terminal Kiosk Refurbishment	\$320,000
Ferry Administration Building Office Renovation	\$275,000
Subtotal Ferry	\$2,125,000
Total FY 24/25	\$7,370,000





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BRIDGE DIVISION PROFILE

One of the Seven Wonders of the Modern World, the Golden Gate Bridge is one of the most iconic architectural and engineering monuments in the world. For 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.

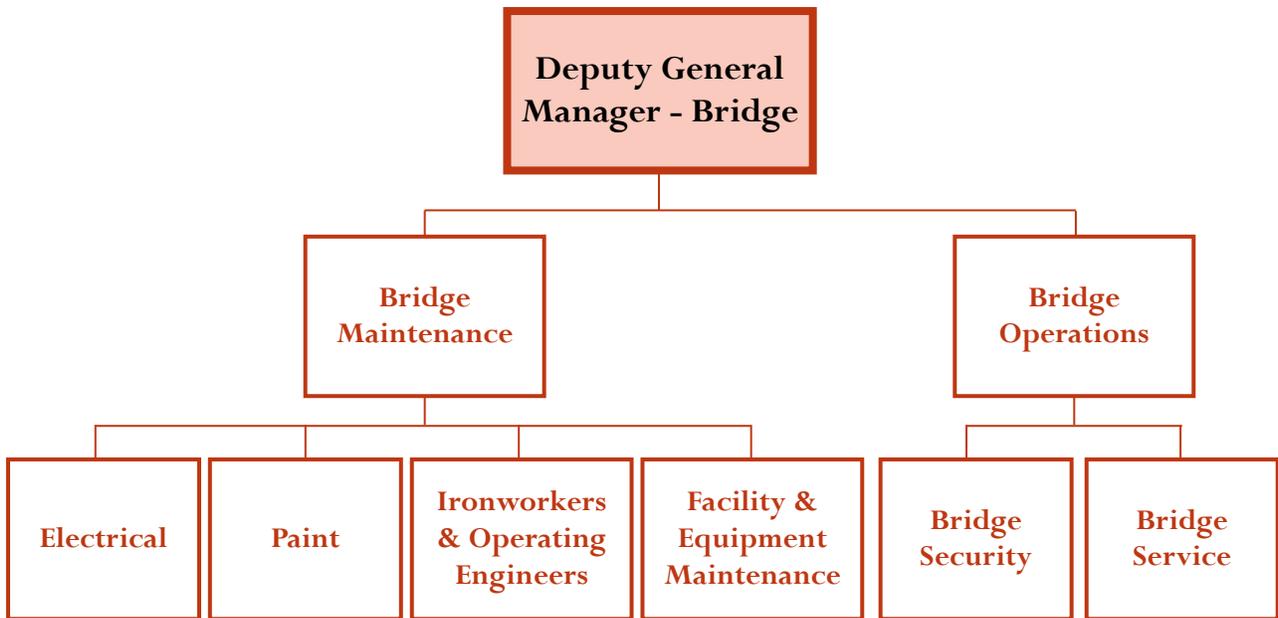
Responsibility for the safe and efficient operation and maintenance of the Golden Gate Bridge rests with the Bridge Division. In FY 22/23, the Bridge Division workforce was comprised of 183 budgeted skilled craft, security, service, administrative and management employees. The Deputy General Manager 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

Path to Recovery

Fiscal Year 22/23 turned out to be a year that presented opportunities for Bridge Maintenance and Operations forces to return to normal work projects and events that occurred prior to the pandemic. The year emerged from the challenges associated with 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.

As Bridge Division forces entered year number three of the pandemic, adjustments have been made to maintain safety for employees. Ventilation systems have been improved in office spaces and Daily health screenings continue as well as educating employees on steps to minimize COVID-19 in the workplace.

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 the overall productivity of Bridge forces throughout the fiscal year.

Bridge Maintenance

Despite the challenges, FY 22/23 proved to be a productive year for Bridge Maintenance forces. Our most significant ongoing maintenance project, the South Approach Viaduct (SAV) restoration, upper portion was completed. Suspended scaffolding and containment systems assisted the Maintenance forces in finishing this project. 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, 288 tons of blasting abrasive sand was utilized, and 4,193 gallons of paint and primer were applied to the SAV during FY 22/23.

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 lower number 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 addressing maintenance projects on the Bridge and around the Toll Plaza during FY 22/23. Bridge Maintenance Forces were able to; complete maintenance on aging infrastructure, install striping on the Bridge roadway, complete asphalt repairs on Alexander Avenue, install updated parking machines in Bridge parking lots, and install new Toll Collection equipment at the Bridge Plaza to name a few of the many projects completed.

Bridge Operations

Fiscal Year 22/23 was a productive year for Bridge Operations forces. The increased vehicular, bicycle, and pedestrian traffic on the Bridge moves us closer to emergence from the pandemic. This is a welcome sight for our Security and Roadway Services personnel. 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 160 persons being removed from the Bridge for displaying signs of potential for suicide during calendar year 2022.



Special Events and Expressive Activities moved close to returning to pre-pandemic levels. There were 22 events total for 2022; 14 special events and 8 expressive activities. There were 18,232 participants involved with Special Events and 3,165 participants involved with Expressive Activities. These Expressive Activities were largely orderly, peaceful, and meaningful to the participants. Any activities involving large gatherings of people at the Bridge present significant safety and security planning challenges for Bridge Security personnel and our allied law enforcement agencies. 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 22/23, 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 with crowd management training. In addition, Bridge Security and Roadway Service Departments implemented additional safety devices and protocols. Security Department personnel continued to have active-shooter scenario training sessions and personnel attended several multi-agency training sessions. Bridge Security and Roadway Services have partnered with Restoration Family Counseling to ensure employees' mental health and well-being is addressed.

Looking Forward to the Year Ahead

Fiscal Year 23/24 will undoubtedly be a positive year for the Bridge Division as staff transition from the physical and financial recovery related to the COVID-19 Pandemic to traffic, ridership and tourism returning. Several projects are projected to start later this year. These projects include Steel Orthotropic Deck Repainting, Fort Point Arch and Main Cable Restoration. We will continue to focus on restoration of the lower porting of the South Approach Viaduct and critical structural repairs identified in the Bridge inspection program along with supporting completion of the Suicide Deterrent System (SDS). The SDS project 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 23/24 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 23/24 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 23/24. 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
Fort Point Arch Maintenance Access Project
Toll Plaza Pavement Overlay



CHANGES FROM FY 22/23 ACTUAL TO FY 23/24 ADOPTED BUDGET

Revenues

The Bridge Division's FY 23/24 Adopted Revenue of \$153.7 million consists of:

- \$145.5 million from Toll Revenues
- \$0.2 million from Other Operating Income
- \$8.0 million from Investment Income

A majority of the Bridge Division's and District's revenues are generated by tolls charged for southbound bridge crossings. Due to the reduced level of travel during the pandemic, Bridge revenues dropped to a low of \$110 million in FY 20/21 and are projected to recover to \$145.5 million in FY 23/24. The toll traffic trend continues to hover in the low-to-mid 80% levels of pre-COVID traffic.

The Bridge Division's Adopted Revenues for FY 23/24 are forecasted to increase \$1.2 million, or 0.8%, from FY 22/23 Actual. The increase is primarily due to a net increase of \$2.6 million in investment income and a net decrease in toll and advertising revenue of \$1.1M. FY 23/24 toll revenue includes the fifth increase of a five-year toll increase plan as approved by the Board in FY 19/20. The approved toll increase is estimated to produce approximately \$2.8 million in toll revenue, but it is offset by an estimated decrease of \$3.3 million in toll penalty payments because of a one-time increase received in FY 22/23 due to a backlog of processing during COVID-19. Southbound traffic for FY 22/23 is projected to grow slightly from 83% to 84% of pre-COVID traffic by the end of FY 23/24.

Expenses

The Bridge Division's FY 23/24 Adopted Operating Expenses total \$103.2 million. The Bridge Division's FY 23/24 Adopted Budget contains an \$11.8 million, or 12.9%, increase over FY 22/23 Actual expenses. The components of the changes to expenses are summarized in the table on the following page.



**SUMMARY OF CHANGES FROM FY 22/23 ACTUAL TO
FY 23/24 ADOPTED BUDGET
(ALL FIGURES IN MILLIONS)**

Labor	
Increase in salaries due to re-funding of vacant positions.	\$4.4
Increase in payroll taxes for FY 23/24 due to re-funding of vacant positions	0.3
Decrease in PERS contribution in FY 23/24 due to one-time higher than unanticipated cost in FY 22/23	(0.1)
Increase in medical expenses for FY 23/24 due to re-funding of vacant positions and increase in annual costs	2.9
Decrease in Workers' Compensation due to one-time increase in expenses in FY 22/23	(0.6)
Decrease in miscellaneous benefits (capitalized benefits) due to less than budgeted capitalized labor in FY 22/23	(0.5)
Professional Services	
Projected increase in District-wide professional services fees for FY 23/24	0.4
Re-funding of unused Bridge professional services in FY22/23	1.5
Projected increase in District-wide legal services for FY 23/24	1.4
Re-funding of budget for toll contract and security services unused in FY 22/23	0.6
Decrease in temporary help services due to one-time increase in costs in FY 22/23	(0.2)
Supplies and Other	
Increase in re-funding commercial paper debt service due to Indenture's budgeting requirements	1.0
Projected increase in repair and operating supplies FY 23/24	0.3
Increase in insurance for FY 23/24 due to projected higher rates	0.5
Re-funding of staff development expenses unused in FY 22/23	0.1
Capital Contribution and Depreciation	
Projected decrease in depreciation for FY 23/24	(0.2)
Total Change from FY 22/23 Actual to FY 23/24 Adopted Budget	\$11.8



BRIDGE DIVISION OPERATING BUDGET

	FY 21/22 Actual	FY 22/23 Budget	FY 22/23 Actual	FY 23/24 Adopted Budget
Revenues				
Toll Revenues	\$132,211,683	\$138,202,600	\$146,053,935	\$145,520,500
Other Operating Income	4,659,478	207,300	792,681	238,100
State Operating Assistance	13,371	0	-	-
Federal Operating Assistance	0	0	304,341	-
Investment Income	(9,357,949)	2,500,000	5,401,901	8,000,000
Total Revenues	\$127,526,583	\$140,909,900	\$152,552,858	\$153,758,600
Percent Change	8.1%	10.5%	8.3%	0.8%
Expenses				
Salaries	\$22,538,866	\$27,047,600	\$24,669,915	\$29,085,900
Fringe Benefits	18,560,505	19,984,200	18,975,795	20,941,300
Professional Services	16,617,208	18,950,600	16,430,722	20,113,900
Fuel & Related Taxes	435,403	417,500	412,216	442,400
Repair & Operating Supplies	3,493,145	4,203,700	4,202,139	4,533,400
Insurance, Taxes & Permits	3,730,140	4,730,000	4,242,579	4,695,600
Other	209,428	473,000	334,063	481,200
Lease & Rentals	42,548	30,900	32,924	30,800
Debt Service - Interest Expense	212,000	1,500,000	1,521,000	2,526,000
Subtotal Expenses	\$65,839,243	\$77,337,500	\$70,821,353	\$82,850,500
Capital Contribution	15,000,000	15,000,000	15,000,000	15,000,000
Depreciation	6,223,585	5,940,000	5,526,199	5,324,200
Total Expenses	\$87,062,828	\$98,277,500	\$91,347,552	\$103,174,700
Percent Change	-5.2%	12.9%	-7.1%	12.9%
Revenues Over/(Under) Expenses	\$40,463,755	\$42,632,400	\$61,205,306	\$50,583,900



Assumptions

- 3.5% salary increase effective July 1, 2023 for Coalition and Non-Represented employees unless specified otherwise in their ratified Memorandum of Understanding.
- Includes Employers’ PERS Contribution of 33.106%.
- 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.
- \$3.90/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 \$18.9 million.

BRIDGE OPERATIONS DATA/COSTS

	FY 21/22 Actual	FY 22/23 Budget	FY 22/23 Actual	FY 23/24 Adopted Budget
Total Toll Revenue	\$132,211,683	\$138,202,600	\$146,053,935	\$145,520,502
Southbound Traffic	15,925,019	16,249,569	16,323,052	16,568,288
<u>Average Revenue Per Southbound Crossing</u>	\$8.30	\$8.51	\$8.95*	\$8.79

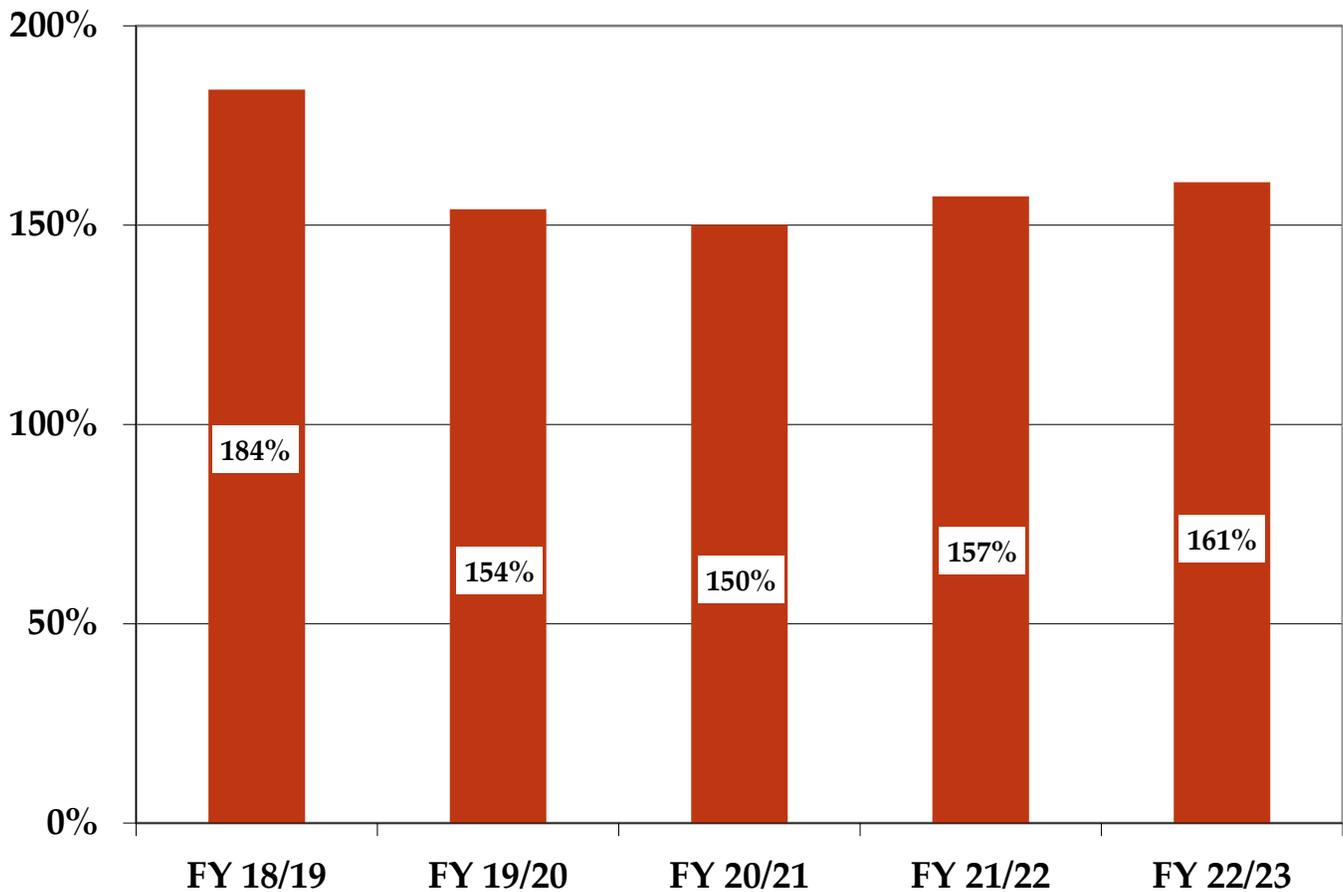
* Includes one-time violation revenue catch-up from earlier years delayed by the pandemic resulting in a higher average per southbound crossing than anticipated.



BRIDGE DIVISION PERFORMANCE MEASURES

OPERATING REVENUE AS A PERCENTAGE OF TOTAL OPERATING EXPENSE

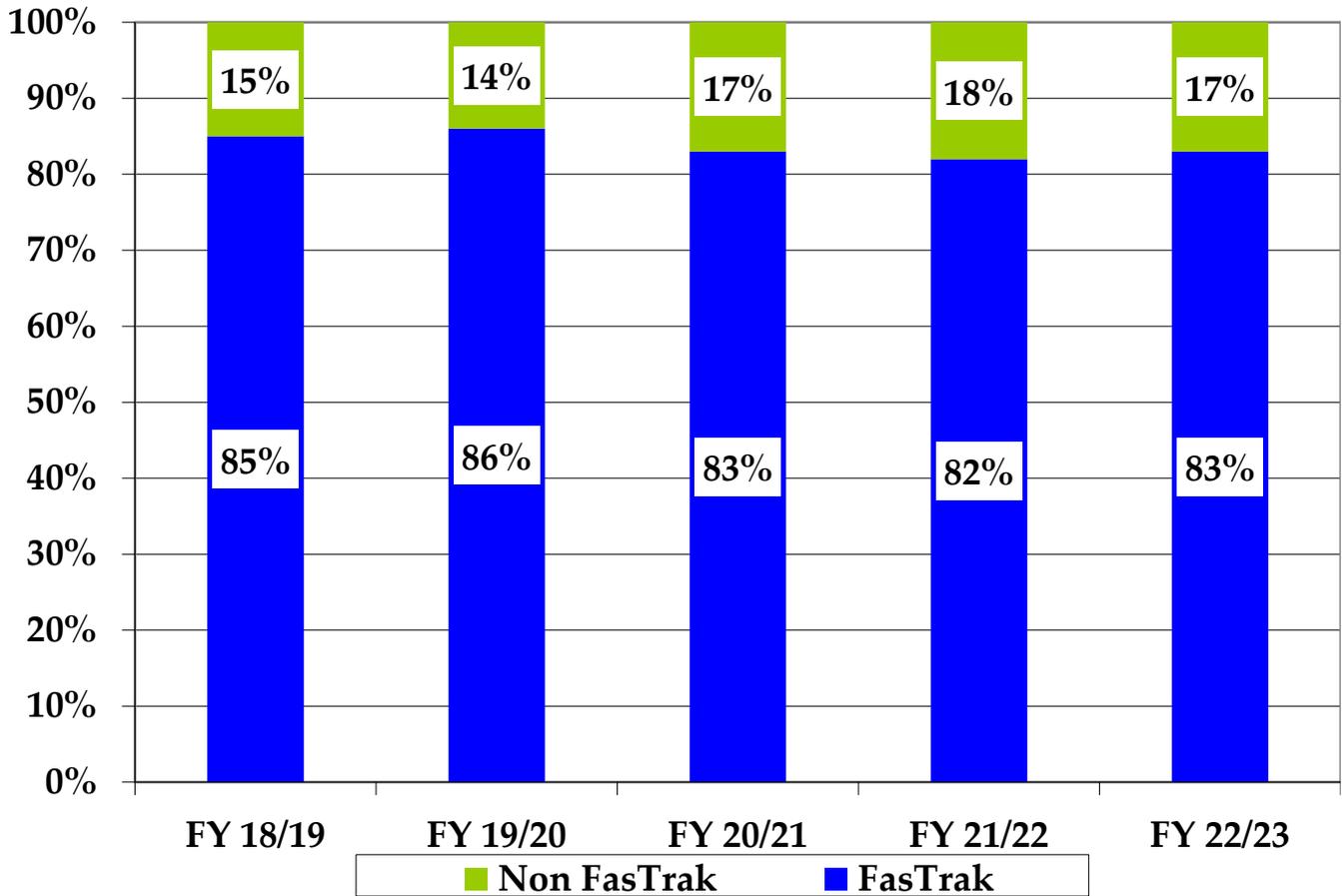
	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
Bridge Toll Revenue	\$146,471,101	\$125,764,310	\$108,351,941	\$132,211,683	\$146,053,935
Other Operating Revenue	\$438,869	\$1,319,778	\$496,464	\$4,672,849	\$792,681
Total Operating Expense*	\$79,884,306	\$82,641,791	\$72,531,446	\$87,062,828	\$91,347,552
Percentage	184%	154%	150%	157%	161%



*Total Operating Expense includes Depreciation and Capital Contribution.



FASTRAK MARKET SHARE

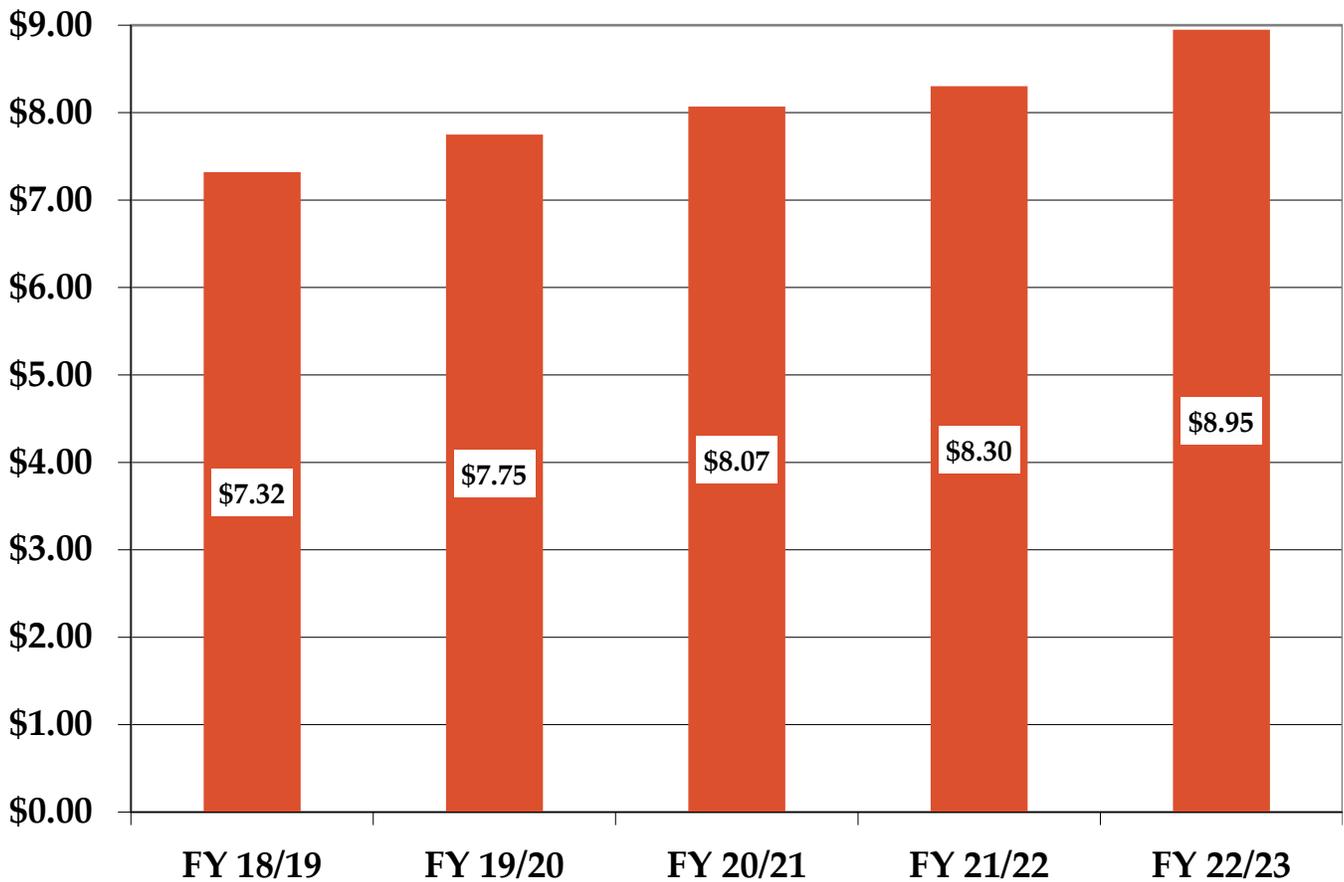


Note: FasTrak Market Share data includes customers whose toll tags do not read when passing through the Toll Plaza. The CSC processes these as valid FasTrak toll payments although they originate as violations in the Toll Plaza. AET was implemented on March 27, 2013. Vehicles no longer stop at the Toll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



AVERAGE TOLL PER SOUTHBOUND VEHICLE

	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
Total Southbound Vehicles	20,001,670	16,235,564	13,416,881	15,925,019	16,323,052
Bridge Toll Revenue	\$146,471,101	\$125,764,310	\$108,351,941	\$132,211,683	\$146,053,935
Average Toll	\$7.32	\$7.75	\$8.07	\$8.30	\$8.95



BRIDGE DIVISION CAPITAL BUDGET

Program Summary

The FY 23/24 Capital Budget for the Bridge Division totals \$31.0 million and represents 72.5% of the total agency's capital budget.

Major FY 23/24 capital projects include construction of the Suicide Deterrent System and the design and construction of the Toll Plaza Gantry (1526/1820) as well as the Golden Gate Suspension Bridge Seismic Retrofit (1923).

Actual capital expenditures to date for the Bridge Division during FY 22/23 totaled \$29.7 million, funded with \$13.6 million, or 46% District funds and \$16.1 million, or 54% grants funds (See Appendix C).

Completed Projects

Two (2) Bridge Division Capital Projects will be completed in FY 22/23.

Project 2320 – Main Cable Band Bridge Access – \$500,00 (Completed)

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.]

Project 1118 – Suicide Deterrent Design – \$5,543,101 (Completed)

This project will complete the design work for the Suicide Deterrent system which is a safety net underneath the Bridge to address public health concerns regarding suicides. [Operating Budget Impact: No significant impact.]

BRIDGE DIVISION CAPITAL BUDGET FY 23/24

Project Number and Description	Total Project	Prior Years	FY 23/24 Budget	Future Years	FY 23/24 Funding	
					District	Other
FY24 – New Projects	15,109,000	-	1,450,000	13,659,000	100%	0%
2421 - District-wide Radio Project (BRIDGE)	12,000,000	-	700,000	11,300,000	100%	0%
2423 - Alexander Avenue Rehabilitation Design Project (ENG)	2,193,000	-	100,000	2,093,000	100%	0%
2420 - Main Cable Rehabilitation Project CM/GC (ENG)	766,000	-	500,000	266,000	100%	0%
2422 - Board Room PA Upgrade (BRIDGE)	150,000	-	150,000	-	100%	0%
FY24 - Continuing Projects	279,816,000	173,946,000	26,400,000	79,470,000	43%	57%



Project Number and Description	Total Project	Prior Years	FY 23/24 Budget	Future Years	FY 23/24 Funding	
					District	Other
1526 - Suicide Deterrent - Construction (ENG)	217,513,000	150,023,000	20,000,000	47,490,000	35%	65%
1528 - Golden Gate Bridge Wind Retrofit (ENG)	11,860,000	10,540,000	500,000	820,000	0%	100%
1525 - Toll System Upgrade (FIN)	11,731,000	7,559,000	1,000,000	3,172,000	100%	0%
1820 - Toll Plaza Gantry - Des/Con (ENG)	10,264,000	1,951,000	1,500,000	6,813,000	100%	0%
1923 - Golden Gate Suspension Bridge Seismic Retrofit (ENG)	9,862,000	2,138,000	1,500,000	6,224,000	0%	100%
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%
1722 - Toll Plaza Pavement Overlay (ENG)	4,127,000	271,000	500,000	3,356,000	100%	0%
2121 - Toll Plaza Admin Bldg Elevator Replacement (BRIDGE/ENG)	1,534,000	1,379,000	100,000	55,000	100%	0%
2321 - SDS Rescue Training Net (ENG)	925,000	85,000	200,000	640,000	100%	0%
FY24 - Capital Equipment	3,166,000	-	3,166,000	-	100%	0%
2429 - Capital Equipment (FY24) (BRIDGE)	3,166,000	-	3,166,000	-	100%	0%
Total Capital Expenditures	298,091,000	173,946,000	31,016,000	93,129,000	52%	48%
Capital Fund Source - Bridge						
District	135,892,000	64,377,000	16,099,000	55,414,000		
Other	162,199,000	109,569,000	14,917,000	37,715,000		
Total	298,091,000	173,946,000	31,016,000	93,129,000		

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



Bridge Division FY 23/24 Capital Project Detail

New Projects – Bridge Projects

Project 2420 – Main Cable Rehabilitation Project CM/GC – \$766,000

This project is for the Construction Management/General Contracting procurement for the design of an access system to rehabilitate the Suspension Bridge main cables of the Golden Gate Bridge. [Operating Budget Impact: A reduction of \$10,000 to \$50,000.]

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

This project will be upgrading the current system with a new radio system. This will be a District-wide project that will also include an upgrade of the Avtec Consoles that are used to communicate with other mobile radios and must now support Windows 10. [Operating Budget Impact: A reduction of more than \$100,000.]

Project 2422 – Board Room PA Upgrade – \$150,000

This project will replace and upgrade the Board Room PA system to accommodate Hybrid Teleconferencing. The current infrastructure is aging, so system needs to be brought to a more current standard. [Operating Budget Impact: A reduction of up to \$10,000.]

Project 2423 – Alexander Avenue Rehabilitation Design Project – \$2,193,000

This project is for the design to rehabilitate Alexander Avenue. The design phase will include preparation of construction documents and permitting, geotechnical investigations, survey of existing roadway and right of way, utility mapping, and environmental clearance. Assessments of drainage, barrier rail and fencing options, and lighting will occur during this phase as well. [Operating Budget Impact: A reduction of up to \$10,000.]

Continuing Projects

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

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 – \$217,512,868

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: A reduction of more than \$100,000.]



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

The Wind Retrofit project was set up as a separate project to be completed ahead of the rest of the seismic retrofit work in order to facilitate construction of the Suicide Deterrent. This project will construct a wind fairing structure on the west side of the Golden Gate Bridge to deflect wind and ensure Bridge stability during strong wind events. [Operating Budget Impact: A reduction of \$50,000 to \$100,000.]

Project 1722 – Toll Plaza Pavement Overlay – 4,127,389

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 \$50,000 to \$100,000.]

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

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

Project 1923 – Golden Gate Suspension Bridge Seismic Retrofit – \$9,861,844 This project will fund the Construction Management/General Contracting portion of Phase IIIB of the Golden Gate Bridge Seismic Retrofit project. [Operating Budget Impact: a reduction of more than \$100,000.]

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: A reduction of \$10,000 to \$50,000.]

Project 2220 – Fort Point Arch Maintenance Access Project – \$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: A reduction of more than \$100,000.]

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

This project will rehabilitate the stringers and associated framing in Tower Span 2 and Tower Span 3 of the South Approach Viaduct. The rehabilitation work includes furnishing and installing temporary steel supports and new structural steel members. [Operating Budget Impact: A reduction of more than \$100,000.]



Bridge Division

Project 2321 – SDS Rescue Training Net – \$925,169

This project will construct a rescue training net at the Southern Marin Fire Department facility in Mill Valley. This will support the Suicide Deterrent net that is being built under the Bridge as members of the Southern Marin Fire Department will be trained and can assist in safe retrieval. [Operating Budget Impact: No significant impact.]

Capital Equipment

Project 2429 – Capital Equipment – Bridge – \$3,165,500

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 21/22 Year-End	FY 22/23 Budget	FY 22/23 Year-End	FY 23/24 Adopted Budget	Net Change FY 22/23 to FY 23/24
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	29	29	29	29	0
Chief Bridge Painter	4	4	4	4	0
Lead House Painter	1	1	1	1	0
House Painter	1	1	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 21/22 Year-End	FY 22/23 Budget	FY 22/23 Year-End	FY 23/24 Adopted Budget	Net Change FY 22/23 to FY 23/24
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



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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. The Bus Division is responsible for the operation and maintenance of all its vehicles, scheduling and service development of Golden Gate Transit's (GGT's) fixed-route bus service, and general administration.

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 147 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.
- Express commute service along Highway 101 connecting Marin and Southern Sonoma counties to San Francisco.
- 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.

The Bus Division is committed to serving the needs of the community and continues to take steps to prepare the organization for post-pandemic ridership growth. Much of Golden Gate Transit's potential growth, however, is largely tied to the return of workers to downtown San Francisco office buildings and the City's economic recovery. As staff continues to monitor ridership trends and changing travel patterns along the Highway 101 Corridor, investments in regional service (Routes 101, 130, 150 and 580) between Sonoma, Marin, Contra Costa, and San Francisco counties are being prioritized. Concentrating Golden Gate Transit's limited human and financial resources on regional routes will allow for greater frequencies and more convenient, dependable service while staff continues to understand new ridership behaviors and work schedules. More specifically, investing in regional routes serves to increase operational efficiency and ridership capacity along the corridor, both of which are important for enhancing transit access and equity, improving system reliability, rebuilding public confidence, and stretching federal pandemic relief funds for as long as possible to allow more time for bridge toll (operating) revenues to recover. Accordingly, commute

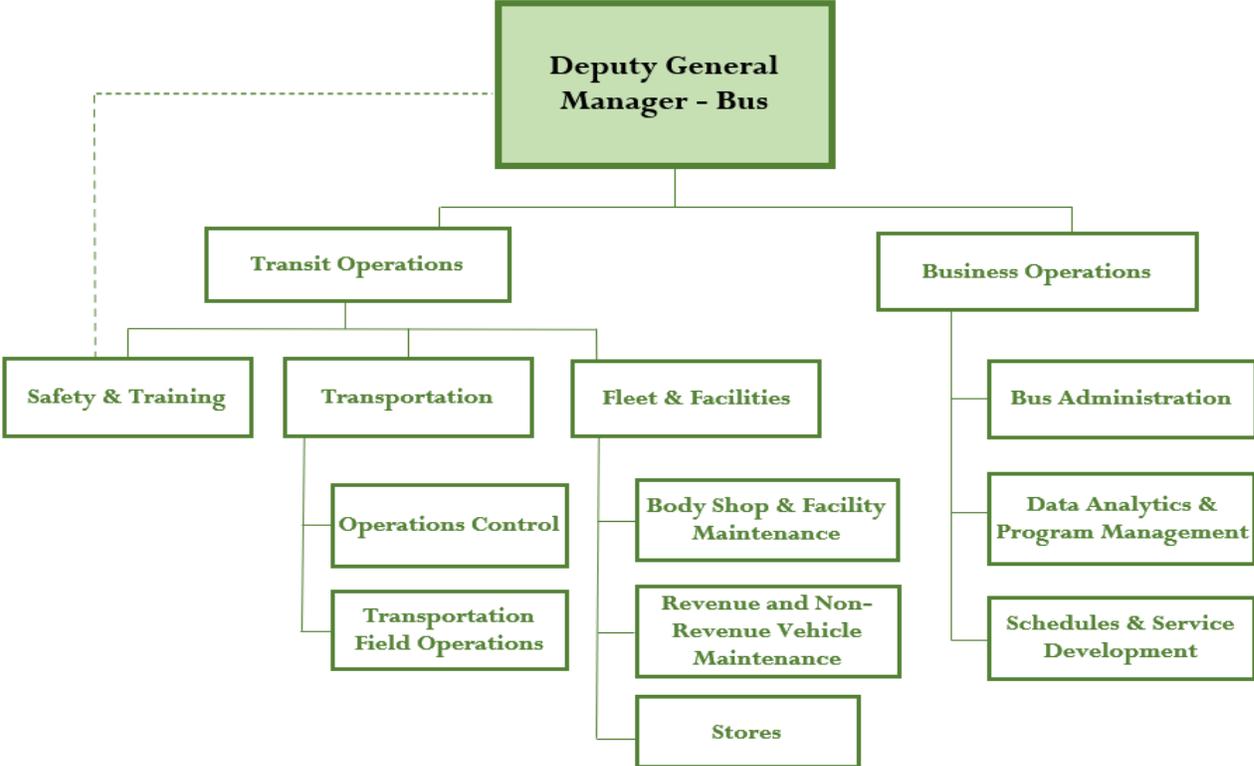


Bus Division

service to and from San Francisco is being restored in a measured way while keeping in mind ridership demand, system reliability and available resources. Currently, the Bus Division operates approximately 2.1 million miles and serves over 1 million regional and local customers annually on four commutes and four regional routes.



BUS DIVISION ORGANIZATIONAL CHART



BUS DIVISION STATUS

Notable Capital Projects in FY 23/24

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 allows our operators to bid work assignments and vacations easily via a mobile application or computer. SelfService will provide a secure environment where employees can consult their daily assignments, enter service delays, request time off, specify preferences for overtime and work, and access their personal work assignments. 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 attendance, accidents/incidents, comments, and service assessment remarks as recorded by other HASTUS modules.
- Bus Division, Planning and IS staff 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. Staff relies on this data for running time and passenger pattern analysis to improve the quality and reliability of our transit system.
- Bus Division, Risk Management, and IS staff are working towards acquiring a new software tool that will allow staff to better manage the Safety Management System (SMS), which will improve operational efficiencies, tracking and reporting of safety incidents, and transparency around GGT's management and responsiveness to safety issues.
- Bus Division, Planning and IS staff will continue to improve and expand its Business Intelligence tools, such as the use of Swiftly technology, which allows 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. Staff is also working on a pilot project aimed at demonstrating the effectiveness of Microsoft BI in generating useful data analytics, reports, and dashboards that will help the management team make informed data-driven business decisions. Staff is committed to exploring new reporting tools that will allow for in-depth analysis to gauge operational performance for continual improvement throughout the Division.
- IS and Bus Division staff have moved closer to fully upgrading the EJ Ward Fueling system, which is critical for capturing mileage to maintain compliance with Preventative Maintenance (PM) inspections, dispensing, controlling, and monitoring fuel usage for the Division. Their current focus



is on the EJ Ward hardware the fuel control terminals deployed, and work on fine-tuning and installing the new versions of the CANceivers.

- Work continues on relocating the Bettini Transit Center in downtown San Rafael to a 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. In October 2022, the Final Environmental Impact Report (FEIR) was completed and issued in accordance with the provisions of the California Environmental Quality Act (CEQA); the “Move Whistlestop Alternative” was identified as the preferred project in this document.
- 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 worked with SFMTA to successfully open the new Van Ness Bus Rapid Transit Corridor in San Francisco in April 2022, providing improvements in running time, reliability, and customer experience.
- 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.
- Bus Division and IS staff continues work on the system integration of Clipper 2.0 with INIT CAD/AVL. Work is underway on plans for prototyping and installing the updated Clipper hardware on the buses. The project involves upgrading the Clipper and INIT software and hardware and provides a new single sign-on feature. A single sign-on will provide better data quality and an improved bus operator user experience.
- 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 San Francisco and Santa Rosa. Additionally, Training Department facilities will be reconfigured and outfitted with new furniture that will modernize the classroom setting and create a more immersive learning environment.
- Bus Division staff, led by the Data and Project Administration Unit, have embarked on a system-wide approach to documenting and evaluating all processes and procedures to improve operational efficiency, communication, effectiveness, and overall performance throughout the Division. The project will include creating a document management and version control system, standard operating procedures (SOP), process flows, and establishing protocols for cross-training staff members. By doing so, the Bus Division will ensure that it is better prepared to deal with staff turnover and unplanned disruptions, which will lead to improved efficiency, better decision-making, and a more resilient organization overall.



- To improve Emergency Management capabilities, District staff in the Transit Operations, Electronic Communications, and IS Departments is planning for the installation of new equipment that will provide radio communication capabilities at GGT's Novato and Santa Rosa operating divisions to allow them to function as Satellite Operations Control Centers. This will enable staff to fully manage all aspects of Bus Operations and maintain critical fixed-route bus services for the public in the event of an emergency or natural disaster that has rendered the San Rafael Central Operations Command Center unsafe or inaccessible.
- Under a contract, the Bus Division continues to provide security services across its different facilities as part of our ongoing commitment to the safety and security of our employees, contractors, and customers. As part of this effort, in late 2021, 24/7 security was implemented at the San Rafael Bus Division (D-1), which is planned to remain in place in FY24.

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 2023-24 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. All mid-manager positions have been filled, and recruitments for vacant positions are ongoing. No layoffs occurred as a result of the reorganization.
- 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 12-hours of college credit upon completion of the Bus Operator Training and Apprenticeship Program. GGT's new Bus Operator Apprenticeship Program (BOAP) curriculum was officially approved by the COM in December 2022, and eligible GGT Training Instructors are currently going through an onboarding process as COM faculty, in order to teach the college credit-bearing curriculum.
- To better support GGT's Bus Operator Training Program (also known as GGT's Bus Operator Apprenticeship Program), staff implemented the Bus Operator Pre-apprenticeship Program (BOPP) with the San Rosa Junior College (SRJC) in the fall of 2022, which supports the District's commitment to diversity, equity and inclusion. The majority of bus operator applicants have historically come from priority populations around the Bay Area, many of whom have struggled to meet pre-employment requirements, resulting in less than half of applicants being hired by the District. The BOPP intentionally removes a number of barriers to employment for these individuals.



This is a 12-week training 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. The long-term plan is to make this a regional program and allow Sonoma County transit agencies to participate.

The first cohort of pre-apprentices completed the BOPP in the fall 2022 semester, two of whom then entered the Bus Operator Apprenticeship Program in January 2023. On April 7, 2023, GGT’s first two pre-apprentices successfully graduated from the BOAP and became full-time Bus Operators. The second cohort of pre-apprentices began in January 2023, and they are slated to graduate on April 13, 2023.

- Staff continues 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 continue to invest 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 in March of each year. Other traditional, annual events that we will continue to host include our Annual Bus Roadeo, Safety Awards, 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 Fiscal



Year 2023-24.

- 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.
- In December 2021, GGT routes were renumbered to eliminate numerical overlap with connecting transit systems. The change was implemented to facilitate regional transit coordination efforts and reduce potential passenger confusion. All updated bus stop signage, customer information, and electronic displays were completed in calendar year 2022.
- With equity as our focus, we were pleased to join other Bay Area transit agencies in adopting the Clipper START pilot program and Clipper Bay pass, which offer transit fare discounts for low-income residents across the Bay Area. The District also participated in a regional All Aboard Bay Area Transit marketing campaign timed to reach former riders as return-to-work plans were being developed. Golden Gate Transit supplemented this campaign with local ads targeting riders within its service area.

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 22/23:

- 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 COVID-19 pandemic, the Bus Fleet and Facilities Unit 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 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 23/24 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 23/24 Project Focus

The following are capital projects that affect the Bus Division and will be part of the District’s work plan focus for FY 23/24. Please refer to the Bus Division’s Capital project detail for more description.

FACILITIES

D1 (San Rafael) Bus Admin Building Roof and HVAC Rehab

Update to Radio Satellite Control Centers

San Rafael Transit Center (SRTC) Relocation Design/Environmental

San Rafael Transit Center (SRTC) Relocation Design/Environmental

BUS OPERATIONS Zero Emission Bus (ZEB) Infrastructure Design



CHANGES FROM FY 22/23 ACTUAL TO FY 23/24 ADOPTED BUDGET

Revenues

The Bus Division's FY 23/24 Adopted Revenues of \$45.8 million consists of:

- \$7.5 million from Regional Fares
- \$23.7 million from Federal, State and Local Operating Grants
- \$2.8 million from Other Operating Income
- \$11.9 million from the Marin Local Service Contract

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, up to 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. A second large source of income, fare revenue has also decreased significantly. In FY 18/19 Bus Fare revenue was \$15.5 million. In FY 20/21, Bus Fare revenue dropped to \$3 million due to the effect of COVID. Fare revenue in FY 22/23 rebounded to \$7.1 million and is projected at \$7.5 million in FY 23/24.

The Bus Division's Adopted Revenues for FY 23/24 are projected to increase by \$3.1 million, or 7.4%, compared to FY 22/23 Actual. The net increase is mainly attributed to the projected increase in state operating grants of \$5.8 million and an estimate of \$400,000 increase in bus transit fares along with a net decrease of \$1.6 million in local operating assistance. A new five-year fare plan was adopted in March 2023 that begins in FY 23/24. The projected regional ridership is forecasted to grow from 43% to 44% by end of FY 23/24. Fare revenue is projected at \$7.5 million for FY 23/24 using these growth rates. The Adopted Budget assumes that the ridership percentage will grow at a slower rate than the rate of service restoration.

One-Time Revenue: To date, the Bus Division has received a significant amount Federal emergency one-time funding for a total of \$161.9 million. Bus received \$38.4 million in CARES act funding of which \$31.6 million was expensed in FY 19/20 and \$6.8 million was allocated in FY 20/21. Bus received \$14.3 million in the first tranche and \$27.2 million in the second tranche of CRRSAA funding, which were expensed in FY 20/21. Bus received \$39.3 million in the first tranche, \$28.5 million in the second tranche and is projected to receive \$48.9 million in the third tranche of ARP funding. The entire amount of the first tranche and \$5.1 million of the second tranche of ARP funding were expensed in FY 21/22. The remaining balance of \$22.5 million of the second tranche and \$15.0 million of the third tranche of ARP funding were expensed in FY 22/23. A portion of the remaining balance of the third tranche of ARP funding (\$33.9 million) will be projected to be expensed in FY 23/24.

The FY 23/24 Adopted Bus Budget projects a \$70.7 million shortfall. To balance the budget, the District will spend approximately \$33.9 million in one-time ARP funds, along with \$4.2 million in operating reserves. The remainder of the shortfall is funded with available Bridge tolls (\$32.6 million).



Expenses

The Bus Division's FY 23/24 Adopted Operating Expenses total \$116.5 million. The Bus Division's FY 23/24 Adopted Budget contains an \$24.9 million, or 27.2%, increase in operating expenses over FY 22/23 Actual expenses. The increase is primarily the re-funding of staff due to vacancies and re-funding the ability to increase express commute bus service up to 60% of pre-COVID levels if customer demand returns during the year. The components of the changes to expenses are summarized in the table on the following page.



**SUMMARY OF CHANGES FROM FY 22/23 ACTUAL TO
FY 23/24 ADOPTED BUDGET
(ALL FIGURES IN MILLIONS)**

Labor	
Increase in salaries due to re-funding of vacant positions, and ability to increase commute bus service up to 60%	\$14.1
Increase in payroll taxes for FY 23/24 due to re-funding of vacant positions	1.2
Decrease in PERS contribution in FY 23/24 due to one-time contribution to Golden Gate Transit Amalgamated Retirement Plan in FY 22/23	(1.5)
Increase in medical expenses for FY 23/24 due to re-funding of vacant positions and increase in annual costs	6.3
Re-funding of postemployment benefits (OPEB) for FY 23/24 unused in FY22/23	0.2
Decrease in Workers' Compensation expenses for FY 23/24 due to higher than anticipated expenses in FY 22/23	(0.8)
Increase in transfer of miscellaneous benefits (capitalized benefits) due to less usage of capitalized labor in FY 22/23	(0.5)
Professional Services	
Projected increase in District-wide professional services fees for FY 23/24	0.5
Increase in Bus professional services unused in FY 22/23 and additional services for FY 23/24	0.4
Projected increase in District-wide legal services for FY 23/24	0.1
Increase in District contracted maintenance, Bus security, and District software licenses for FY 23/24	0.4
Decrease in FY 23/24 District Division temporary help services compared to FY 22/23	(0.2)
Supplies and Other	
Increase in fuel costs due to projected higher price per gallon in FY 23/24 and unused funds in FY 22/23 to allow for service growth	1.3
Re-funding of Bus repair and operating supplies due to unused funds in FY 22/23	0.8
Increase in insurance for FY 23/24 due to lower usage in FY 22/23	0.1
Re-funding of purchased transportation cost due to unused funds in FY 22/23	0.7
Re-funding of staff development expenses and lease expenses unused in FY 22/23	0.2
Capital Contribution and Depreciation	
Projected increase in depreciation expenses in FY 23/24	1.6
Total Change from FY 22/23 Actuals to FY 23/24 Adopted Budget	\$24.9



BUS DIVISION OPERATING BUDGET

	FY 21/22 Actual	FY 22/23 Budget	FY 22/23 Actual	FY 23/24 Adopted Budget
Revenues				
Regional Transit Fares	\$5,448,600	\$4,845,000	\$7,102,907	\$7,459,000
Other Operating Income	2,947,325	2,840,000	5,449,839	2,840,000
State Operating Income	19,237,996	13,407,300	17,842,905	23,652,100
Federal Operating Income	16,889	-	332,059	-
Other Operating Income (MT*)	11,068,698	10,920,400	11,946,296	11,862,800
Total Revenues	\$38,719,508	\$32,012,700	\$42,674,006	\$45,813,900
Percent Change	7.0%	(17.3%)	33.3%	7.4%
Expenses				
Salaries	\$31,450,704	\$43,250,800	\$34,030,370	\$48,093,800
Fringe Benefits	33,286,720	38,249,400	36,232,093	41,215,600
Professional Services	5,863,454	6,710,900	6,737,958	7,923,100
Fuel & Related Taxes	3,097,233	4,637,300	3,325,762	4,608,600
Repair & Operating Supplies	3,257,604	4,092,700	3,422,114	4,191,100
Insurance, Taxes & Permits	4,260,464	3,265,000	2,953,408	3,089,600
Purchased Transportation	1,297,030	2,012,000	1,336,974	2,029,600
Other	350,282	492,000	380,164	508,300
Lease & Rentals	803,445	987,100	843,986	894,700
Subtotal Expenses	\$83,666,936	\$103,697,200	\$89,262,829	\$112,554,400
Capital Contribution	2,000,000	2,000,000	2,000,000	2,000,000
Depreciation	2,863,444	1,026,100	299,367	1,933,200
Total Expenses	\$88,530,380	\$106,723,300	\$91,562,196	\$116,487,600
Percent Change	(13.2%)	20.5%	(14.2%)	27.2%
Revenues Over/(Under) Expenses	\$(49,810,872)	\$(74,710,600)	\$(48,090,649)	\$(70,673,700)

*Marin Transit Contract Revenue



Assumptions

- 3.5% salary increase effective July 1, 2023 for Coalition and Non-Represented employees unless specified otherwise in their ratified Memorandum of Understanding.
- 3.5% salary increase effective May 11, 2023 for Bus Operators (ATU Represented employees). 3.5% salary increase effective September 1, 2023 for Bus Operators (ATU Represented employees). Includes negotiated ATU Pension contribution (34.5%) and Employer PERS contribution (33.106%).
- 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.
- \$3.90/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 \$17.8 million.

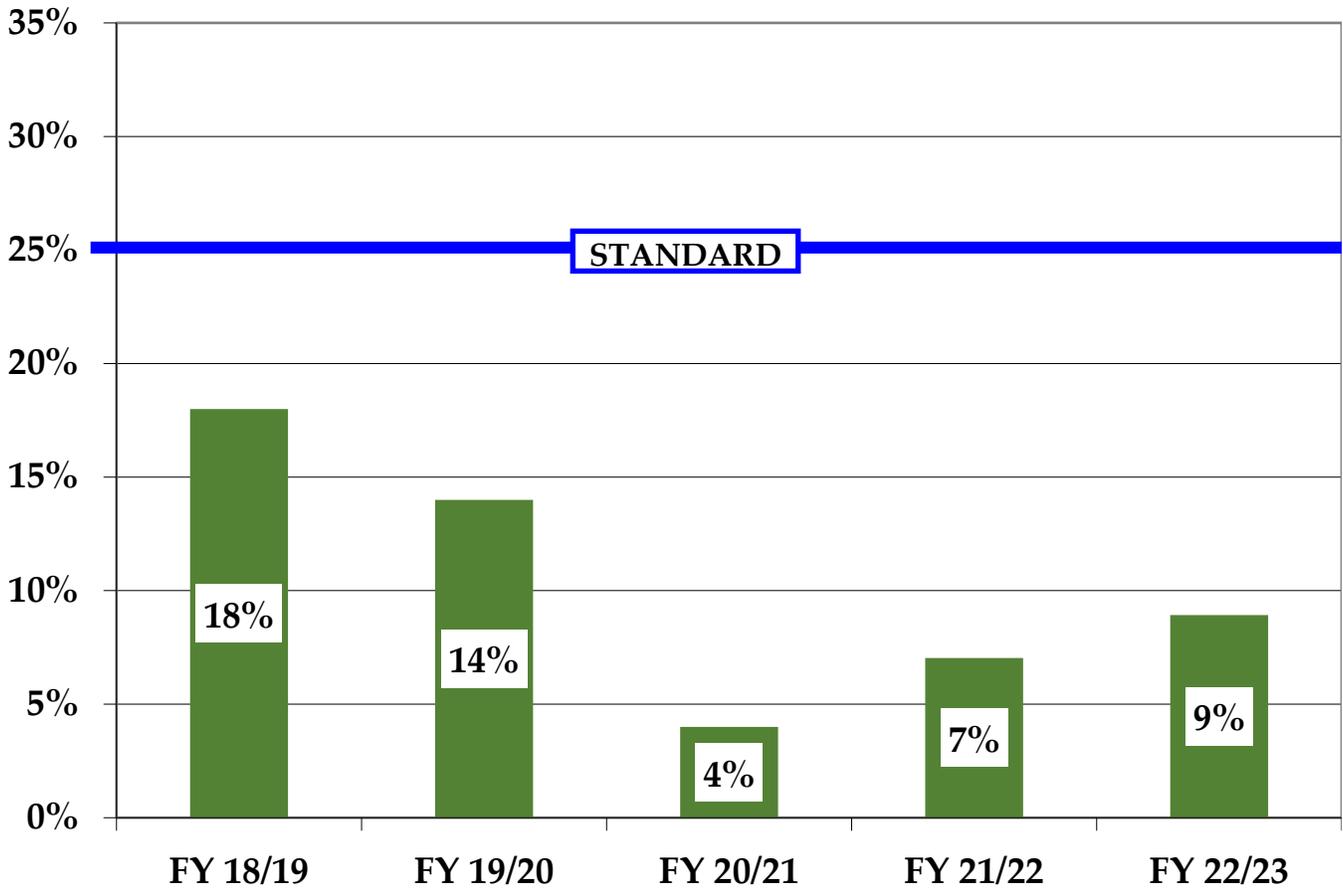
BUS OPERATIONS DATA

	FY 21/22 Actual	FY 22/23 Budget	FY 22/23 Actual	FY 23/24 Adopted Budget
Regional Transit Fares	\$5,448,600	\$4,845,000	\$7,102,907	\$7,459,000
Regional Ridership	1,037,926	957,519	1,308,396	1,341,142
Average Fare	\$5.25	\$5.06	\$5.43	\$5.56
Cash Fare Cost of Transaction per Patron	\$1.23	\$1.32	\$1.20	\$1.20
Clipper Fare Cost of Transaction per Patron	\$0.66	\$1.07	\$0.56	\$0.46



BUS DIVISION PERFORMANCE MEASURES

BUS TRANSIT FARE RECOVERY



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:

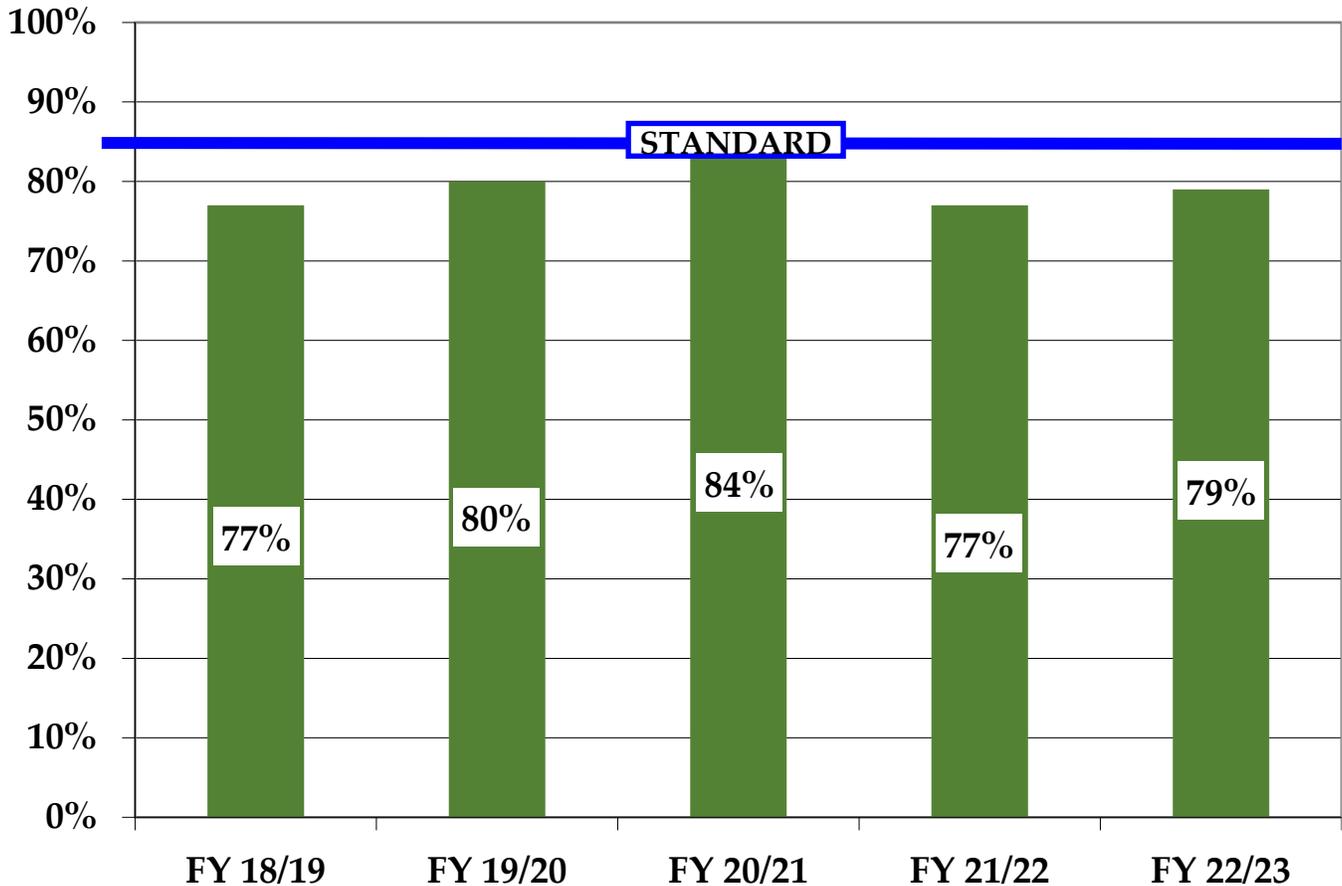
- Reducing operating expenses during the COVID-19 pandemic (i.e., suspending lightly used service while shelter-in-place orders are in effect and scaling back existing routes and trips to focus on higher utilized corridors such as U.S. Highway 101).
- Seeking increased ridership opportunities (i.e.,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

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).



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.

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

- Continuing to monitor running time and adjust timetables on a frequent basis 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



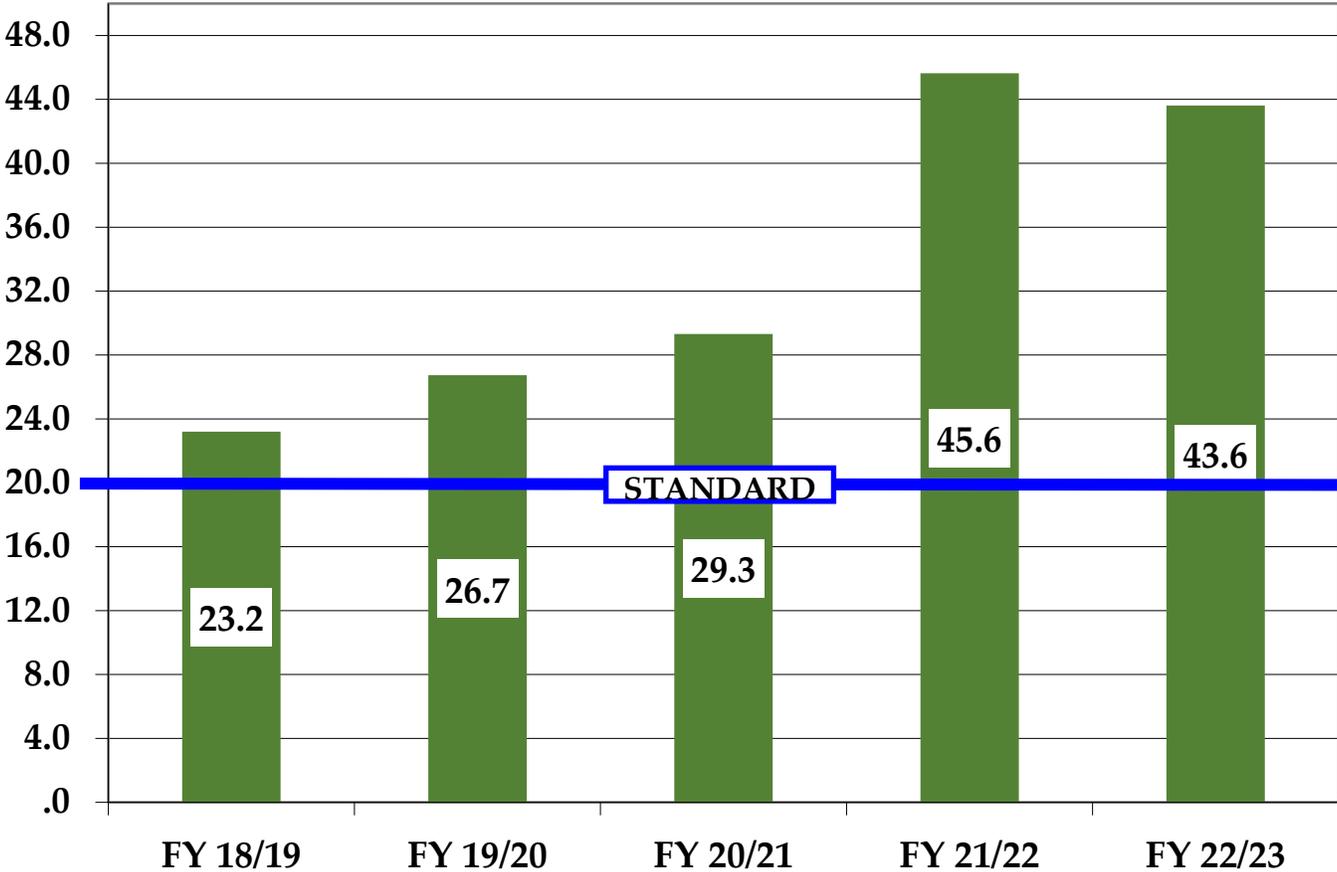
route alignments to bypass congested local streets in favor of faster and more reliable alignments that meets customer needs.

- 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 changes resulting from transit operational enhancements in the City and County of San Francisco and throughout the GGT service area.



BUS MECHANICAL FAILURE RATE
ALL CHART NUMBERS IN THOUSANDS

	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Mechanical Failures	180	148	82	46	47
Revenue Miles	4,176,117	3,956,843	2,404,033	2,099,125	2,049,825
Miles/Breakdown	23,201	26,735	29,317	45,633	43,615



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.



Bus Division

- 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.

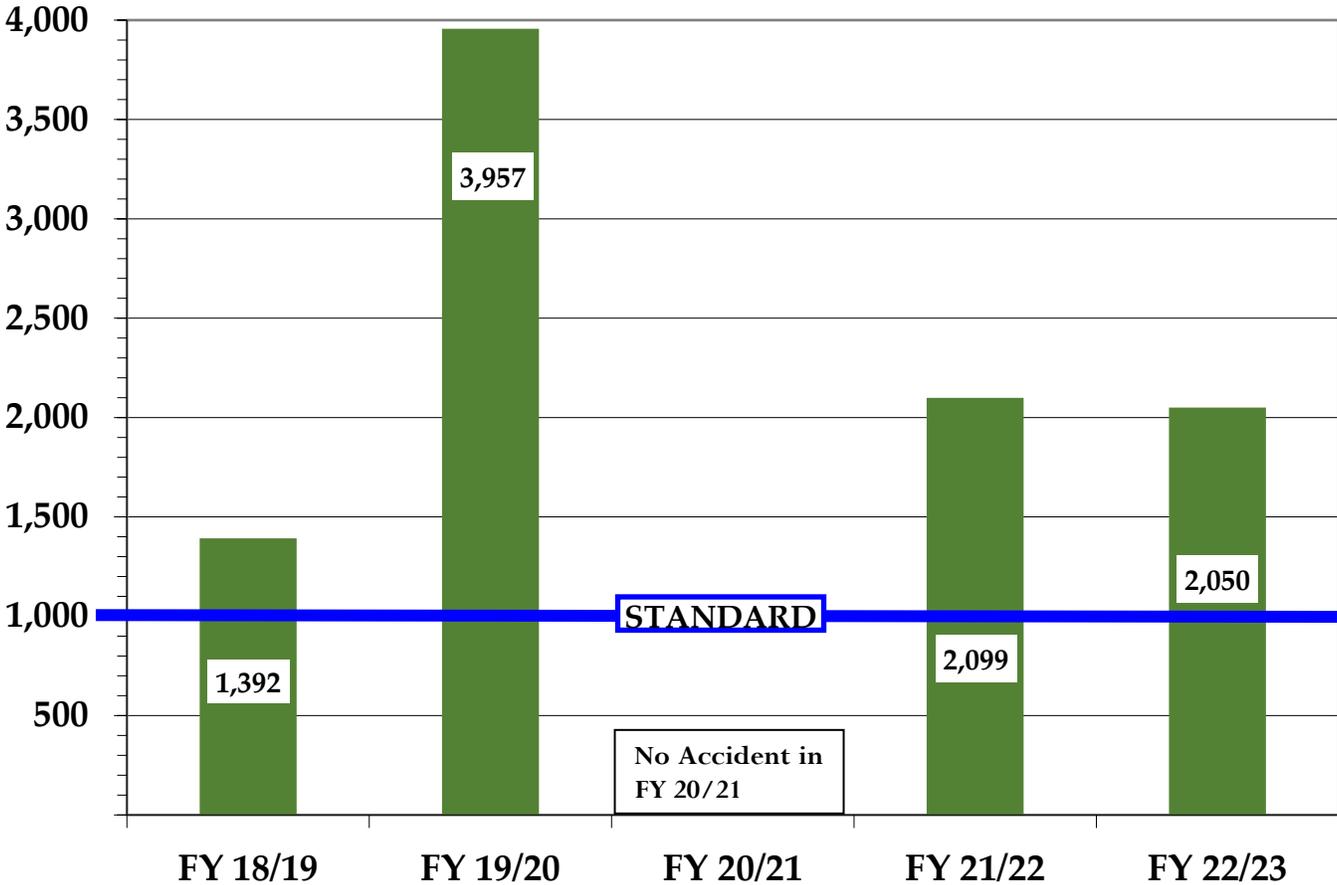


**BUS ACCIDENT RATE (MILES BETWEEN ACCIDENTS)
ALL CHART NUMBERS IN THOUSANDS**

	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Accidents	3	1	0	1	1
Revenue Miles	4,176,117	3,956,843	2,404,033	2,099,125	2,049,895
Miles/Accident	1,392,039	3,956,843	0	2,099,125	2,049,895

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.



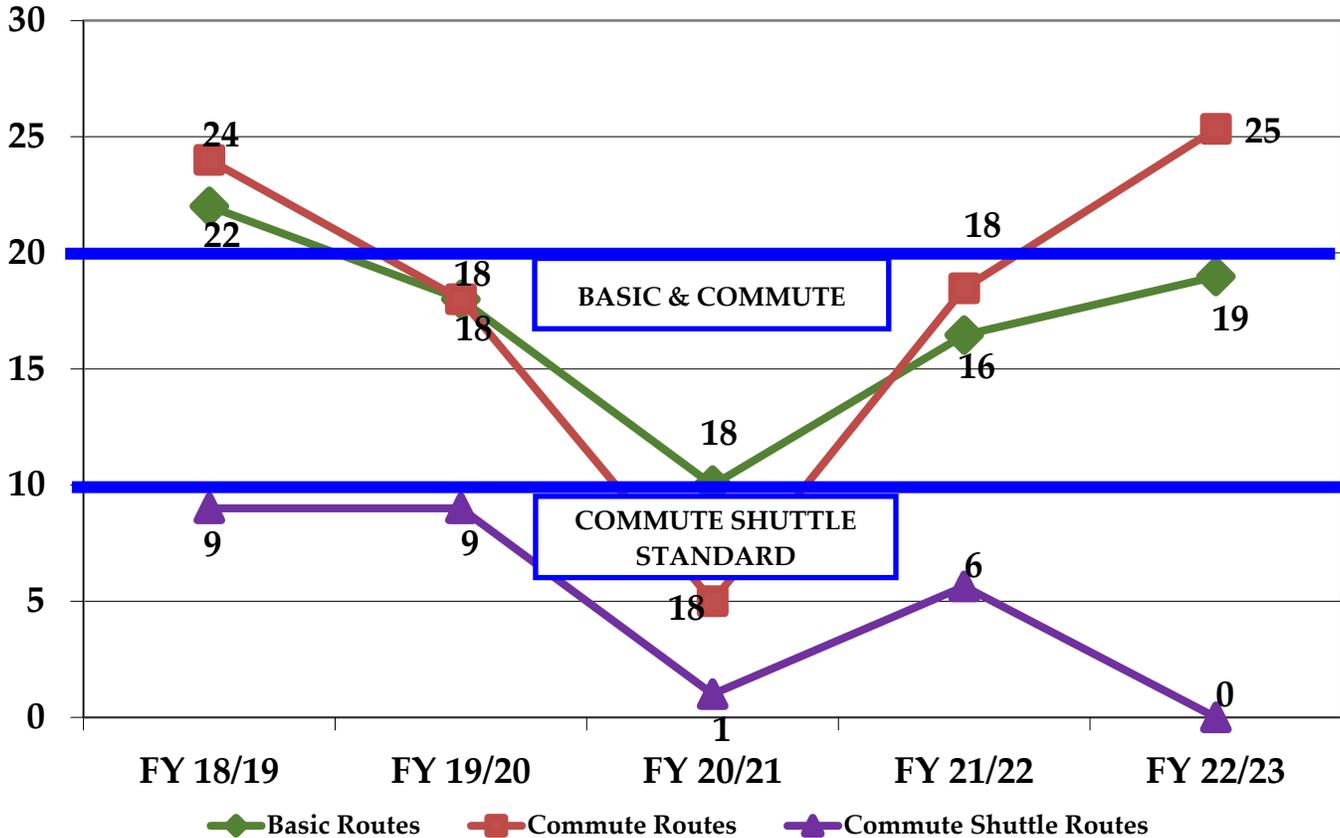
Note: Only include Regional service (no Marin Transit local service). The Bus Division is attempting to continue its excellent low bus accident rate by:

- 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 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Basic Routes	22	18	10	16	19
Commute Routes	24	18	5	18	25
Commute Shuttle Routes	9	9	1	6	0



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:

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.

- 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 23/24 Capital Budget for the Bus Division totals \$4.6 million and represents 10.8% of the total agency's capital budget. Major work and financial investment in FY 23/24 focuses on new projects, such as the purchase of seven Over-the-Road Battery Electric Buses (2433) and resurfacing the D1 employee parking lot (1431).

Actual capital expenditures to date for the Bus Division during FY 22/23 totaled \$1.7 million, funded with \$503,000, or 30% District funds and \$1.1 million, or 70% grants funds (See Appendix C).

Completed Projects

One (1) Bus Division Capital Projects was completed in FY 22/23.

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

This project rehabilitated the D3 bus storage and employee parking lots and installed fencing around unsecured areas of the D3 facility. [Operating Budget Impact: A reduction of \$10,000 to \$50,000.]

BUS DIVISION CAPITAL BUDGET FY 23/24

Project Number and Description	Total Project	Prior Years	FY 23/24 Budget	Future Years	FY 23/24 Funding	
					District	Other
FY24 - New Projects	66,526,000	-	2,460,000	64,066,000	53%	47%
2431 - San Rafael Transit Center Final Design, Property Acquisition, and Construction (PLANNING/ENG)	54,106,000	-	500,000	53,606,000	45%	55%
2433 - ZEB Over-the-Road (OTR) Coaches & Charging Equipment (7 buses) (BUS)	10,500,000	-	1,000,000	9,500,000	20%	80%
2131 - D-1 Bus Admin Bldg Roof and HVAC Rehab, Fire Alarm System Upgrade, New Front Door Enclosure & New Radio Rm Windows (ENG)	1,119,000	-	500,000	619,000	100%	0%
2435 - D-2 Dispatch & Fuel Island Building Roof Rehab (ENG)	591,000	-	250,000	341,000	100%	0%
2430 - Novato (D-2) and Santa Rosa (D-3) Satellite Operations Control Centers (OCCs) (BUS)	110,000	-	110,000	-	100%	0%
2231 - SMS Software (BUS/IS)	100,000	-	100,000	-	20%	80%



Bus Division

Project Number and Description	Total Project	Prior Years	FY 23/24 Budget	Future Years	FY 23/24 Funding	
					District	Other
FY24- Board Increased through the Budget	550,000	130,000	45,000	375,000	100%	0%
1931 - Bus Division Office Improvements (BUS)	510,000	130,000	25,000	355,000	100%	0%
2330 - D1 Bird Netting (BUS)	40,000	-	20,000	20,000	100%	0%
FY24- Continuing Projects	19,038,000	9,699,000	1,350,000	7,989,000	49%	51%
2132 - D2 Pavement & Remediation (ENG)	7,100,000	6,679,000	400,000	21,000	100%	0%
1431 - D1 Resurface Employee Parking Lot & Solar Panels (w/ 2110) (ENG)	5,130,000	675,000	500,000	3,955,000	20%	80%
1717 - SRTC Relocation Des/Env (PLANNING)	4,658,000	2,335,000	150,000	2,173,000	19%	81%
2130 - Zero Emission Bus (ZEB) Infrastructure Design (BUS/ENG)	2,000,000	-	200,000	1,800,000	20%	80%
2230 - Automated Passenger Counting (APC) NTD Cert Software (BUS)	150,000	10,000	100,000	40,000	100%	0%
FY24 - Capital Equipment	795,000	-	795,000	-	100%	0%
2439 - Capital Equipment (FY24) (BUS)	795,000	-	795,000	-	100%	0%
Total Capital Expenditures	86,909,000	9,829,000	4,650,000	72,430,000	60%	40%
Capital Fund Source - Bus						
District	39,179,000	7,390,000	2,813,000	28,976,000		
Other	47,730,000	2,439,000	1,837,000	43,454,000		
Total	86,909,000	9,829,000	4,650,000	72,430,000		

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



Bus Division FY 23/24 Capital Project Detail

New Projects

Project 2131 – D-1 Bus Admin Bldg Roof and HVAC Rehab, Fire Alarm System Upgrade, New Front Door Enclosure & New Radio Rm Windows - \$110,000

This project will design the rehabilitation for the San Rafael D-1 Bus Administration Building including a new roof, new HVAC system, upgrade fire alarm system, new front door enclosure, new radio room windows, interior room improvements and miscellaneous repairs due to water damage and HVAC modifications. [Operating Budget Impact: A reduction of \$50,000 to \$100,000.]

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

This project will acquire software to improve operational efficiency and decision-making by including real-time tracking and reporting of safety incidents, data, and trends along with communication of safety hazards and alerts. This will improve accountability and transparency around Golden Gate Transit's management and responsiveness to safety issues. The software can also be used to deliver training to employees and track staff completion of and compliance with training requirements. In addition, an SMS software solution can assist in managing and tracking inspection processes, audit checklists and findings, and due dates associated with compliance with FTA, DOT, DMV, and other federal, state and local regulations. [Operating Budget Impact: A reduction of \$10,000 to \$50,000.]

Project 2430 – Novato (D-2) and Santa Rosa (D-3) Satellite Operations Control Centers (OCCs) - \$110,000

This project Transit Operations staff to fully manage all aspects of Bus Operations from Santa Rosa (D-3) or Novato (D-2) in the event of an emergency has rendered the Central Operations Control Center in San Rafael (D-1) unsafe or inaccessible. The dispatch offices in Santa Rosa (D-3) and Novato (D-2) are able to dispatch work assignments to bus operators, but do not have radio communication capabilities. This project includes system installation of new equipment for full radio communications with buses and field personnel, as well as remote control of the San Rafael (D-1), Novato (D-2), and San Francisco (D-4) bus yard gates. [Operating Budget Impact: A reduction of \$10,000 to \$50,000.]

Project 2431 – San Rafael Transit Center Final Design, Property Acquisition, and Construction - \$54,106,000

This project will complete the final design, property acquisition, and construction of a new San Rafael Transit Center. The Final Design phase will complete the preliminary design work initiated in Project #1717. The Property Acquisition phase will acquire outright all properties necessary to complete the project, and the Construction phase will complete construction of the new facility. [Operating Budget Impact: A reduction of \$10,000 to \$50,000.]

Project 2433 – ZEB Over-the-Road (OTR) Coaches & Charging Equipment (7 buses) - \$10,500,000



Bus Division

This project will purchase seven (7) Over-the-Road (OTR) Battery Electric Buses (BEB) and associated charging equipment to replace seven (7) 2010-series MCI coaches. The BEBs will be operated, maintained, and charged at the San Rafael (D-1) facility. As part of the D-1 Employee Parking Lot Resurfacing and Solar Panel Project (1431), Engineering will be installing a new transformer with the capacity to charge the seven (7) BEBs and include the underground infrastructure to deliver electricity to the charging site. Purchasing these BEBs will allow the District to better comply with the California Air Resource Board's (CARB) Innovative Clean Technology (ITC) Rule and fulfill our commitment to transitioning to a clean, zero-emissions bus fleet as outlined in our Board-Adopted Zero-Emission Bus (ZEB) Rollout Plan. [Operating Budget Impact: A reduction of over \$100,000.]

Project 2435 – D-2 Dispatch & Fuel Island Building Roof Rehab - \$591,000

This project includes the design and construction for the rehabilitation of the Novato (D-2) Dispatch and Fuel Island Building. This encompasses a new roof, new windows, miscellaneous repairs due to water damage, and the painting of both buildings. [Operating Budget Impact: A reduction of \$50,000 to \$100,000.]

Board Increased through the Budget

Project 2230 – D1 Bird Netting - \$20,000 to \$40,000

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. The increase to the budget is due to a change in scope to include bird netting for the wash rack at the San Rafael D-1 site [Operating Budget Impact: A reduction of \$10,000 to \$50,000.]

Project 1931 – Bus Division Office Improvements – \$420,000 to \$510,000

This project involves making improvements to the kitchen/breakroom and general office areas at the Bus Division Offices in San Rafael. The focus of the project is to make non-structural improvements that enable staff to utilize the space more efficiently and create 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. The increase to the budget is to meet the division's evolving business needs [Operating Budget Impact: No significant impact.]

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. Before the establishment of this project, an investigation was made to determine if solar panels could be installed at the parking lot. It was determined that there was sufficient room to install solar panels which could generate between 700 and 800 kilowatts of energy, which is approximately equal to the



energy being used at the San Rafael Bus facility. The construction 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) Replacement Design/Environmental – \$4,658,178

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: 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: No significant impact.]

Project 2132 – D2 Pavement & Remediation – \$7,100,300

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: Reduction of \$50,000 to \$100,000.]

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: A reduction of \$10,000 to \$50,000.]

Capital Equipment

Project 2439 – Capital Equipment – Bus – \$794,538

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 21/22 Year- End	FY 22/23 Budget	FY 22/23 Year-End	FY 23/24 Adopted Budget	Net Change FY 22/23 to FY 23/24
Bus Operations Administration 311					
Director of Safety & Training	1	1	1	1	0
Director of Transportation	1	1	1	1	0
Dispatcher I	9	9	9	9	0
Dispatcher Part-Time	2	2	2	2	0
Manager of Transportation Field Operations	1	1	1	1	0
Operations Control Center Manager	1	1	1	1	0
Safety & Training Supervisor	2	2	2	2	0
Senior Director of Transit Operations	1	1	1	1	0
Mechanic Leader- Trainer	1	1	1	1	0
Transportation Field Supervisor	10	10	10	10	0
Total	29	29	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	1	1	1	1	0
Total	1	1	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
					0
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	4	4	4	4	0
Mechanic (Automotive)	1	1	1	1	0



District Staffing by Department	FY 21/22 Year- End	FY 22/23 Budget	FY 22/23 Year-End	FY 23/24 Adopted Budget	Net Change FY 22/23 to FY 23/24
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	59	59	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	1	1	1	1	0
Director of Schedules & Service Development	1	1	1	1	0
Office Assistant	1	1	1	1	0
Office Coordinator	1	1	1	1	0
Office Specialist	1	1	1	1	0
Operations Analyst	1	1	1	1	0
Operations Technician	1	1	1	1	0
Safety Training Coordinator	1	1	1	1	0
Schedules Analyst (1 LT)	2	2	2	2	0
Senior Director of Business Operations	1	1	1	1	0
Senior Operations Analyst	1	1	1	1	0
Supervising Administrative Assistant	1	1	1	1	0
Supervising Scheduler & Data Analyst	1	1	1	1	0
Total	15	15	15	15	0
Bus Division Totals					
Total Authorized Positions	408	408	408	408	0
Regular Positions	407	407	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 131

Ferry Division Organizational Chart 132

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Changes from FY 22/23 Actual to FY 23/24 Adopted Budget 136

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

The Ferry Division is responsible for the operation of seven vessels: three conventional monohulls 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 23/24 if customer demand returns. 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 (suspended since the COVID-19 pandemic).
- 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, Sausalito, and Angel Island to and from the Ferry Building in San Francisco; and from the Ferry Building in San Francisco to and from Angel Island.

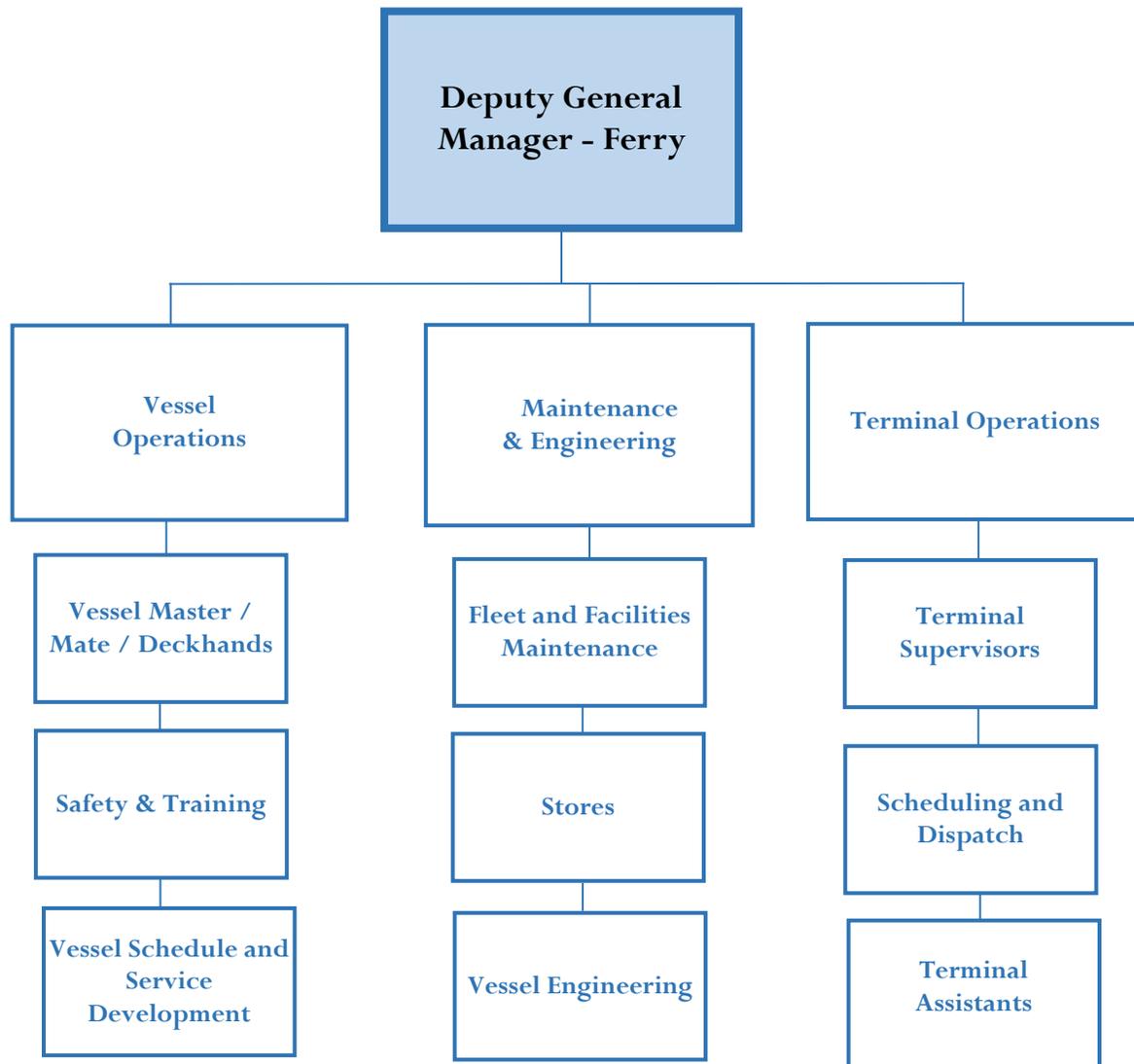
The Ferry Division is responsible for the operation and maintenance of all its vessels, landside terminal operations, fuel storage, and the Larkspur Ferry Terminal parking lot. The Ferry Division is also responsible for all vessel construction, dry-dockings, and capital improvements associated with its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

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

- Vessel and 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 weekday morning commute trips between Larkspur and San Francisco were added. In April 2022, the District added an additional evening ferry trip from San Francisco to Larkspur in response to customer requests and a modest uptick in ridership.

On June 17, 2021, the vaccination site located at the Larkspur Ferry Terminal where close to 60,000 people received vaccinations was closed and replaced by a COVID testing site. The testing site remained open through 2022 and was recently closed.

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. 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. Baseball season provides a further boost in ridership. In April 2022, several Larkspur/San Francisco commute trips that coincided with games reached near full-capacity (450 passengers) and special event baseball trips were averaging close to 400 passengers per trip. Additional schedule enhancements/increases will be made as ridership continues to increase.



Fleet Maintenance and Capital Development

In FY 22/23, the Ferry Division underwent dry dockings and capital improvements to all three Spaulding class vessels. The MS Marin and MS San Francisco were completed in the Summer of 2022, the MS Sonoma was completed in February of 2023.

The scope of services for the Spaulding dry dockings included the biannual United States Coast Guard (USCG) requirements. The vessels underwent balancing and tuning of the propellers, rudder repairs, localized hull coating renewals, and a propulsion control system upgrade. Hull Examinations by the USCG identified pitting on each of the vessels that required extensive clad welding and localized hull plate renewal.

In September of 2022, the Ferry Division entered into an agreement for engineering and naval architecture services to design a new 450 passenger high-speed catamaran vessel. During the first phase of the project, the consultant will prepare a comprehensive driveline analysis comparing different propulsion packages that will both meet the demands of our operating profile and those of the California Air Resource Board (CARB). Construction of the new vessel is scheduled to begin in early 2024 with a delivery date in late 2025.

On March 24, 2022, 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. In October 2022, the Board of Directors authorized the purchase of 4 EPA Tier-4 engines for the CARB compliant repower of the MS San Francisco and the MS Marin. In March of 2023, Ferry Division staff issued task orders under the On-Call Engineering Services contract, 2022-F-072, to Elliot Bay Design Group, of Seattle Washington, to complete the engineering and design package necessary for the fitment of the Tier-4 engines and exhaust after treatment devices including a selective catalytic reducer and diesel particulate filter.



FY 23/24 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 23/24 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 23/24. Please refer to the Ferry Division’s Capital project detail for more description.

FACILITIES

Berth Rehabilitation

Larkspur Ferry Terminal Boom Restoration

**FERRY
OPERATIONS
AND
ENGINEERING**

Del Norte Catamaran Replacement

New Ferry Vessel

Spaulding Repower



CHANGES FROM FY 22/23 ACTUAL TO FY 23/24 ADOPTED BUDGET

Revenues

The Ferry Division's FY 23/24 Adopted Revenues of \$16.8 million consists of:

- \$11.1 million from Fares
- \$5.4 million from State and Local Operating Grants
- \$0.3 million from Other Operating Income

The Ferry Division's main sources of revenue have significantly declined as a result of the current COVID-19 pandemic. Typically, up to 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. The second largest revenue source for the Ferry Division is passenger fares and those have also declined dramatically. In FY 18/19, Ferry Fare revenue was \$20.2 million. In FY 19/20, Ferry Fares dropped to \$14.5 million and to less than a million in FY 20/21. Ferry fare revenue recovered in FY 22/23 to \$10.8 million and are expected to increase in FY 23/24 at \$11.1 million.

The Ferry Division's Adopted revenues for FY 23/24 are projected to increase by \$0.8 million, or 5.2%, compared to FY 22/23 Actual. The net increase is mainly attributed to the projected increase in state operating grants of \$2.1 million and offset primarily by a one-time insurance adjustment of \$1.3 million in FY 22/23. A new five-year fare plan was adopted in March 2023 that begins in FY 23/24. The projected regional ridership is forecasted to grow from 47% to 48% by end of FY 23/24. Fare revenue is projected at \$11.1 million for FY 23/24 using these growth rates. It is assumed that the ridership percentage will grow at a slower rate than the rate of service restoration.

One-Time Revenue: To date, the Ferry Division has received a significant one-time funding amount for a total of \$74.9 million. Ferry received \$13.2 million in CARES act funding of which \$12.3 million was expensed in FY 19/20 and \$0.9 million was allocated in FY 20/21. Ferry received \$6.0 million in the first tranche and \$12.2 million in the second tranche of CRRSAA funding, which were expensed in FY 20/21. Ferry received \$18.4 million in the first tranche, \$16.3 million in the second tranche and a projected \$26.1 million in the third tranche of ARP funding. The entire amount of the first tranche was expensed in FY 21/22, along with \$2.5 million of the second tranche. The remaining balance of the second tranche of \$13.8 million and \$8.8 million of the third tranche of ARP funding were expensed in FY 22/23. The remaining balance of the third tranche of ARP funding (\$17.3 million) is projected to be expensed in FY 23/24.

The FY 23/24 Adopted Ferry Budget projects a \$37.2 million shortfall. To balance the budget, the District will spend approximately \$17.3 million in one-time ARP funds, along with \$1.9 million in operating reserves. The remainder of the shortfall is funded with available Bridge tolls (\$18 million).

Expenses

The Ferry Division's FY 23/24 Adopted Operating Expenses total \$54 million. The Ferry Division's FY 23/24 Adopted Budget contains an \$5.2 million, or 10.6% increase over the FY 22/23 Actual expenses. The components of the changes to expenses are summarized in the table on the following page.



**SUMMARY OF CHANGES FROM FY 22/23 ACTUAL TO
FY 23/24 ADOPTED BUDGET
(ALL FIGURES IN MILLIONS)**

Labor	
Increase in salaries due to re-funding of vacant positions for both Ferry and District-wide staff	\$1.8
Increase in payroll taxes for FY 23/24 due to re-funding of vacant positions	0.2
Increase in PERS contribution due to a re-funding of vacant positions	0.2
Increase in medical expenses for FY 23/24 due to re-funding of vacant positions and increase in annual costs	1.6
Decrease in Workers' Compensation expenses for FY 23/24 due to a one-time higher expense in FY 22/23	(0.3)
Increase in transfer of miscellaneous benefits (capitalized benefits) due to less budgeted usage of capitalized labor in FY 22/23	(0.3)
Professional Services	
Projected increase in District-wide professional services fees for FY 23/24	0.2
Increase in Ferry professional services for FY 23/24	0.3
Projected increase in District-wide legal services for FY 23/24	0.3
Increase in Ferry and District contracted maintenance and District software licenses for FY 23/24	0.8
Decrease in temporary help services due to one-time increase in expenses in FY 22/23	(0.2)
Supplies and Other	
Increase in projected fuel costs due to higher per gallon costs in FY 23/24	1.0
Decrease in repair and operating supplies in FY 23/24	(0.3)
Refunding of general liability insurance due to lower usage in FY 22/23	0.3
Re-funding of staff development expenses and lease expenses unused in FY 22/23	0.1
Capital Contribution and Depreciation	
Projected decrease in depreciation in FY 23/24	(0.6)
Total Change from FY 22/23 Actual to FY 23/24 Adopted Budget	\$5.1



FERRY DIVISION OPERATING BUDGET

	FY 21/22 Actual	FY 22/23 Budget	FY 22/23 Actual	FY 23/24 Adopted Budget
Revenues				
Transit Fares	\$6,664,088	\$5,116,600	\$10,771,899	\$11,124,900
Other Operating Income	155,958	172,500	1,754,550	293,700
State Operating Income	4,315,102	3,732,400	3,186,400	5,289,000
FTA Operating Assistance	0	251,000	291,831	125,500
Total Revenues	\$11,135,148	\$9,272,500	\$16,004,680	\$16,833,100
Percent Change	18.8%	(16.7%)	72.6%	5.2%
Expenses				
Salaries	\$11,052,333	\$14,237,800	\$13,669,744	\$15,432,600
Fringe Benefits	7,818,182	9,497,300	9,271,600	10,663,100
Professional Services	3,608,621	7,272,100	6,050,200	7,488,100
Fuel & Related Taxes	4,371,946	6,854,600	6,561,524	7,589,700
Repair & Operating Supplies	1,609,359	1,885,700	1,926,341	1,671,800
Insurance, Taxes & Permits	2,321,781	2,917,700	2,487,803	2,806,000
Other	119,586	154,900	137,907	174,700
Lease & Rentals	53,227	109,000	59,308	109,300
Subtotal Expenses	\$30,955,035	\$42,929,100	\$40,164,427	\$45,935,300
Capital Contribution	4,000,000	4,000,000	4,000,000	4,000,000
Depreciation	3,832,822	5,338,700	4,688,961	4,074,900
Total Expenses	\$38,787,857	\$52,267,800	\$48,853,388	\$54,010,200
Percent Change	(12.5%)	34.8%	(6.5%)	10.6%
Revenues Over/(Under) Expenses *	\$(27,652,709)	\$(42,995,300)	\$(32,848,708)	\$(37,177,100)

* The remaining balance for FY 21/22, FY 22/23, and FY 23/24 is covered from excess funds produced by the Bridge Division.



Assumptions

- 3.5% salary increase effective July 1, 2023 for Coalition and Non-Represented employees unless specified otherwise in their ratified Memorandum of Understanding.
- Includes Employer MEBA (16.542%), IBU (20.58-23.15%) and PERS contribution (33.106%)
- 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.
- \$3.90/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 \$9.3 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.

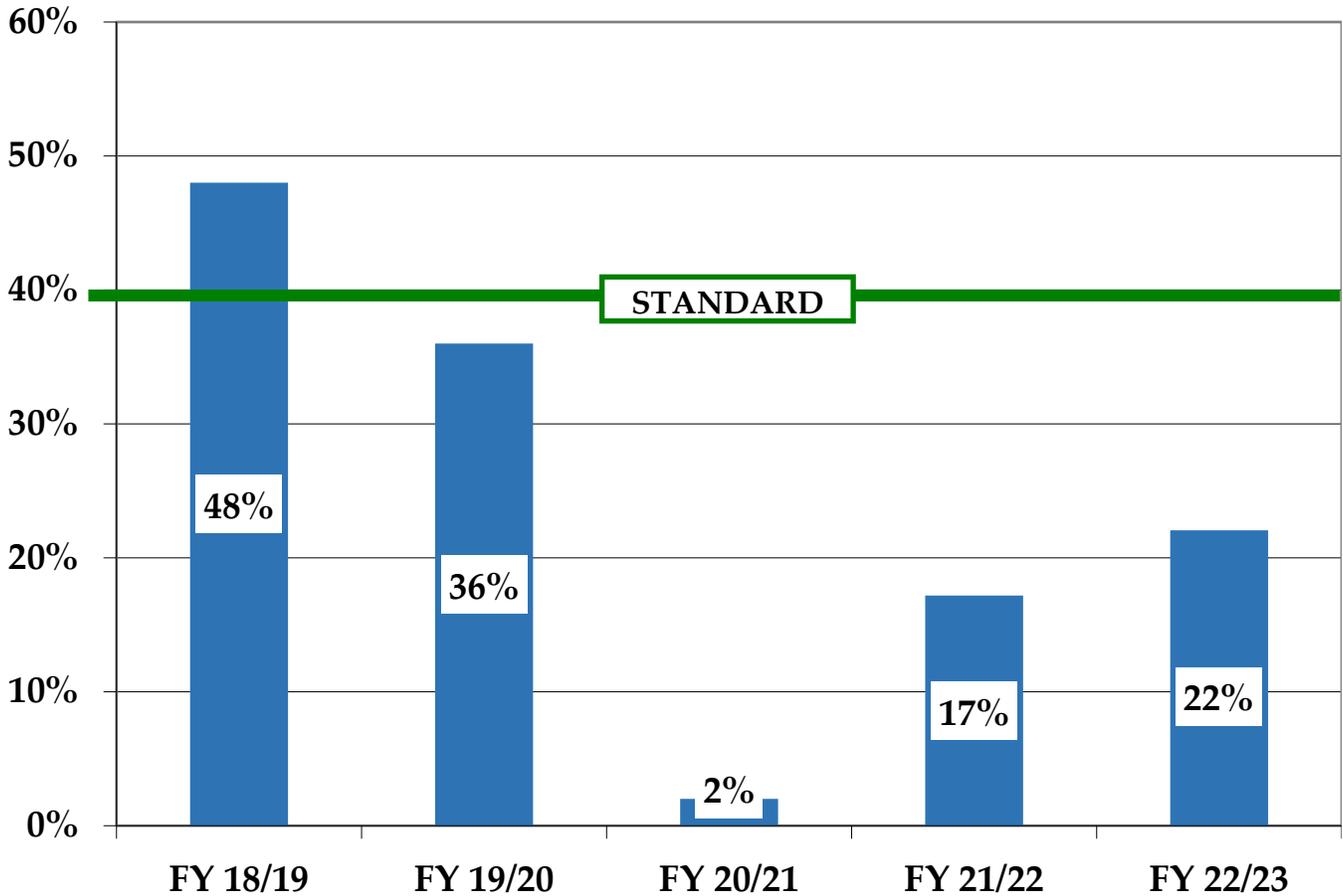
FERRY OPERATIONS DATA

	FY 21/22 Actual	FY 22/23 Budget	FY 22/23 Actual	FY 23/24 Adopted Budget
Transit Fares	\$6,664,088	\$5,116,600	\$10,771,899	\$11,124,900
Ridership	690,362	544,932	1,155,682	1,162,481
Average Fare	\$9.65	\$9.39	\$9.32	\$9.57
Clipper Fare Cost of Transaction per Patron	\$1.25	\$1.61	\$0.93	\$0.85



FERRY DIVISION PERFORMANCE MEASURES

FERRY TRANSIT FAREBOX RECOVERY RATIO



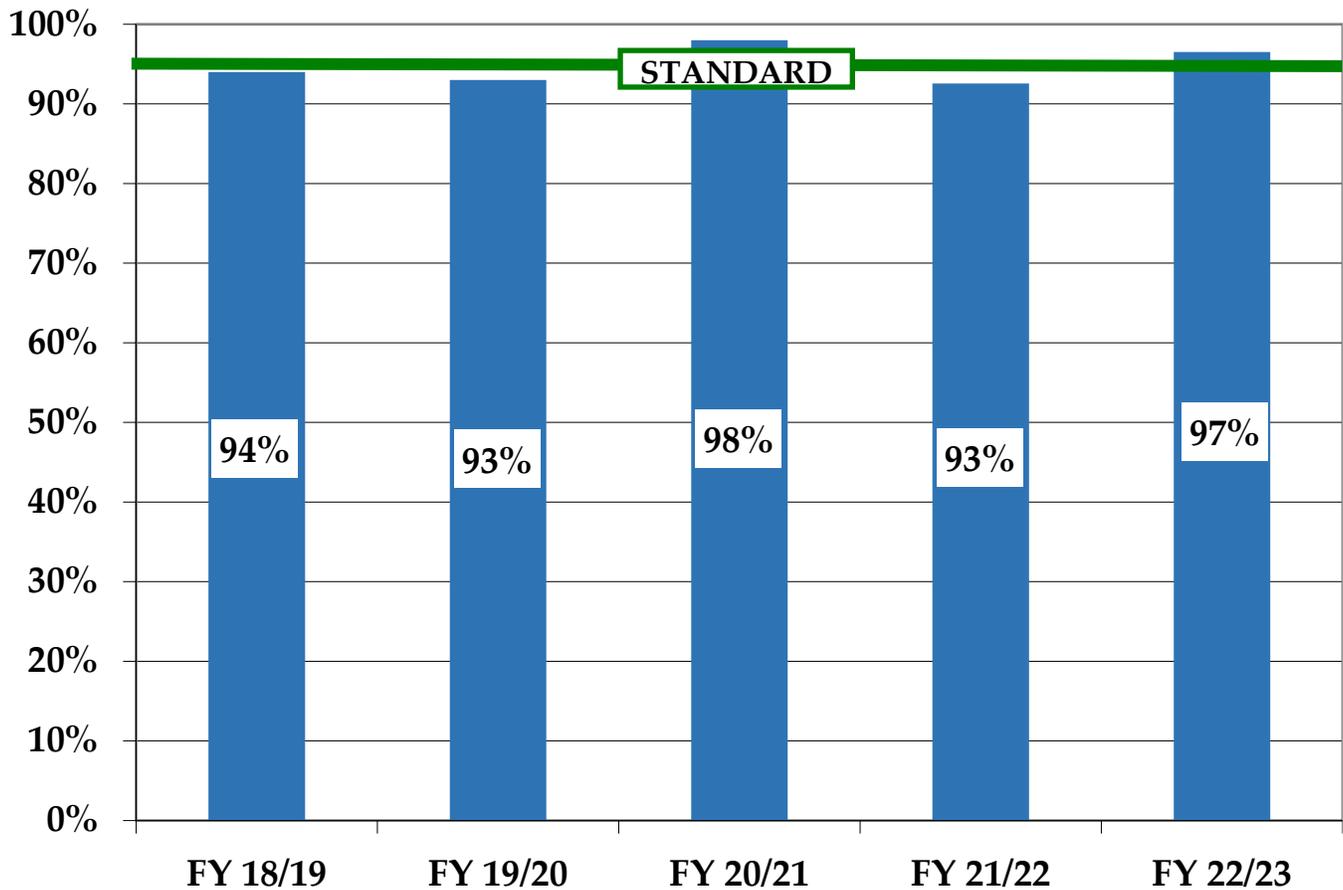
Measure: Farebox Recovery – fare revenue as a percentage of operating expense.
Standard: Standard is 40%, based on Short Range Transit Plan (SRTP).

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.

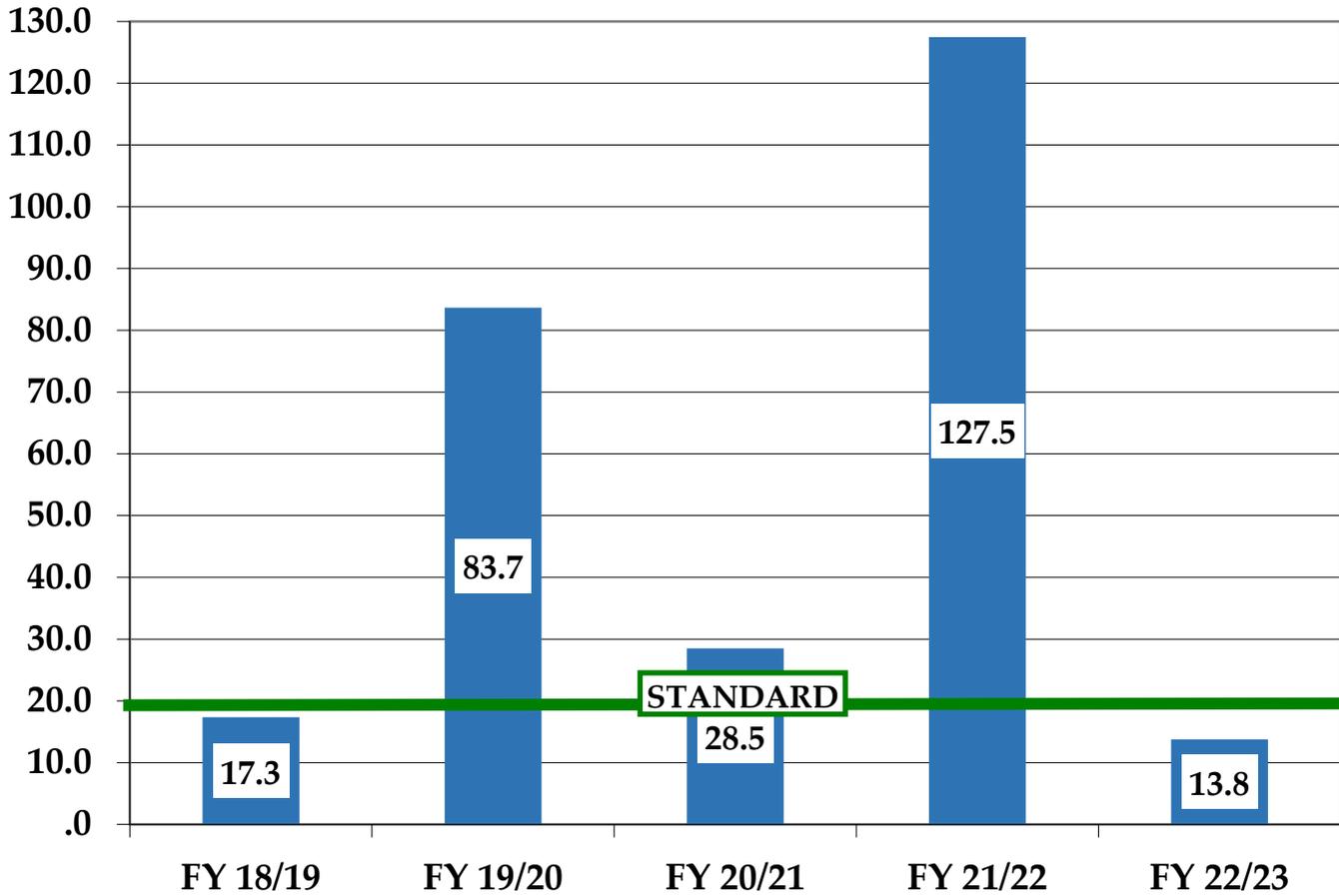
Strategies for maintaining on-time performance at or above-standard include:

- 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 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Mechanical Failures	12	2	2	1	13
Revenue Miles	208,111	167,318	56,998	127,478	178,945
Miles/Breakdown	17,343	83,659	28,499	127,478	13,765



Measure: Miles between in-service mechanical failures.
Standard: No more than 1 per every 20,000 miles, based on SRTP.

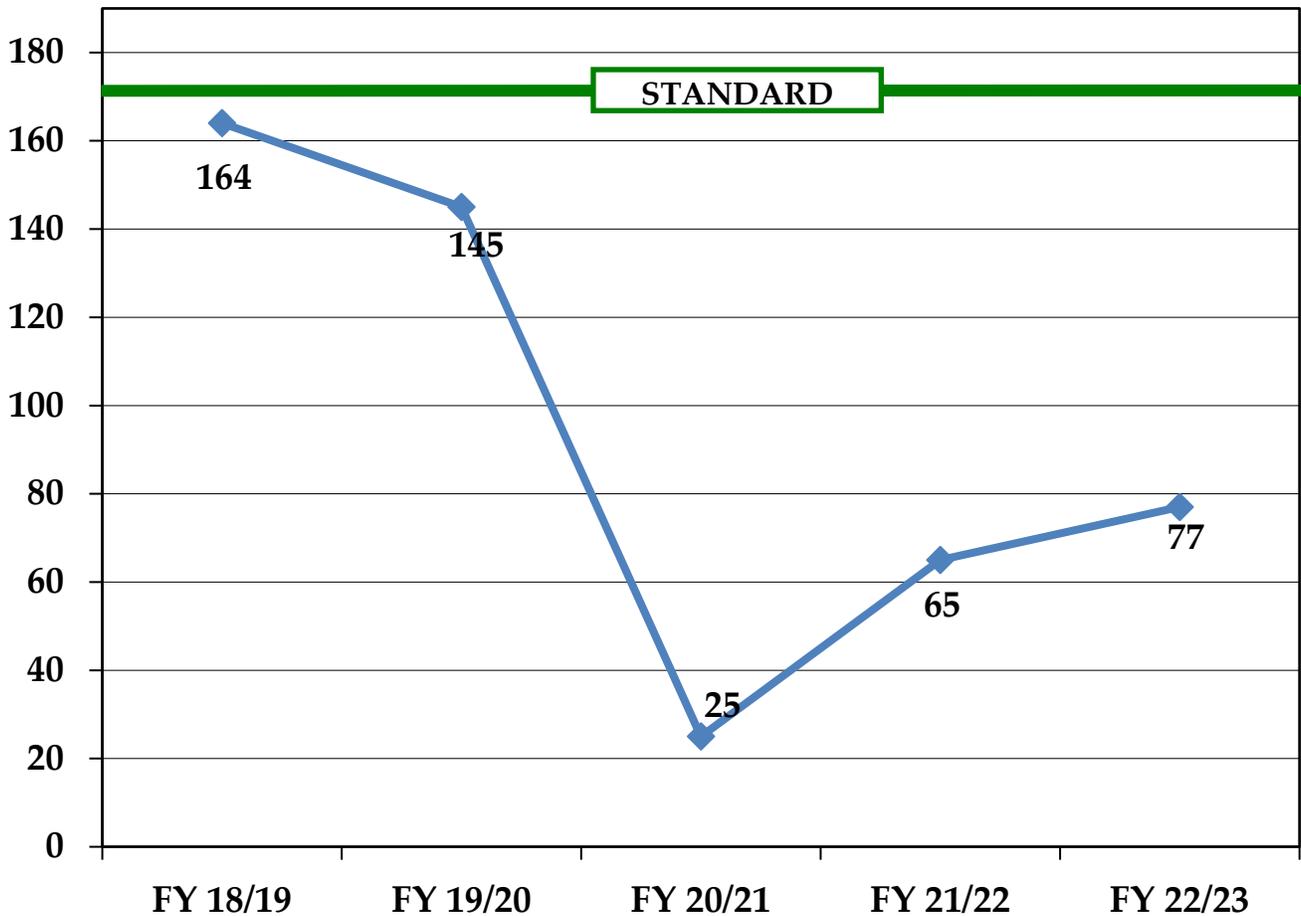
The Ferry Division seeks to minimize mechanical system failures by:

- 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 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/32
Passengers Per Revenue Hour	164	145	25	65	77



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 23/24 Capital Budget for the Ferry Division totals \$4 million and represents 9.3% of the total agency's capital budget. Major work and financial investment in FY 23/24 focus on new and continuing projects, including the replacement of the Del Norte Catamaran (2445), New Ferry Vessel Purchase (1940), the rehabilitation of the San Francisco Ferry Terminal outer berth (2444), and the FY 23-30 Ferry Vessel Rehabilitation and Dry Docking for the Catamarans (2341).

Actual FY 22/23 capital expenditures for the Ferry Division totaled \$19.3 million, funded with \$4.5 million, or 23% District funds and \$14.9 million, or 77% grants funds (See Appendix C).

Completed / Archive Projects

Four (4) projects were completed in FY 22/23.

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

This project funded 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: A reduction of more than \$100,000.]

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

This project performed scheduled rehabilitation and capital improvements of the ferry vessel fleet. The project was associated with the 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. The project was eligible for federal funding. [Operating Budget Impact: A reduction of more than \$100,000.]

Project 2241 – FY22 Ferry Vessel Rehab – \$2,530,000 (Completed)

This project performed scheduled rehabilitation and capital improvement of the following ferry vessels: Marin, Sonoma, and San Francisco. The project was 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. The project was eligible for federal funding and other fleet vessels may be substituted based on service demand. [Operating Budget Impact: A reduction of more than \$100,000.]

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

This project retained 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 required periodic dredging in order to remove sediment that accumulates over time and which, if not removed, would impact ferry operations. [Operating Budget Impact: No significant impact.]

FERRY DIVISION CAPITAL BUDGET FY 23/24

Project Number and Description	Total Project	Prior Years	FY 23/24 Budget	Future Years	FY 23/24 Funding	
					District	Other
FY24 - New Projects	36,215,000	-	1,338,000	34,877,000	36%	64%
2445 - Del Norte Replacement for CARB (FERRY)	29,492,000	-	50,000	29,442,000	0%	100%
2443 - SFFT Outer Berth Rehabilitation (ENG)	5,274,000	-	500,000	4,774,000	20%	80%
2444 - SFFT Inner Berth Hydraulics Rehabilitation (ENG)	994,000	-	500,000	494,000	20%	80%
2442 - LFT Berth 1 Berthing Arrangement Feasibility (FERRY)	267,000	-	100,000	167,000	100%	0%
2441 - Larkspur Terminal Fuel Hose Replacement (FERRY)	98,000	-	98,000	-	100%	0%
2440 - LFT Fixed Boom Service Life Extension Project (FERRY)	90,000	-	90,000	-	100%	0%
FY24 – Budget Increasing through the Budget Process	500,000	-	100,000	400,000	100%	0%
2342 - Ferry Fleet & Infrastructure Electrification Concept (FERRY)	500,000	-	100,000	400,000	100%	0%
FY24 - Continuing Projects	129,555,000	27,556,000	2,400,000	99,599,000	45%	55%
1940 - Purchase New Vessel (FERRY)	30,000,000	489,000	100,000	29,411,000	68%	32%
1441 - Gangways & Piers - Sausalito Construction (ENG)	22,560,000	25,000	500,000	22,035,000	20%	80%
2341 - FY23-30 Ferry Vessel Rehab/DD (Catamarans) (FERRY)	18,500,000	130,000	100,000	18,270,000	20%	80%
2240 - Spaulding Repower (FERRY)	18,000,000	219,000	100,000	17,681,000	92%	8%
2340 - Larkspur Ferry Terminal Berth and Channel Dredging - CON (ENG)	17,900,000	14,325,000	500,000	3,075,000	20%	80%
503 - Gangway & Piers - Design (ENG)	11,863,000	9,409,000	300,000	2,154,000	14%	86%



Ferry Division

Project Number and Description	Total Project	Prior Years	FY 23/24 Budget	Future Years	FY 23/24 Funding	
					District	Other
2042 - Larkspur Ferry Service & Parking Expansion ENV/PreDesign Study (ENG)	4,192,000	973,000	500,000	2,719,000	100%	0%
2041 - Corte Madera Marsh Restoration Construction (ENG)	3,040,000	1,905,000	100,000	1,035,000	100%	0%
2141 - Larkspur Ferry Terminal Fuel System Rehabilitation (ENG)	2,000,000	39,000	100,000	1,861,000	20%	80%
2251 - San Francisco Ferry Terminal Security Improvements (ENG)	1,500,000	42,000	100,000	1,358,000	33%	67%
FY24 - Capital Equipment	135,000	-	135,000	-	100%	0%
2449 - Capital Equipment (FY24) (FERRY)	135,000	-	135,000	-	100%	0%
Total Capital Expenditures	166,405,000	27,556,000	3,973,000	134,876,000	45%	55%
Capital Fund Source - Ferry						
District	60,884,000	7,647,000	1,798,000	51,439,000		
Other	105,521,000	19,909,000	2,175,000	83,437,000		
Total	166,405,000	27,556,000	3,973,000	134,876,000		

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



Ferry Division FY 23/24 Capital Project Detail

New Projects

Project 2440 - LFT Fixed Boom Service Life Extension Project - \$90,000

This project will help the fixed oil boom at Larkspur which is in a state of poor repair and requires some sections to be replaced, new anchor attachments made, and general upgrades. These upgrades will extend the service life of the existing boom and help mitigate any potential oil spill from extending beyond the fixed boom containment. [Operating Budget Impact: A reduction of \$50,000 to \$100,000.]

Project 2441 - Larkspur Terminal Fuel Hose Replacement - \$97,500

This project will measure and confirm the sizes of fuel oil hoses at Larkspur Ferry terminal. It will procure new hoses, fasteners, and gaskets suitable for R99 fuel. It will also replace all fuel oil hoses, while taking measures to mitigate the discharge of any oil into the water. Finally, the project will include removal and disposal of hazmat. [Operating Budget Impact: A reduction of \$10,000 to \$50,000.]

Project 2442 - LFT Berth 1 Berthing Arrangement Feasibility - \$267,000

This project will solicit a firm to conduct a feasibility study and develop a conceptual plan view for a Larkspur berth 1 float installation to facilitate main deck loading. This plan may include the removal of the existing hydraulic ramp and camel float infrastructure. [Operating Budget Impact: No significant impact.]

Project 2443 - SFFT Outer Berth Rehabilitation - \$5,274,000

This project includes preparing and advertising a solicitation for bids to rehabilitation the San Francisco Ferry Terminal existing outer berth including removing the ramp, transporting to a dry dock facility, performing steel repairs, painting, removing existing hydraulic piping and lines, installing new piping and lines, installing new pumps, leveling system and controls. [Operating Budget Impact: A reduction of more than \$100,000.]

Project 2444 - SFFT Inner Berth Hydraulics Rehabilitation - \$994,000

This project includes preparing and advertising a solicitation for bids to rehabilitate the San Francisco Ferry Terminal existing inner berth hydraulic system, including removing existing hydraulic piping and lines, installing new piping and lines, installing new pumps, leveling system and controls. [Operating Budget Impact: A reduction of \$50,000 to \$100,000.]

Project 2445 - Del Norte Replacement for CARB - \$29,492,000

This project will replace the Del Norte to address the implications of the California Air Resources Board's (CARB) proposed Commercial Harbor Craft (CHC) regulations that developed an Alternative Control of Emissions plan (ACE). The ACE targets CARB CHC mandated compliance dates and aligns vessel replacement dates with FTA useful service life dates. The Del Norte is the first of the existing catamaran fleet to be replaced. Additionally, the project aligns the fleet upgrade schedule to support the Districts Climate Emergency Action Plan to reduce GHG emissions from revenue vehicles. [Operating Budget Impact: A reduction of more than \$100,000.]



Board Increased through the Budget

Project 2342 – Ferry Fleet & Infrastructure Electrification Concept - \$300,000 to \$500,000

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. The budget increase is necessary to support a larger scale study and concept including charging infrastructure and electrification of District Ferry vessels [Operating Budget Impact: No significant impact.]

Continuing Projects

Project 0503 – Gangways & Piers, Design – \$11,862,725

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 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: Reduction of \$50,000 to \$100,000.]

Project 2042 – Larkspur Ferry Service and Parking Expansion Environmental Clearance and Preliminary Design Study – \$4,191,512

This project will conduct a study of mid- and long-term growth scenarios for Larkspur Ferry service, including environmental clearance for increased crossings as well as parking expansion options. Larkspur service has reached capacity during peak periods, constrained by both the limited number of crossings



allowed per current environmental clearance as well as parking demand exceeding availability. [Operating Budget Impact: No significant impact.]

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

This project will rehabilitate the 20-year-old fuel system at Larkspur Ferry Terminal. The project would involve leak detection, inspection of the tank bottom, installation of double-wall tanks, recoding, and re-metering as necessary. [Operating Budget Impact: Reduction of \$10,000 to \$50,000.]

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: A reduction of more than \$100,000.]

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: A reduction of \$10,000 to \$50,000.]

Project 2340 – Larkspur Ferry Terminal Berth and Channel Dredging – Construction - \$17,900,000

The Larkspur Ferry Terminal is located 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: A reduction of more than \$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: A reduction of more than \$100,000.]

Capital Equipment

Project 2449 – Capital Equipment – Ferry – \$135,000

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 21/22 Year-End	FY 22/23 Budget	FY 22/23 Year-End	FY 23/24 Adopted Budget	Net Change FY 22/23 to FY 23/24
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	0	-1/(e)
Program Manager	0	0	0	1	1/(e)
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	10	1
Mechanic Lead	3	3	3	3	0
Working Foreman Mechanic	1	1	1	1	0
Total	19	19	19	20	1



District Staffing by Department	FY 21/22 Year-End	FY 22/23 Budget	FY 22/23 Year-End	FY 23/24 Adopted Budget	Net Change FY 22/23 to FY 23/24
Ferry Procurement 440					
Buyer	1	1	1	1	0
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	105	1
Regular Positions	103	103	103	104	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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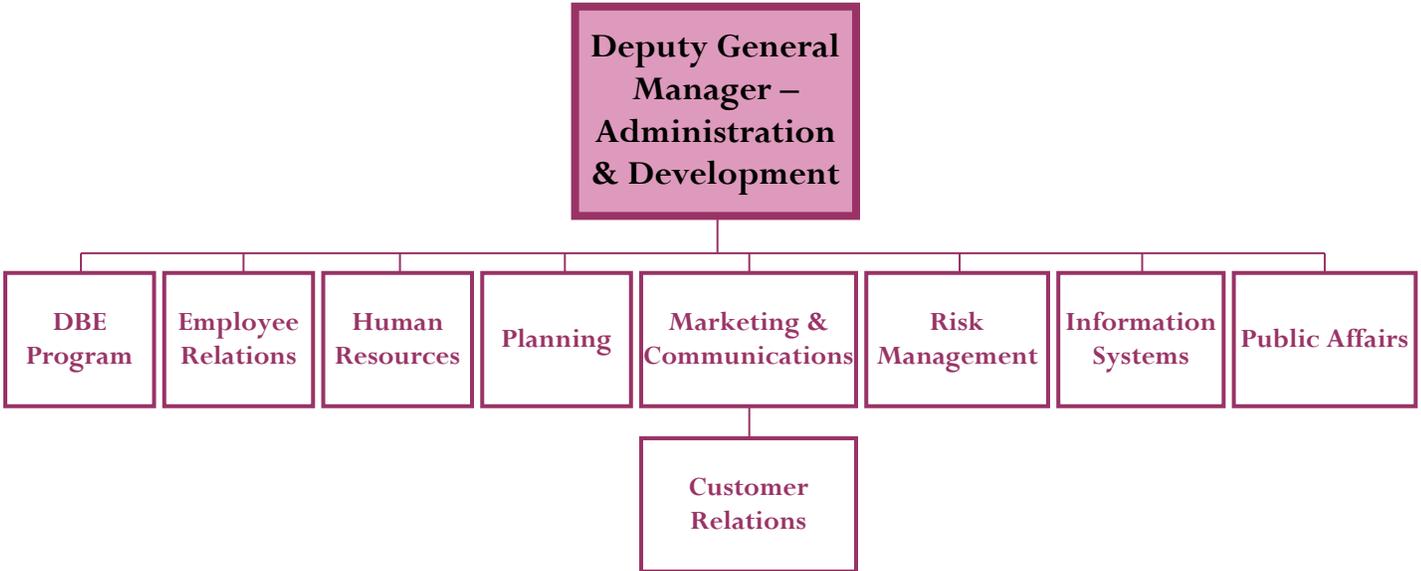
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DISTRICT DIVISION PROFILE AND STATUS

Administrative and Development Division



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

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

The year 2022 felt like a repeat of much of 2020 and 2021 in terms of unpredictability. The nation was dealing with the Omicron variant to start the year. However, the agency has shown resiliency and the ability to quickly pivot with ever-changing impacts. A significant portion of this Division’s work continued to be focused on the emergency response efforts associated with the pandemic, including:

- Continued comprehensive COVID response efforts, such as continuing a virtual Emergency Operations Center (EOC), following testing protocols, running a Close Contact Tracing team, monitoring and updating various operational and personnel-related policies associated with the virus, ensuring emergency cleaning protocols are current, working with various public health officials to ensure compliance to changing regulations, and ensuring compliance with associated reporting, etc.
- Maintaining 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.



- Continuing on-site 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.
- Providing free COVID Antigen test kits to all employees.
- Assisting transit and Bridge personnel who come in daily contact with customers with identifying and receiving the COVID vaccine as soon as possible.
- Conducting 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.

Other key program highlights for FY 22/23 include:

Customer-Focused Efforts

- Developed a “Request for Proposals” for a survey of users and non-users of the District’s facilities, including Bridge, Bus and Ferry. Evaluated proposals received and brought a recommendation to the Board to award a contract to the successful proposer. Work is expected to begin in Spring 2023 and will provide information on travel in the Golden Gate Bridge Corridor since the last comprehensive survey of users and non-users of Bridge, Bus and Ferry modes was conducted in 2008, with a follow up survey for only Bus and Ferry users in 2015. The COVID-19 pandemic has not only changed how people work but how they travel. It is crucial to get a sense of Bay Area residents’ travel needs emerging from the pandemic, and in particular how they might or might not use the District’s Bridge, Bus and Ferry services. Also of importance is how residents of equity communities travel regionally and what their needs are for bus and ferry service. This was not specifically covered in prior survey efforts, but now the District will obtain focused data from residents of these communities for future service planning as well as travel origin-destination and socio-economic data required for conducting Title VI analyses in future years.
- Developed and manage a group sales program for ferry trips. This is particularly important for our Angel Island service as hundreds of school groups visit the island for field trips.
- Maintained regular virtual meetings of the District’s four passenger advisory committees (Bus, Ferry, Accessibility, and Bicycle/Pedestrian). Coordinated a recruitment effort with the Marketing and Communications Department in Spring 2022, to bolster the membership of the existing committees and create a membership base for the new committee.
- Continued discussions as to preferable new fare options that will be available under Clipper 2.0, such as fare accumulators and use-specific passes, and future Clipper updates.
- Continued to work on District efforts related to Regional Transit Coordination efforts. Regularly met with partner transit agencies and MTC staff to advocate for the transit 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. Continued transit service scenario planning for the recovery phase of the pandemic.

- Created both a Bus and Ferry monthly digital newsletter to communicate important developments that occur each month.
- Redesigned the Bus Stop Information Signs that are posted at stops to increase the level of information available for riders on-site. Effectively direct the rider to the available digital resources, offer a more user-friendly experience, and adequately brand the sign to strengthen the Golden Gate Transit identity in public space.
- Developed and launched a Ferry destination campaign to increase ridership during the holiday season that promoted shopping, dining and exploring around the Bay Area all by riding the ferry.
- Created a Bus campaign to promote all the places people can ride Golden Gate Transit to access recreational destinations.

Employee-Focused Efforts

- Automation of Employee-Focused Activities – Implemented NEOGOV to further automate employee-related activities, creating efficiencies and acceleration in the full recruitment and onboarding modules.
- Mental/Emotional Health Support – Discussions with the District’s employee assistance program to address increased demand for services. Additionally, identified and contracted with a counseling firm who specializes in crisis response support as a support option for District employees who regularly engage with at-risk visitors to the Bridge. Continued to promote a web portal/app which offers support resources in over 100 topics in a variety of formats (apps, podcasts, videos, articles, and books) to help with various mental health and spiritual growth issues and suggests next steps or District-available resources.
- Relunched the District’s employment section of the website to provided expanded information to current employees and potential candidates.
- Launched the Intranet redesign project to completely overhaul the site and make it more user friendly and easier to maintain.
- Department of Transportation’s (DOT) drug and alcohol testing program - Identification of an on-line DOT training vendor to render District’s Supervisory Training (i.e., General Drug Program Awareness, Reasonable Suspicion, Post Accident, etc.), implementation of a new Mobile Drug and Alcohol Collection vendor, implementation of a new Medical Review Officer (MRO) and expanded posting of Drug and Alcohol Testing Awareness signage and posters.
- Continued efforts to ensure equal treatment for applicants and employees with regard to hiring, training, promotions, discipline and separations in compliance with the District’s 2020 to 2024 EEO Program.
- Completed Biennial District-Wide Harassment Prevention Training for managers and staff in



compliance with California legal requirements.

- Conducted a second Employee Engagement & Diversity, Equity and Inclusion focused Climate Assessment Employee Survey.
- Expanded the District's 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.
- Continued the highly successful onsite health clinic, PIVOT, which included bringing many services on-site, 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 on-site athletic trainers and physician assistants to include stretching, eating healthier, mental health awareness and opportunities to increase activity levels.
- Implemented several technology enhancements across the District, including Microsoft Windows 10 and Office Suite upgrade and improved Firewall security, Billing Phase Two development of Grants Management System, a Capital & Grants tool to help manage the grant tracking and billing process more efficiently, upgrade OnBase to latest Foundations Version, designed and implemented Ferry Action Form and Workflow, Finance Enterprise business process improvements, Employee Online enhancements, completed validation of APC (automatic passenger counts) to receive NTD certification approval, continued to refine and improve bus real time predictions, as well as numerous other updates, upgrades and enhancements to District technologies that support operations (e.g., Maximo, Rules Manager, and DataSplice, Asset and Vehicle Fluid Management, ACIS/INIT, CAD/AVL, Clipper 2.0 interface, Transtat, Hastus, etc.).
- Completed the implementations of new modules in Hastus (Employee Performance Management, BidWeb and SelfService), and providing demand support of the upgraded system for Accounting staff.

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 has expanded the use of the District's Diversity Compliance Management System (DCMS), 100% web-based system designed to meet compliance regulations of 49 C.F.R. Part 26, among project managers in all District divisions.
- Outreach – Provided extensive outreach to the small business community via District's Cisco Webex, Zoom and Microsoft Teams virtual platforms.
- Leave Management – Continued adherence with 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.

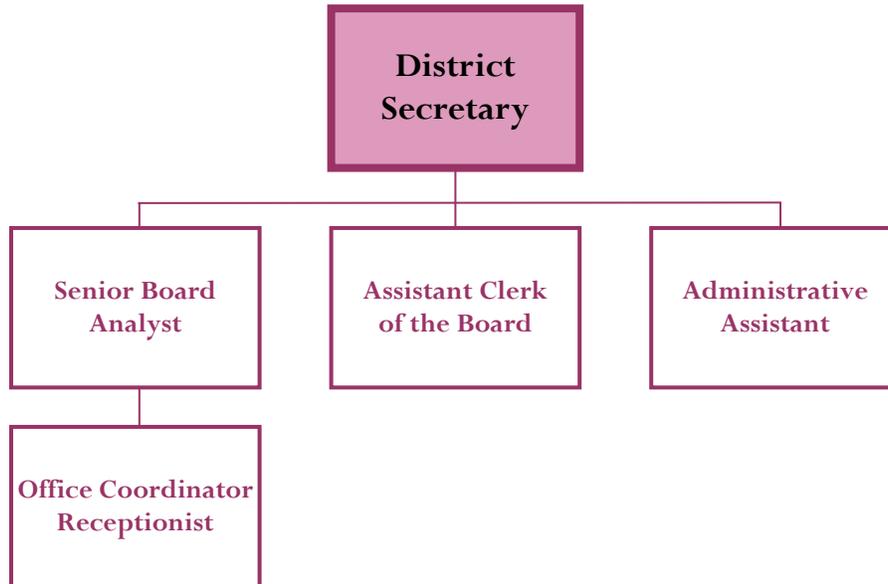
- Training – Secured, organized and delivered EEO training (Harassment Prevention and Diversity), Manager Academy, Presentations Skills, Executive Coaching, Orientation and Mentors for the Bus Division. Researched, interviewed and secured new relationships with external executive coaches and team-building trainers, and identified managers and teams that would benefit from coaching opportunities.
- Completion of year one of participation in APTA’s Racial Equity Commitment Program focused on finding ways to improve diversity, equity and inclusion for transit agencies.
- Talent Acquisition - Partnered with the Bus Division in the implementation of the innovative Bus Operator pre-apprenticeship program. Also partnered with Circa Works for diversity recruitment and community outreach.
- Brought forward the Final Environmental Impact Report (FEIR) for the San Rafael Transit Center Relocation Study for Board adoption in December 2022. Collaborated with City of San Rafael to address extensive Draft Environmental Impact Report (DEIR) comments via a series of staff and executive/policy level meetings.
- Information Systems and Planning developed a process to identify the specifications for and implement a replacement solution to the District’s twenty-year-old, in-house transit data and reporting system known as “Transtat”. While Transtat has served a purpose over the years, it no longer provides a viable robust and flexible solution to meet the reporting needs of the District. As we move to recover from the pandemic, transit service modifications must be done on an informed and reliable fashion with accurate data. Contemporary data management systems provide the analytic and reporting capability, data quality, and technical support that the District now needs to make informed decisions based on accurate ridership, revenue, and expense data.
- Provided extensive monitoring of the District’s ADA mandated paratransit contract and ensured that the contractor met prescribed maintenance and service delivery requirements.
- 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.
- Implemented several enhanced and Workers Compensation and Environmental, Health and Safety efficiencies, including:
 - Continued to reduce the number of Workers Compensation cases to 200, with other 50 settlements and 100 file closures. Reduced liability claims to 50 open cases.
 - Reduced incurred reserves on Workers Compensation claims by more than \$500,000.
- Coordinated active shooter training and exercises Districtwide between 2022 and 2023, in partnership with Department of Homeland Security.



- Implemented a number of efficiencies and systems from Information Systems to assist staff and District operations, including:
 - Providing District email accounts for communication and access to systems to all employees.
 - Updating conference room equipment to support video conferencing.
 - Conducting one-on-one technology for new and changed-role employees.
 - Implementing Bus Operator Online Bidding and Bus Operator Employee Performance Module; completed Power BI Pilot for Bus Division reporting and analytics; completed validation of APC (automatic passenger counts) to receive NTD certification approval; continued to refine and improve bus real time predictions.
 - Completing second phase of Billing module of Grants Management System.
 - Implementing Ferry Action Form to support Ferry Division's Safety Management System program.
 - Upgrade of OnBase enterprise system to latest version.
 - Upgrade and continued patching for Maximo, Rules Manager, and DataSplice.
 - EJ Ward fueling system - completed installation of fueling hardware and installed Tank Level Sensor equipment at Larkspur.
 - Upgrade of Windows 10 and Office suites.
 - Improved firewall security to maintain security of District data and systems.
 - Continued penetration testing and vulnerability management to maintain cyber security of District data and systems.



District Secretary



The Office of the District Secretary (DS Office) ensures the Board of Directors of the Golden Gate Bridge, Highway and Transportation District (Board) has the tools and information they require to perform their role. Towards this goal, the DS Office plans and executes multiple special events each month including Board and Committee meetings and public hearings. The DS Office also manages official Board documents such as resolutions, ordinances, the Rules of the Board and 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 pertaining 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 duties.

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

During the COVID-19 pandemic restrictions, the DSO Office was also responsible for 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 post-pandemic restrictions continue to evolve, the DS Office will remain flexible in completing its duties to meet its various obligations. When Governor Newsom’s COVID-19 State of Emergency sunset on February 28, 2023, the DS Office orchestrated a return to in-person meetings for Board members while providing the public with the opportunity to participate remotely.

The DS Office continues to support the District’s Green Initiatives and reduce the consumption of paper by



District Division

sending the majority of its communications associated with the Board, legal and state compliance work by electronic means such as web and e-mail.

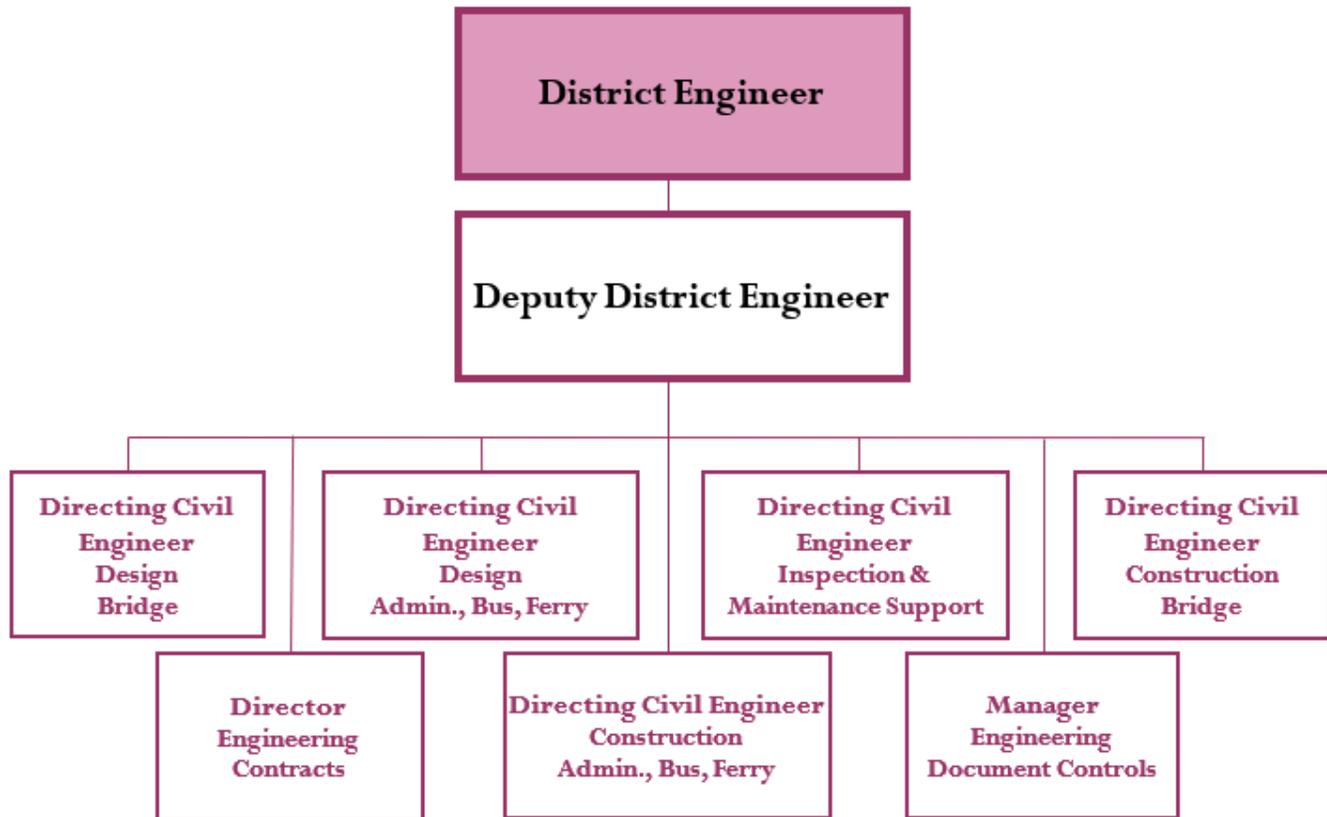
In FY 22/23, the DS Office continued its collaboration with other District departments to update the Administration Building facilities that are used by the Board including entry, lobby, hallways and meeting rooms.

In addition, 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 23/24, as resources allow, the DS Office will continue its collaboration with other departments to upgrade the Board's meeting facilities. The DS Office will also continue working on the E-Document Conversion project and will work with the Information Systems Department to encourage the departments to utilize OnBase as the repository of records. In addition, the DS Office will assist in the outreach and training of employees District-wide on best practices of document retention.



Engineering Department



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

The Engineering Department oversaw design and installation of scaffolding on the Suspension Bridge Span 4 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.

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 22/23, the Engineering Department submitted the Year 2 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 23/24.



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 22/23, the Water Board requested that the District prepare and submit additional closure documents including a Soil and Groundwater Management Plan, an interested party mailing list and a Case Closure Summary Form. The Engineering Department submitted the draft Case Closure Form to the SF Regional Water Quality Control Board. The District is awaiting the Water Board's approval of the Soil and Groundwater Management Plan, mailing list and Case Closure Form in FY 23/24.

In FY 22/23, 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, installation of the net on both the east and west sides of the Suspension Bridge Spans 1, 2 and 3, installation of the net on the west side of Suspension Bridge Span 4, installation of the vertical barrier at the North Anchorage Housing, and removal of the existing bottom travelers located in Suspension Bridge Spans 1, 2 and 3. In FY 23/24, 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 Suspension Bridge Seismic Retrofit Project and provided cost estimates and technical information for the District's Bridge Improvement Program grant application. 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 this project. The Engineering Department has worked with the Federal Highway Administration and the California Department of Transportation on the implementation of the CMGC preconstruction services procurement process.
- Worked on a number of District, Bridge, Bus and Ferry Divisions projects to ensure uninterrupted operations. This support will continue in FY 23/24.
- Collaborated with the District's Budget and Electronic Revenue Department engaged services of a consultant to evaluate the most current open-road electronic tolling systems to adjust the toll gantry design for the Golden Gate Bridge Toll Plaza AET Gantry Project. The revised design of the gantry is anticipated to be completed in early FY 23/24 with the advertisement of the project for construction bids to follow.



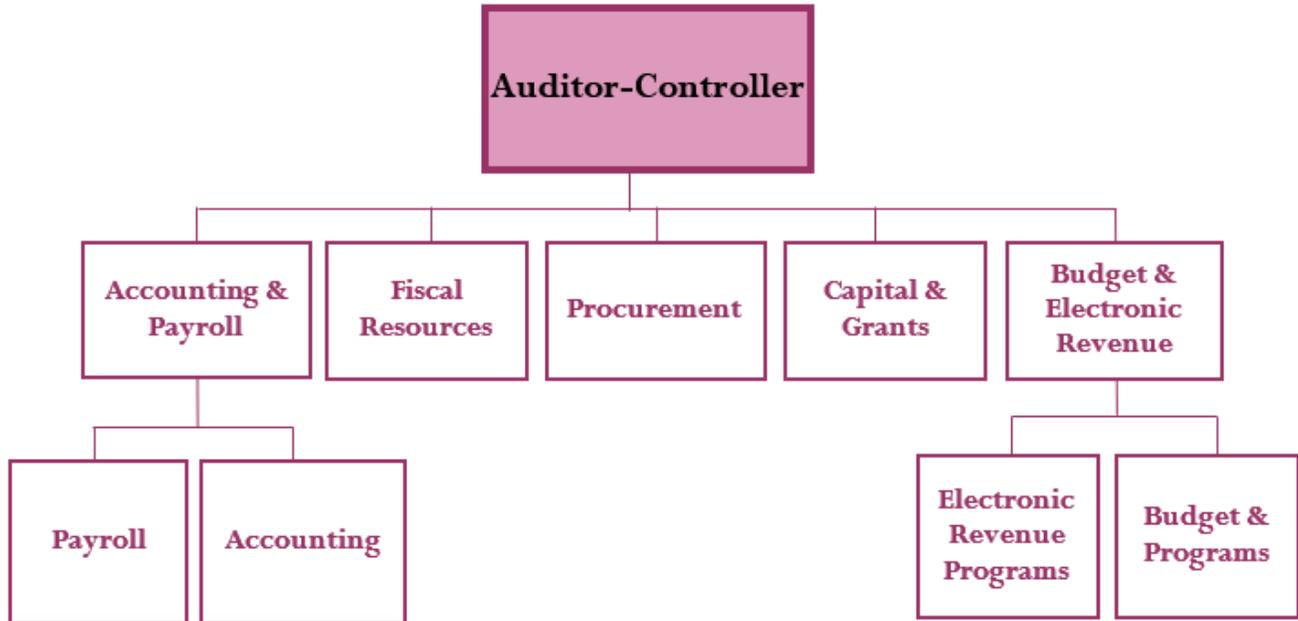
- Awarded a contract for the fabrication of aluminum clips and damping material that will be installed on the Bridge to reduce wind induced sound emanated by the Golden Gate Suspension Bridge west railing. Installation of the measures will be implemented in FY 23/24.
- Awarded a construction contract for the Toll Plaza Pavement Overlay project. The project construction will be completed in FY 23/24.
- Oversaw the construction of the Toll Plaza Administration Building Elevator Repairs and Improvements project.
- Oversaw construction of repairs to the San Francisco Ferry Terminal facility. The inner berth ramp repairs were completed in FY 22/23.
- Completed the design project for improvements to the Larkspur Ferry Terminal fuel facility. Construction will be performed in FY 23/24.
- Completed the dredging of the berths, turning basin and approach channel near the Larkspur Ferry Terminal.
- Completed the Santa Rosa Bus Facility resurfacing project.
- Completed design and advertised a construction project for the Suicide Deterrent System Rescue Training net. Construction will be completed in FY 23/24.
- Completed design and advertised a construction project for improvements to windows and the front entry door at the Toll Plaza Administration Building. Construction will be completed in FY 23/24.

In FY 23/24, the Engineering Department:

- Will continue to manage the implementation of the preconstruction phase of the Seismic Retrofit Project.
- Will continue the biennial bridge inspection.
- Will prepare design plans and advertise for construction the Novato Bus Dispatch Building and Fuel Building roof and building rehabilitation project and for the San Rafael Bus Administration and Dispatch Building roof, HVAC and building rehabilitation project.
- Will prepare design plans and advertise for construction the San Francisco Ferry Terminal outer berth rehabilitation project.
- Will solicit CMGC preconstruction services for the main cable rehabilitation.



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 (ACFR) and the Adopted Budget for FY 22/23 both were awarded Government Finance Officers Awards for another consecutive year. These reports are vital in rendering the District’s finances transparent and understandable to government officials and the general public. These documents were created with the cooperation of many employees across all District Divisions, and we greatly appreciate everyone’s contributions.

The Payroll Department continued administering legislatively stipulated paid leaves in response to the COVID-19 pandemic in fiscal year 2023; is instrumental programming ongoing Memorandum of Understanding (MOU) changes for the District’s 26 bargaining units and successfully processed 64 pay periods during the year for over 800 employees.



The Accounting Department assisted with the District's ongoing compliance with Federal Grants, Indirect Cost Rate Plan regulations and produced the aforementioned ACFR and associated Single Audit. Neither document disclosed any findings in fiscal year 2022. The Department is heavily involved with the multitude of additional reporting requirements related to the financial impacts of the COVID-19 pandemic, as well as managing the day-to-day financial activities of the District.

In FY 22/23, the Capital and Grant Programs (C&G) Department secured approximately \$439 million in federal, state, and local grant funds. The Department submitted a successful application for an unprecedented \$400 million award in support of the seismic retrofit of the Golden Gate Bridge. This successful grant award will help the District maintain its ability to use toll resources to subsidize its transit operation instead of paying debt from capital projects. An estimated \$58.4 million of FY 22/23 transit operations were funded by federal COVID relief funds, and an additional \$24.3 million by state operating grants, all secured by the C&G department.

The District continues to implement initiatives under its 2022 Transit Asset Management (TAM) Plan, which includes assessing the condition of the District's facilities, comparing scenarios for long-term needs versus available funding, completing National Transit Database requirements, and developing business processes for asset management. In January 2023, the District was selected to participate in a Pilot Review Program for the Federal Transit Administration's best practices publication. This program will allow the District to expand its asset management practices in the future.

The Budget Department continues to provide support to all divisions with their operating budgets and facilitate the overall budget process for the District. In particular, in FY 23/24, 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 as a result of the pandemic that includes monitoring the one-time Federal funding spending to forecast the District's long-term financial viability. In addition, the Budget Department supported the five-year fare plan for transit and will be supporting the upcoming strategic planning process as requested. The Budget Department is in the process of supporting the implementation of a new financial management system for the District. For the seventeenth year, the Budget Department received the GFOA Distinguished Budget Presentation Award for the District's FY 22/23 Budget.

The Electronic Revenue Collection (ERC) Department continues to coordinate, implement, and monitor toll and electronic fare programs for the District. On March 27, 2023 the District celebrated 10 years of all electronic tolling led by the ERC department. 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. ERC implemented the toll replacement project in the Toll Plaza in summer 2022. The ERC Department leads the coordination and internal management of the regional Clipper system for Bus and Ferry systems and continues to support the Clipper 2.0 upgrade. In addition, ERC coordinates the management of the District's ticket vending machines for transit as well as the parking program at the Bridge and Ferry lots. 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.



District Division

The Procurement Department was once again honored with the 2023 Achievement of Excellence in Procurement Award from the National Procurement Institute, making this our sixth 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 194 total agencies across the United States and Canada to receive the award. For this fiscal year, the Department has negotiated savings of greater than \$250K, solicited and executed 128 contracts, and issued more than 6000 purchase orders. In addition to our core duties, the Procurement team administers the District pCard program with approximately 115 cardholders, an average of \$2 million in annual spend and over \$30K in program rebates this calendar year, as well as manages the District's surplus sales program.



Legal Department

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

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

Given the varied nature of the District's multiple businesses in Bridge, Bus, and Ferry, the Legal Department must match the District in the breadth of its expertise and adaptability to changing conditions. Specifically, the Legal Department furnishes advice, legal analysis, and research in developing areas of the law such as public infrastructure and procurement, labor and employment (including employee and retiree benefits), federal laws and regulations pertaining to public transportation, civil rights, environmental and natural resources 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. This year's budget anticipates substantial increased costs associated with defending the District and representing its interests in a lawsuit brought by its Suicide Deterrent System contractor. The Legal Department also brings civil actions when warranted to assist the District in achieving its goals or protecting its interests.

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

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



FY 23/24 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 22/23 ACTUAL TO FY 23/24 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 23/24 Adopted Operating Expenses total \$46.0 million. The District Division's FY 23/24 Adopted Budget contains an increase of \$8.4 million, or 22.3%, above FY 22/23 Actual expenses. Almost \$6 million of the increase is associated with vacant positions many left vacant due to effects of lower customer demand related to the pandemic. The components of the changes to the expenses are summarized in the table on the following page.



**SUMMARY OF CHANGES FROM FY 22/23 ACTUAL TO
FY 23/24 ADOPTED BUDGET
(ALL FIGURES IN MILLIONS)**

Labor	
Increase in salaries due to re-funding of vacant positions, cost of living adjustments, and added positions	\$4.0
Increase in payroll taxes for FY 23/24 due to re-funding of vacant positions	0.3
Increase in PERS contribution due to a re-funding of vacant positions	0.1
Increase in medical expenses for FY 23/24 due to re-funding of vacant positions and increase in annual costs	2.0
Re-funding of postemployment benefits (OPEB) for FY 23/24 unused in FY22/23	0.1
Increase in transfer of miscellaneous benefits (capitalized benefits) due to less usage of capitalized labor in FY 22/23	(0.6)
Professional Services	
Projected increase in District-wide professional services fees for FY 23/24	1.1
Projected increase in District-wide legal services for FY 23/24	1.2
Increase in District-wide contracted service and software licenses for FY 23/24	0.8
Decrease in FY 23/24 temporary help services compared to FY 22/23	(0.5)
Supplies and Other	
Refunding of repair and operating supplies for FY 23/24 unused in FY 22/23	0.2
Re-funding of staff development expenses unused in FY 22/23	0.1
Capital Contribution and Depreciation	
Projected decrease in depreciation for FY 23/24	(0.4)
Total Change from FY 22/23 Actual to FY 23/23 Adopted Budget	\$8.4

ICAP: The FY 23/24 Adopted Budget assumes \$2.1 million, as compared to \$2.0 million in FY 22/23 Actual, of indirect labor and fringe benefits will be capitalized and transferred from Operating to Capital expense. The transfer of this expense is in accordance with the District’s Indirect Cost Allocation Plan (ICAP) and represents the District’s central services activities in support of capital projects.

Engineering Capitalization: The FY 23/24 Adopted Budget assumes 50%, which is the same percentage used in FY 22/23, 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 \$4.1 million, for FY 22/23 Actual.



DISTRICT DIVISION OPERATING BUDGET

	FY 21/22 Actual	FY 22/23 Budget	FY 22/23 Actual	FY 23/24 Adopted Budget
Expenses				
Salaries	\$13,544,504	\$17,248,700	\$15,141,589	\$19,116,900
Fringe Benefits	9,594,848	10,935,600	9,616,543	11,563,000
Professional Services	9,718,005	10,979,100	10,105,656	12,767,100
Repair & Operating Supplies	679,897	843,200	648,014	828,400
Insurance, Taxes & Permits	134,190	1,027,300	117,138	93,800
Other	317,238	522,000	491,628	543,500
Lease & Rentals	32,957	32,200	23,739	32,200
Subtotal Expenses	\$34,021,639	\$41,588,100	\$36,144,307	\$44,944,900
Depreciation	2,792,007	1,608,600	1,485,789	1,091,800
Total Expenses	\$36,813,646	\$43,196,700	\$37,630,096	\$46,036,700
Percent Change	(5.6%)	17.3%	(12.9%)	22.3%
District Transfers				
Bridge Division	\$15,239,554	\$17,423,500	\$15,143,304	\$18,935,000
Bus Division	\$15,143,498	\$17,249,200	\$14,766,281	\$17,847,300
Ferry Division	\$6,430,594	\$8,524,000	\$7,720,511	\$9,254,400
Total Transfers	\$36,813,646	\$43,196,700	\$37,630,096	\$46,036,700

Assumptions

- 3.5% salary increase effective July 1, 2023 Coalition and Non-Represented employees unless specified otherwise in their Memorandum of Understanding.
- Includes Employers' PERS Contribution of 33.106%.
- 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 23/24 Capital Budget for the District Division totals \$3.2 million and represents 7.4% of the total agency's capital budget. The FY 23/24 capital program focuses on continuing projects with the Financial/HR/Payroll Management System project (1810) and the Facilities Ventilation Assessment, Rehab and Improvement project (2214). The budget also includes projects to replace server equipment, improve cyber-security and data storage, and create a technology disaster recovery plan.

Actual FY 22/23 capital expenditures for the District Division totaled \$3.7 million, funded with \$3.6 million, or 97.4% District funds and \$100,000, or 2.6% grants funds (See Appendix C).

Completed Projects

The District Division completed four (4) Capital Projects in FY 22/23.

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

This project transitioned 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: No significant impact.]

Project 2012 – Cloud Migration Initiative – \$324,000 (Completed)

This project assessed 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 increased redundancy and business continuity. [Operating Budget Impact: No significant impact.]

Project 2111 – Network Hardware and Software Improvements – \$240,000 (Completed)

This project included the research, acquisition and implementation of a new network and server designed to provide for the latest technology. These improvements are in hardware and in software because upgrades were needed. [Operating Budget Impact: Reduction of \$10,000 to \$50,000.]

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

Previous District Storage Area Network (SAN) was at the end of its useful life and support. The District implemented 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: Reduction of \$10,000 to \$50,000.]



DISTRICT DIVISION CAPITAL BUDGET FY 23/24

Project Number and Description	Total Project	Prior Years	FY 23/24 Budget	Future Years	FY 23/24 Funding	
					District	Other
FY24 - New Projects	1,250,000	-	1,250,000	-	100%	0%
2410 - Indoor and Outdoor Wireless Network Access (IS)	500,000	-	500,000	-	100%	0%
2411 - Replace Server Equipment (IS)	450,000	-	450,000	-	100%	0%
2412 - Technology Improvements (2024) (IS)	300,000	-	300,000	-	100%	0%
FY24 – Budget Increasing through the Budget Process	1,669,000	990,000	150,000	529,000	67%	33%
2114 - CAD/AVL Clipper Integration (IS)	994,000	944,000	50,000	-	0%	100%
2110 - On-Site Medical Trailer Infrastructure (ADMIN)	675,000	46,000	100,000	529,000	100%	0%
FY24 - Continuing Projects	17,195,000	7,787,000	1,443,000	7,965,000	100%	0%
1810 - Financial/HR/Payroll Mgmt Syst (ERP) (IS)	5,000,000	2,048,000	150,000	2,802,000	100%	0%
1712 - Transit Scheduling System (IS)	3,066,000	2,839,000	100,000	127,000	100%	0%
2214 - Facilities Ventilation Assessment, Rehab and Improvement (ENG)	2,570,000	80,000	100,000	2,390,000	100%	0%
2212 - Cyber Security Strategic Plan and Mitigations (IS)	1,050,000	247,000	100,000	703,000	100%	0%
2213 - Business Intelligence (BI) Analysis & Transp. Stats Reporting Solution (IS)	1,050,000	462,000	450,000	138,000	100%	0%
1812 - Asset and Vehicle Fluid Management System (IS)	1,000,000	817,000	150,000	33,000	100%	0%
2211 - Technology Disaster Recovery Plan (IS)	1,000,000	385,000	50,000	565,000	100%	0%
1816 - Document Management System (IS)	800,000	261,000	90,000	449,000	100%	0%
1960 - Farebox System Upgrade (IS)	730,000	196,000	86,000	448,000	100%	0%
1912 - Manage Detection and Response Services (IS)	360,000	268,000	25,000	67,000	100%	0%
2017 - Video Conferencing (IS)	299,000	72,000	25,000	202,000	100%	0%
2015 - Intranet Redesign (MARKETING)	150,000	83,000	67,000	-	100%	0%
2312 - CAD-AVL Improvements for Bus Division (IS)	120,000	29,000	50,000	41,000	100%	0%



District Division

Project Number and Description	Total Project	Prior Years	FY 23/24 Budget	Future Years	FY 23/24 Funding	
					District	Other
FY24 - Capital Equipment	310,000	-	310,000	-	100%	0%
2419 - Capital Equipment (FY24) (DISTRICT)	310,000	-	310,000	-	100%	0%
Total Capital Expenditures	20,424,000	8,777,000	3,153,000	8,494,000	98%	2%
Capital Fund Source - District						
District	19,430,000	7,833,000	3,103,000	8,494,000		
Other	994,000	944,000	50,000	-		
Total	20,424,000	8,777,000	3,153,000	8,494,000		

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



District Division FY 23/24 Capital Project Detail

New Projects

Project 2410 – Indoor and Outdoor Wireless Network Access - \$500,000

This project is to replace the current indoor and outdoor wireless network equipment at all District locations and buildings. [Operating Budget Impact: A reduction of up to \$10,000.]

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

This project is to replace server hardware in the District’s on-premise datacenters. The servers are reaching the end of their useful life and must be replaced. [Operating Budget Impact: A reduction of \$10,000 to \$50,000.]

Project 2412 – Technology Improvements (2024) - \$300,000

This is a program of work to implement technologies that underpin the District’s network in order to evolve the network. Implementing new/ modern technologies ensures that the District’s network is optimized and staying current in areas such as data storage, data backups, network devices. Such technologies would be new investments for the District. [Operating Budget Impact: A reduction of up to \$10,000.]

Board Increase through Budget

Project 2110 – On-Site Medical Trailer Infrastructure - \$250,000 to \$675,000

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. The project budget requested the increase to cover the building and incidentals as Engineering begins doing preliminary electrical, plumbing, and other engineering work. [Operating Budget Impact: A reduction of \$50,000 to \$100,000.]

Project 2114 – Computer Aided Dispatch (CAD)/Automatic Vehicle Location (AVL) Clipper Integration – \$938,620 to \$993,620

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. The budget increase requested is to cover staff labor that is needed to manage the remaining INIT change requests and the Cubic hardware upgrade across the Golden Gate Transit fleet [Operating Budget Impact: Increase of \$10,000 to \$50,000.]



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: No significant impact.]

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. 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 – \$729,612

This project is to upgrade the District’s current Farebox System. [Operating Budget Impact: No significant impact.]

Project 2015 – Intranet Redesign -\$150,000

This project will migrate the District’s Intranet onto the new website platform. [Operating Budget Impact: No significant impact.]

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 2211 – Technology Disaster Recovery Plan – \$1,000,000

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

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

This project will enable the District to create a strategic plan for cyber security. Mitigation activities will be implemented during the strategic plan creation process, and after completion, mitigation activities will be implemented. [Operating Budget Impact: No significant impact.]

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: A reduction of \$10,000 to \$50,000.]

Project 2214 – Facilities Ventilation Assessment, Rehab and Improvement - \$2,570,000

This project will perform a ventilation assessment of the various District facilities, developing designs for improvements or rehabilitation of ventilation systems, and implementing those improvements. [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 projects 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 improve 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.]

Capital Equipment

Project 2419 – Capital Equipment – District – \$310,000

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 21/22 Year-End	FY 22/23 Budget	FY 22/23 Year-End	FY 23/24 Adopted Budget	Net Change FY 22/23 to FY 23/24
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	5	5	5	0
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 Division

District Staffing by Department	FY 21/22 Year-End	FY 22/23 Budget	FY 22/23 Year-End	FY 23/24 Adopted Budget	Net Change FY 22/23 to FY 23/24
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	24	24	24	0
Marketing & Communications 106					
Art Supervisor	1	1	1	1	0
Digital Communications Program Manager	1	1	1	1	0
Marketing and Communications Director	1	1	1	1	0
Marketing Communications Specialist	2	2	2	2	0
Marketing Coordinator	1	1	1	1	0
Marketing Representative	1	1	1	1	0
Total	7	7	7	7	0
Planning 107					
ADA Compliance & Program Manager	1	1	1	1	0
Administrative Assistant	1	1	1	1	0
Associate Planner	1	1	1	1	0
Director of Planning	1	1	1	1	0
Manager of Real Estate Services & Property Development	1	1	1	2	1/(b)
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	10	1
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	5	5	5	0
Director of Engineering Contracts	0	1	1	1	0



District Staffing by Department	FY 21/22 Year-End	FY 22/23 Budget	FY 22/23 Year-End	FY 23/24 Adopted Budget	Net Change FY 22/23 to FY 23/24
District Engineer	1	1	1	1	0
Documents Control Assistant	3	0	0	0	0
Engineering Contracts Assistant	3	0	0	0	0
Engineering Contracts Officer	1	0	0	0	0
Engineering Design Technician	1	0	0	0	0
Engineering Documents Controls Manager	0	1	1	1	0
Executive Assistant to District Engineer	1	1	1	1	0
Facilities Engineer	1	1	1	1	0
Senior Civil Engineer	14	12	12	14	2/(b)
Senior Electrical Engineer	1	1	1	1	0
Senior Engineer	1	1	1	1	0
Senior Engineering Contracts Assistant	0	3	3	4	1/(b)
Senior Engineering Design Technician	1	1	1	1	0
Senior Engineering Document Control Assistant	0	3	3	4	1/(b)
Senior Mechanical Engineer	1	1	1	1	0
Senior Steel Inspector	1	1	1	1	0
Supervising Civil Engineer	3	0	0	0	0
Total	40	40	40	44	4
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)	1	1	1	1	0
Director of Capital & Grant Programs	1	1	1	1	0
Principal Capital & Grant Programs	1	1	1	1	0



District Division

District Staffing by Department	FY 21/22 Year-End	FY 22/23 Budget	FY 22/23 Year-End	FY 23/24 Adopted Budget	Net Change FY 22/23 to FY 23/24
Analyst					
Senior Capital & Grant Programs Analyst	1	1	1	1	0
TAM Project Manager	1	1	1	1	0
Total	5	5	5	5	0
Payroll 136					
Assistant Payroll Manager	1	1	1	2	1/(b)
Payroll Manager	1	1	1	1	0
Payroll Timekeeping Specialist	3	3	3	3	0
Total	5	5	5	6	1
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	151	151	157	6
Regular Positions	149	150	150	156	6
Limited Term (LT) Positions	1	1	1	1	0

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





Keep Moving.





Appendix A - Net Position Available for New Capital Projects or Operations..... 191

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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 07/01/2023
Available Net Position before Long Term Deferred Outflows, Liabilities, Deferred Inflows, Board Designated Reserves and Other Reserves (Note 1)	A	\$88,600,000
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		103,000,000
District Other Post-Employment Benefits (OPEB) Deferred Outflows, Liabilities & Deferred Inflows		65,000,000
Subtotal: Long Term Deferred Outflows, Liabilities & Deferred Inflows	B	257,900,000
Available Net Position before Board Designated Reserves and Other Reserves		346,500,000
Fiscal Year 2022 Board Designated Reserves and Other Reserves		
Operating Reserve (Note 3)		(19,300,000)
Emergency Reserve (Note 4)		(9,000,000)
Bridge Self Insurance Loss Reserve (Note 5)		(22,400,000)
Subtotal: Fiscal Year 2022 Board Designated Reserves and Other Reserves	C	(50,700,000)
Net Position (Reserves) Available Before Committed Capital Projects	A+B+C	295,800,000
Fiscal Year 2022 Committed Capital Projects (District Funded Portion Only)		
Bridge		(50,100,000)
Transit		(64,900,000)
Subtotal: Fiscal Year 2022 Committed Capital Projects (District Funded Portion Only)	D	(115,100,000)
Net Position Available for New Capital Projects or Operations as of 6/30/2022	A+B+C + D	\$180,800,000

Category		Estimated Balance 07/01/2024
Beginning Net Position Available for New Capital Projects or Operations	A+B+C + D	\$180,800,000
Add Budgeted Net Income/Loss for Fiscal Year 2023 (Note 7 & 8)	E	33,600,000
Available Net Position before Board Designated Reserves and Other Reserves	A+B+C + D + E	214,400,000
Change in Fiscal Year 2023 Board Designated Reserves and Other Reserves		
Change in Operating Reserve (Note 6 & 9)		(1,100,000)
Change in Emergency Reserve (Note 10)		(500,000)
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	(2,900,000)
Net Position (Reserves) Available Before Committed Capital Projects	A+B+C + D + E + F	211,500,000
Fiscal Year 2023 Committed Capital Projects (District Funded Portion Only)		
Bridge		(17,294,000)
Transit		(7,282,000)
Subtotal: Fiscal Year 2023 Committed Capital Projects (District Funded Portion Only)	G	(24,576,000)
Net Position Available for New Capital Projects or Operations as of 6/30/2024	A+B+C + D + E + F+G	\$186,924,000

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 fully funded a Debt Service Reserve Fund of \$5.5 million to further ensure the security of the noteholders by providing sufficient reserves to meet unforeseen eventualities. Those reserve funds have been, and will remain, fully funded throughout the Commercial Paper Program.

Due to COVID-19 impact to operations, the FY 23/24 Adopted Budget is projected to utilize \$55.0 million of third tranche 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 Estimated Actual	23/24 Adopted Budget
Total Revenues	\$218,011	\$232,733	\$246,895	\$147,254	\$177,869	\$211,232	\$216,406
Less Total Operating Expenses (Less Depreciation, Capital Contribution, Bridge Self-Insurance and Debt Service Payments)	(\$200,573)	(\$207,676)	(\$192,764)	(\$145,721)	(\$153,138)	(\$197,428)	(\$237,514)
Total Net Revenues	\$17,438	\$25,057	\$54,131	\$1,533	\$24,731	\$13,804	(\$21,109)
CARES Act Funding & CRRSAA Funding			\$43,863	\$67,467			
ARP Funding					\$65,263	\$60,133	\$51,186
Total Net Revenues after Actions to Increase Revenues and/or Decrease Expenses	\$17,438	\$25,057	\$97,994	\$69,000	\$89,994	\$73,937	\$30,077
Plus Operating Reserve Fund	\$7,320	\$7,320	\$7,320	\$7,320	\$7,320	\$7,320	\$7,320
Total Net Revenues + Operating Reserve	\$24,758	\$32,377	\$105,314	\$76,320	\$97,314	\$81,257	\$37,397
Actual/Estimated Debt Service	\$717	\$1,016	\$692	\$108	\$223	\$1,521	\$2,526
Coverage (with Operating Reserve)	34.5	31.9	152.2	706.7	436.4	53.4	14.8
Coverage (without Operating Reserve)	24.3	24.7	141.6	638.9	403.6	48.6	11.9



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APPENDIX C
FY 22/23 Capital Program Accomplishments



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APPENDIX C - FY 22/23 CAPITAL PROGRAM ACCOMPLISHMENTS

Program Summary

FY 22/23 capital expenditures* for the agency totaled \$54.4 million, funded with \$22.2 million, or 41% District funds and \$32.2 million, or 59% grant funds. Total FY 22/23 expenditures include expenditures on both completed projects and ongoing multi-year projects.

A summary of the FY 22/23 program is provided below, followed by each division's detailed program.

* Annualized actuals up to June 30, 2023.

FY 22/23 Capital Expenditures by Division

	Total Project	FY22/23 Budget	FY22/23 Actual	Actual/Budget %
Bridge	289,021,219	36,912,000	29,687,677	80%
Bus	22,198,478	2,535,462	1,652,416	65%
Ferry	146,923,237	12,668,320	19,339,902	153%
District	22,137,103	2,518,681	3,725,942	148%
Agency Total	480,280,037	54,634,463	54,405,936	100%

Capital Fund Source

	Total Project	FY22/23 Budget	FY22/23 Actual	% Actual Exp/Total Exp
District Funds	220,993,469	25,569,818	22,213,749	41%
Federal Funds	246,479,875	28,151,570	31,299,333	57.5%
State Funds	10,582,351	846,830	828,324	1.5%
Other Local Funds	2,224,343	66,245	64,530	0.1%
Total Expenditures	480,280,037	54,634,463	54,405,936	100%



FY 22/23 Capital Program Accomplishments Bridge Division

FY 22/23 Bridge Division capital expenditures totaled \$29.7 million, funded with \$13.6 million, or 46% District funds and \$16.1 million, or 54% grants funds.

Project Number and Description	Total Project	FY22/23 Budget	FY22/23 Actual	Actual / Budget %*
Bridge Division				
1526 - Suicide Deterrent - Construction (ENG)	217,512,868	25,000,000	23,598,628	94%
1528 - Golden Gate Bridge Wind Retrofit (ENG)	11,860,000	500,000	450,495	90%
1525 - Toll System Upgrade (FIN)	11,730,848	1,000,000	2,235,830	224%
1923 - Golden Gate Suspension Bridge Seismic Retrofit (ENG)	9,861,844	1,500,000	390,209	26%
1820 - Toll Plaza Gantry - Des/Con (ENG)	10,264,000	3,500,000	35,070	1%
2220 - Fort Point Arch Maintenance Access Project (BRIDGE/ENG)	6,000,000	600,000	-	0%
2221 - South Approach Viaduct Stringer Rehab (BRIDGE/ENG)	6,000,000	500,000	-	0%
1118 - Suicide Deterrent - Design (ENG)	5,543,101	50,000	(2,320)	-5%
1722 - Toll Plaza Pavement Overlay (ENG)	4,127,389	500,000	149,389	30%
2121 - Toll Plaza Admin Bldg Elevator Replacement (BRIDGE/ENG)	1,534,000	200,000	1,106,041	553%
2321 - SDS Rescue Training Net (ENG)	925,169	200,000	85,488	43%
2320 - Main Cable Band Bridge Access (ENG)	500,000	200,000	-	0%
2329 - Capital Equipment (FY23) (BRIDGE)	3,162,000	3,162,000	1,638,846	52%
Total Bridge Division	\$289,021,219	\$36,912,000	\$29,687,677	80%

Capital Fund Source

	Total Project	FY22/23 Budget	FY22/23 Actual	% Actual Exp/ Total Exp
District Funds	126,820,914	18,766,006	13,606,040	45.83%
Federal Funds	154,771,844	17,292,199	15,275,700	51.45%
State Funds	7,000,000	804,550	759,451	2.56%
Other Local Funds	428,461	49,245	46,485	0.16%
Total Expenditures	\$289,021,219	\$36,912,000	\$29,687,677	100%

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



FY 22/23 Capital Program Accomplishments Bus Division

FY 22/23 Bus Division capital expenditures totaled \$1.7 million, funded with \$503,000, or 30% District funds and \$1.1 million, or 70% grants funds.

Project Number and Description	Total Project	FY22/23 Budget	FY22/23 Actual	Actual / Budget %*
Bus Division				
2132 - D2 Pavement & Remediation (ENG)	7,100,300	405,029	12,495	3%
1431 - D1 Resurface Employee Parking Lot & Solar Panels (w/ 2110) (ENG)	5,130,000	500,000	52,833	11%
1717 - SRTC Relocation Des/Env (PLANNING)	4,658,178	150,000	283,228	189%
2232 - Santa Rosa (D3) Bus Facility Parking Lot Rehabilitation Project (ENG)	2,475,000	1,000,000	1,096,409	110%
2130 - Zero Emission Bus (ZEB) Infrastructure Design (BUS/ENG)	2,000,000	50,000	-	0%
1931 - Bus Division Office Improvements (BUS)	420,000	25,000	19,257	77%
2230 - Automated Passenger Counting (APC) NTD Cert Software (BUS)	150,000	140,433	-	0%
2330 - D1 Bird Netting (BUS)	20,000	20,000	-	0%
2339 - Capital Equipment (FY23) (BUS)	245,000	245,000	188,195	77%
Total Bus Division	\$22,198,478	\$2,535,462	\$1,652,416	65%

Capital Fund Source

	Total Project	FY22/23 Budget	FY22/23 Actual	% Actual Exp/ Total Exp
District Funds	10,725,979	1,173,467	502,673	30%
Federal Funds	11,472,499	1,361,995	1,149,743	70%
State Funds	-	-	-	0%
Other Local Funds	-	-	-	0%
Total Expenditures	\$22,198,478	\$2,535,462	\$1,652,416	100%

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



**FY 22/23 Capital Program Accomplishments
Ferry Division**

FY 22/23 Ferry Division capital expenditures totaled \$19.3 million, funded with \$4.5 million, or 23% District funds and \$14.9 million, or 77% grants funds.

Project Number and Description	Total Project	FY22/23 Budget	FY22/23 Actual	Actual / Budget %*
Ferry Division				
1940 - Purchase New Vessel (FERRY)	30,000,000	100,000	444,817	445%
1441 - Gangways & Piers - Sausalito Construction (ENG)	22,560,000	500,000	-	0%
2341 - FY23-30 Ferry Vessel Rehab/DD (Catamarans) (FERRY)	18,500,000	100,000	130,358	130%
2240 - Spaulding Repower (FERRY)	18,000,000	100,000	213,678	214%
2340 - Larkspur Ferry Terminal Berth and Channel Dredging - CON (ENG)	17,900,000	10,000,000	14,325,070	143%
503 - Gangway & Piers - Design (ENG)	11,862,725	300,000	31,697	11%
2040 - Capital Improvements for Ferry Fleet (FERRY)	9,635,000	50,000	105,337	211%
2042 - Larkspur Ferry Service & Parking Expansion ENV/PreDesign Study (ENG)	4,191,512	500,000	132,047	26%
2140 - FY21 Ferry Vessel Rehab (FERRY)	3,550,000	25,000	1,635,500	6542%
2041 - Corte Madera Marsh Restoration Construction (ENG)	3,040,000	100,000	165,204	165%
2241 - FY22 Ferry Vessel Rehab (FERRY)	2,530,000	50,000	2,121,648	4243%
2141 - Larkspur Ferry Terminal Fuel System Rehabilitation (ENG)	2,000,000	100,000	30,923	31%
2251 - San Francisco Ferry Terminal Security Improvements (ENG)	1,500,000	100,000	42,472	42%
2242 - Larkspur Ferry Terminal Berth and Channel Dredging - Design (ENG)	1,232,000	421,320	(105,957)	-25%
2342 - Ferry Fleet & Infrastructure Electrification Concept (FERRY)	300,000	100,000	-	0%
2349 - Capital Equipment (FY23) (FERRY)	122,000	122,000	67,108	55%
Total Ferry Division	\$146,923,237	\$12,668,320	\$19,339,902	153%

Capital Fund Source

	Total Project	FY22/23 Budget	FY22/23 Actual	Actual / Budget %*
District Funds	62,253,094	3,208,664	4,476,760	23.15%
Federal Funds	79,518,380	9,423,656	14,799,664	76.52%
State Funds	3,355,882	19,000	45,433	0.23%
Other Local Funds	1,795,882	17,000	18,045	0.09%
Total Expenditures	\$146,923,237	\$12,668,320	\$19,339,902	100%

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



FY 22/23 Capital Program Accomplishments District Division

FY 22/23 District Division capital expenditures totaled \$3.7 million, funded with \$3.6 million, or 97.4% District funds and \$100,000, or 2.6% grants funds.

Project Number and Description	Total Project	FY22/23 Budget	FY22/23 Actual	Actual / Budget %*
District Division				
1810 - Financial/HR/Payroll Mgmt Syst (ERP) (IS)	5,000,000	150,000	1,038,252	692%
1712 - Transit Scheduling System (IS)	3,066,000	100,000	167,873	168%
2214 - Facilities Ventilation Assessment, Rehab and Improvement (ENG)	2,570,000	100,000	79,674	80%
2210 - Data Loss Prevention (IS)	1,206,000	30,000	-	0%
2212 - Cyber Security Strategic Plan and Mitigations (IS)	1,050,000	100,000	144,984	145%
2213 - Business Intelligence (BI) Analysis & Transp. Stats Reporting Solution (IS)	1,050,000	450,000	281,404	63%
1812 - Asset and Vehicle Fluid Management System (IS)	1,000,000	150,000	195,868	131%
2211 - Technology Disaster Recovery Plan (IS)	1,000,000	50,000	384,740	769%
2114 - CAD/AVL Clipper Integration (IS)	943,620	97,000	97,666	101%
2010 - Asset Management Strategic Program (IS)	985,000	100,000	2,947	3%
1816 - Document Management System (IS)	800,000	90,000	65,480	73%
1960 - Farebox System Upgrade (IS)	729,612	86,000	92,100	107%
2110 - On-Site Medical Trailer Infrastructure (ADMIN)	250,000	100,000	46,434	46%
2310 - Data Storage Replacement (IS)	600,000	100,000	592,213	592%
1912 - Manage Detection and Response Services (IS)	360,000	100,000	124,350	124%
2012 - Cloud Migration Initiative (IS)	323,871	37,200	37,200	100%
2017 - Video Conferencing (IS)	299,000	25,000	59,428	238%
2111 - Network Hardware & Software Improvements (IS)	240,000	103,481	102,936	99%
2311 - Enterprise Systems Interface Improvements (IS)	194,000	100,000	32,620	33%
2015 - Intranet Redesign (MARKETING)	150,000	150,000	82,500	55%
2312 - CAD-AVL Improvements for Bus Division (IS)	120,000	100,000	29,160	29%
2319 - Capital Equipment (FY23) (DISTRICT)	200,000	200,000	68,113	34%
Total District Division	\$22,137,103	\$2,518,681	\$3,725,942	148%

Capital Fund Source

	Total Project	FY22/23 Budget	FY22/23 Actual	Actual / Budget %*
District Funds	21,193,483	2,421,681	3,628,276	97.38%
Federal Funds	717,151	73,720	74,226	1.99%
State Funds	226,469	23,280	23,440	0.63%
Other Local Funds	-	-	-	0.00%
Total Expenditures	\$22,137,103	\$2,518,681	\$3,725,942	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 23/24 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	\$38,098	N/A	\$934,503	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	\$4,743,773	N/A	\$102,782,466	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	\$14,254,759	N/A	\$37,600,718	N/A
Federal Emergency Management Agency (FEMA) Port Security Grant Program (PSGP)	Application to FEMA.	Federal Discretionary	\$36,374	N/A	\$873,170	N/A
Federal COVID Relief Funds	Transit Operating Costs	One-Time	\$0	\$60,778,587	\$0	TBD
State Grants						
Low Carbon Transit Operations Program (LCTOP)	Programmed based on Formula.	Annual	\$15,556	N/A	\$7,522,366	N/A
Transportation Development Act (TDA)	Per agreement with the Counties and MTC. Annual application to MTC.	Annual	N/A	Marin:	N/A	Marin:
				\$4,770,059		TBD
Transportation Development Act (TDA)	Per agreement with the Counties and MTC. Annual application to MTC.	Annual	N/A	Sonoma:	N/A	Sonoma:
				\$7,785,049		TBD



Appendix D

State Transit Assistance (STA)	Revenue Based - Service-based formula. Population Based - MTC Discretion.	Annual	N/A	\$16,386,022	N/A	TBD
	State of Good Repair - Revenue Based	Annual	\$4,444	N/A	\$1,307,173	N/A
Regional Measure 2		Annual	N/A	\$2,001,562	N/A	TBD

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	\$39,396	N/A	\$93,546	N/A
Bay Area Air Quality Management District	For Ferry Repower project	One-Time	\$8,000	N/A	\$1,414,492	N/A
TAM	Operations support for ferry feeder shuttle	Annual	N/A	\$99,400	N/A	TBD
Regional Measure 3	Capital funding for the San Rafael Transit Center replacement construction. Operating funding for Route 580.	One-Time for Capital / Annual for Operating	\$275,000	\$1,923,398	\$29,483,300	TBD
Proposition K	For security improvements at the San Francisco Ferry Terminal	Programmed every 5-year period	\$2,679	N/A	\$64,321	N/A
Total Grant Funds			\$19,418,080	\$93,744,077	\$182,076,055	\$0

All dollar amounts rounded to the nearest one hundred.



APPENDIX E
10-Year Capital Plan



APPENDIX E - 10-YEAR CAPITAL PLAN

10-Year Projected Capital Need (Thousands)

	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-2034	Total
BRIDGE DIVISION									
Grant Funded	111,123	15,000	77,850	184,172	163,471	162,598	154,020	107,420	975,653
District Funded	74,537	16,016	62,029	62,915	45,628	45,829	59,757	100,012	466,722
TOTAL	185,660	31,016	139,879	247,087	209,098	208,426	213,777	207,432	1,442,375
BUS DIVISION									
Grant Funded	2,431	1,962	40,404	49,320	39,987	28,852	13,625	56,011	232,592
District Funded	8,211	2,688	13,779	12,680	10,328	7,483	3,564	15,833	74,566
TOTAL	10,642	4,650	54,183	62,000	50,315	36,335	17,189	71,844	307,158
FERRY DIVISION									
Grant Funded	19,890	2,174	34,204	71,278	48,432	25,380	24,294	122,666	348,318
District Funded	12,887	1,798	30,092	22,268	19,730	6,742	6,149	31,041	130,706
TOTAL	32,778	3,973	64,296	93,545	68,162	32,122	30,443	153,707	479,025
DISTRICT DIVISION									
Grant Funded	944	50	84	3,200	-	-	-	-	4,278
District Funded	9,511	3,104	7,857	6,758	2,404	3,901	1,140	9,460	44,134
TOTAL	10,454	3,154	7,941	9,958	2,404	3,901	1,140	9,460	48,412
ACROSS ALL DIVISIONS									
Grant Funded	134,388	19,186	152,542	307,970	251,890	216,829	191,940	286,096	1,560,841
District Funded	105,146	23,605	113,757	104,621	78,089	63,955	70,609	156,346	716,129
GRAND TOTAL	239,534	42,791	266,299	412,590	329,979	280,784	262,549	442,443	2,276,970



BRIDGE DIVISION										
	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total	
GGB SEISMIC RETROFIT										
SEISMIC DESIGN										
1923 - Golden Gate Suspension Bridge Seismic Retrofit – Phase IIIB CM/GC	2,138	1,500	3,000	3,224	-	-	-	-	9,862	
SEISMIC CONSTRUCTION										
0000 - Seismic Phase IIIB Construction	-	-	65,200	195,700	173,900	173,900	173,900	87,400	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	10,540	500	820	-	-	-	-	-	11,860	
BRIDGE IMPROVEMENTS/REHABILITATION										
SAFETY/SECURITY										
0000 - Fixed CMS North Approach (#1620)	-	-	-	500	1,060	-	-	-	1,560	
0805 - SDS Rescue Training Net	85	200	640	-	-	-	-	-	925	
2321 - North Anchorage House Security	155	-	-	845	-	-	-	-	1,000	
1524 - South Approach & Pier Security Improvements	1,162	-	-	1,000	2,838	-	-	-	5,000	
1526 - Suicide Deterrent - Construction	150,023	20,000	30,000	17,490	-	-	-	-	217,513	
BRIDGE ACCESS SYSTEMS										
1922 - Technical Svcs for Bridge Access Systems	-	-	-	-	50	50	50	250	400	
2220 - Fort Point Arch Maintenance Access Project	-	600	5,400	-	-	-	-	-	6,000	
0000 - North End Access Systems (#1522)	-	-	-	-	-	500	5,000	14,500	20,000	
0000 - South Approach & Arch Access Systems (#1521)	8	-	-	-	-	500	5,000	14,492	20,000	
IMPROVEMENTS/REHAB										
0000 - Laneworker Shack	-	-	-	-	-	221	27	-	248	
0000 - Roadway Lighting	-	-	-	-	-	100	-	-	100	



IMPROVEMENTS/REHAB	FY23 & Prior Years		FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total
2221 - South Approach Viaduct Stringer Rehab	-	-	500	5,500	-	-	-	-	-	6,000
2420 - Main Cable Rehabilitation Project CM/GC	-	-	500	266	-	-	-	-	-	766
0000 - Permanent Toll Collection Gantry & Pavement Rehab	-	-	-	-	-	-	-	5,000	25,000	30,000

PAINT EROSION REHAB										
0000 - North Tower Pier Shore Protection Construction	-	-	-	-	-	1,000	-	-	-	1,000
0000 - Fort Point Arch Paint Rehab	-	-	-	-	-	1,000	4,500	2,000	-	7,500
0000 - North Tower Paint Rehab	-	-	-	-	-	-	-	500	29,500	30,000
1822 - North Tower Pier Shore Protection Des/Env	1	-	-	-	499	-	-	-	-	500

ROADWAY REHAB										
1424 - Bridge Deck Roadway Pavement Rehabilitation Investigation	-	-	-	1,534	-	-	-	-	-	1,534
0000 - Bridge Pavement Repair	-	-	-	500	500	500	500	5,000	23,000	30,000
1722 - Toll Plaza Pavement Overlay	271	-	500	1,000	2,357	-	-	-	-	4,127

INFORMATION TECHNOLOGY										
TOLL PLAZA BUILDINGS										
0000 - Ballistic Glass and Blast Mitigation	-	-	-	1,008	-	-	-	-	-	1,008
2422 - Board Room PA System Upgrade	-	-	150	-	-	-	-	-	-	150
0000 - South Visitor Plaza Restrooms Improvement - Construction	-	-	-	-	-	2,000	1,000	-	-	3,000
1820 - Toll Plaza Gantry - Construction	1,951	-	1,500	3,000	3,813	-	-	-	-	10,264
2020 - Bridge Admin Office Improvements	2	-	-	120	-	-	-	-	-	122



TOLL PLAZA BUILDINGS		FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030 - 2034	Total
1821 - IS Data Center Seismic Retrofit and Rehabilitation Design Project Rehab	112	-	-	1,326	-	-	-	-	-	1,438
0000 - Purchasing & Stores Bldg & Roof Rehab	-	-	-	1,190	500	-	-	-	-	1,690
0000 - Round House Roof Rehab	-	-	-	760	100	-	-	-	-	860
0000 - Toll Plaza Administration Bldg Rehab	-	-	-	-	-	300	-	-	290	590
0000 - Toll Plaza Administration Bldg Rehab	-	-	-	100	800	2,100	-	-	-	3,000
MAINTENANCE FACILITIES										
0000 - Fuel Station Upgrade and Rehabilitation	-	-	-	720	100	-	-	-	-	820
0000 - Wash Rack Replacement	-	-	-	-	-	300	455	-	-	755
IMPROVEMENTS/REHAB		FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030 - 2034	Total
2121 - Toll Plaza Admin Bldg Elevator Replacement	1,379	100	55	-	-	-	-	-	-	1,534
0000 - Toll Plaza Admin Bldg Entrance Doors	-	-	30	-	-	-	-	-	-	30
0000 - Toll Plaza Admin Bldg Main Entry Railing	-	-	60	-	-	-	-	-	-	60
2120 - Trailer F Replacement	-	-	145	-	-	-	-	-	-	145
GROUNDS AND ROADS										
2423 - Alexander Avenue Rehabilitation Design Project	-	100	905	1,188	-	-	-	-	-	2,193
0000 - Alexander Avenue Slide Repair - Construction	-	-	200	200	-	450	-	-	-	850
0000 - Employee Parking Lots & Tunnel Rehab	-	-	-	-	-	400	1,300	600	-	2,300
0000 - Merchant Road Rehabilitation	-	-	-	-	-	-	400	1,400	-	1,800
INFORMATION SYSTEMS/TECHNOLOGY		FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total
2421 - District-wide Radio Project	-	700	11,300	-	-	-	-	-	-	12,000
0000 - Security Systems	-	-	100	100	-	500	-	-	-	700
1525 - Toll System Upgrade	7,559	1,000	1,000	2,172	-	-	-	-	-	11,731



CAPITAL EQUIPMENT		FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total
xx29 - Capital Equipment Bridge		10,274	3,166	2,000	2,000	2,000	2,000	2,000	10,000	33,439

BRIDGE DIVISION		FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total
TOTAL		185,660	31,016	139,879	247,087	209,098	208,426	213,777	207,432	1,442,375

REVENUE VEHICLES		FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total
0000 - Replace Fare Collection Equipment		-	-	-	-	500	1,000	4,000	-	5,500
0000 - Demand Response Vehicle Replacement		-	-	-	-	-	679	679	-	1,358
0000 - Security Systems		-	-	-	-	-	-	-	1,000	1,000
0000 - Bus Radio Upgrade		-	-	2,000	-	-	-	-	-	2,000

REVENUE VEHICLES		FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total
2433 - ZEB Over-the-Road (OTR) Coaches & Charging Equipment		-	1,000	9,500	-	-	-	-	-	10,500
0000 - Phase 2: ZEB Over-the-Road (OTR) Coaches & Charging/Fueling Equipment		-	-	-	24,000	-	-	-	-	24,000
0000 - Phase 3: ZEB Over-the-Road (OTR) Coaches & Charging/Fueling Equipment		-	-	-	-	24,000	-	-	-	24,000
0000 - Phase 4: ZEB Over-the-Road (OTR) Coaches & Charging/Fueling Equipment		-	-	-	-	-	24,000	-	-	24,000
0000 - Phase 5: ZEB Over-the-Road (OTR) Coaches & Charging/Fueling Equipment		-	-	-	-	-	-	-	37,500	37,500

INFORMATION SYSTEMS		FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total
2230 - Automated Passenger Counting (APC)/NTD Cert Software		10	100	40	-	-	-	-	-	150
2231 - Safety Management System (SMS) Software		-	100	-	-	-	-	-	-	100



FACILITIES REHABILITATION		FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total
0000 - Install LED Yard Lighting at Bus Facilities		-	-	-	-	-	-	-	138	138
2430 - Novato (D-2) and Santa Rosa (D-3) Satellite Operations Control Centers (OCCs)		-	110	-	-	-	-	-	-	110
0000 - ZEB Smart Charging System		-	-	1,000	1,500	-	-	-	-	2,500
R7 SRTC										
2431 - San Rafael Transit Center Final Design, Property Acquisition, and Construction		-	500	25,000	15,000	13,000	606	-	-	54,106
1717 - SRTC Replacement Design/Env (Planning Dept)		2,335	150	2,173	-	-	-	-	-	4,658
D1 SAN RAFAEL		FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030 - 2034	Total
0000 - Automatic Door/Enclosure by Driver's Room (FY11; FY12)		-	-	-	-	-	-	-	150	150
1931 - Bus Division Office Improvements		130	25	355	-	-	-	-	-	510
0000 - Bus Main Shop Heaters Replacement		-	-	-	-	-	-	-	91	91
2330 - D1 Bird Netting		-	20	-	-	-	-	-	-	20
0000 - D-1 Body Shop, Storage Bldg and Fuel Island Bldg Roof Rehab and Painting		-	-	-	-	1,965	-	-	-	1,965
2131 - D-1 Bus Admin Bldg Roof and HVAC Rehab, Fire Alarm System Upgrade, New Front Door Enclosure & New Radio Rm Windows		-	500	619	-	-	-	-	-	1,119
0000 - D-1 Bus Lot Campus Redev, Ph2-Construction		-	-	-	-	-	-	-	25,000	25,000
0000 - D-1 Bus Lot Campus Redev. Ph1-Planning Study		-	-	-	-	-	200	200	-	400
0000 - D-1 Bus Lot Pavement Rehabilitation		-	-	-	5,250	-	500	-	-	5,750
0000 - D-1 Fire Alarm System Upgrade		-	-	-	-	-	-	-	300	300
0000 - D-1 Fuel Island Building Rehab: Concrct Apron/Roof/Paint		-	-	750	100	-	-	-	-	850



	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030 - 2034	Total
D1 SAN RAFAEL									
0000 - D-1 IT Dispatch Office Rehab	-	-	-	-	-	-	-	800	800
0000 - D-1 Main Shop Roof Replacement	-	-	-	-	-	-	-	2,000	2,000
0000 - D-1 Main Shop Utility Rehab	-	-	2,650	-	-	-	-	-	2,650
0000 - D1 ZEB Infrastructure	-	-	4,000	10,000	5,000	5,000	9,960	-	33,960
0000 - Extend/Add Mezzanine (FY10; FY11; FY12)	-	-	-	-	-	-	-	115	115
1431 - Resurface D1 Employee Parking Lot & Solar Panels	675	500	3,955	-	-	-	-	-	5,130
2130 - Zero Emission Bus (ZEB) Infrastructure Design	-	200	500	1,300	-	-	-	-	2,000
D2 NOVATO									
2435 - D-2 Dispatch & Fuel Island Bldg Roof Rehab	-	250	341	-	-	-	-	-	591
2132 - D-2 Pavement & Remediation	6,679	400	-	-	-	-	-	-	7,079
0000 - D-2 Wash Rack Improvements	-	-	-	-	-	2,000	2,000	-	4,000
0000 - D2 ZEB Infrastructure	-	-	-	1,500	1,500	-	-	-	3,000
D3 SANTA ROSA									
0000 - D-3 Bus Security Improvements	-	-	-	-	-	-	-	1,500	1,500
0000 - D-3 Dispatch & Fuel Island Bldg Roof and Restroom Rehab	-	-	950	-	-	-	-	-	950
0000 - D-3 Wash Rack Improvements	-	-	-	-	1,000	2,000	-	-	3,000
0000 - D3 ZEB Infrastructure	-	-	-	1,500	1,500	-	-	-	3,000
D4 SAN FRANCISCO									
	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030 - 2034	Total
0000 - D-4 Pavement Rehabilitation	-	-	-	-	-	-	-	1,500	1,500
0000 - D4 ZEB Infrastructure	-	-	-	1,500	1,500	-	-	-	3,000
CAPITAL EQUIPMENT									
	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total
xx39 - Capital Equipment Bus	813	795	350	350	350	350	350	1,750	5,108
BUS DIVISION									
TOTAL	10,642	4,650	54,183	62,000	50,315	36,335	17,189	71,844	307,158



FERRY DIVISION										
REVENUE VEHICLES	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total	
2445 - Del Norte Replacement for CARB	-	50	442	29,000	-	-	-	-	29,492	
2342 - Ferry Fleet & Infrastructure Electrification Concept	-	100	400	-	-	-	-	-	500	
2341 - FY23-30 Ferry Vessel Rehab/DD (Catamarans)	130	100	3,000	3,000	3,000	3,000	2,400	4,000	18,630	
0000 - M.S. Marin Ramp & Gangways Vessel Modifications (#1640)	-	-	1,340	-	-	-	-	-	1,340	
1940 - Purchase New Vessel	489	100	8,000	10,000	11,411	-	-	-	30,000	
0000 - Replace High-Speed Catamarans (CARB mandate)	-	-	19,000	30,000	30,000	15,000	-	-	94,000	
0000 - Spaulding DPF Retrofit (CARB mandate)	-	-	-	-	-	-	2,500	5,000	7,500	
2240 - Spaulding Tier IV Repower (CARB mandate)	219	100	11,900	5,781	-	-	-	-	18,000	

INFORMATION TECHNOLOGY	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total	
0084 - Ferry Berthing Area, San Quentin State Prison	-	-	-	-	-	500	4,500	-	5,000	
0503 - Gangway & Piers - Design	9,409	300	500	1,654	-	-	-	-	11,863	
0086 - New Ferry Slip, Mission Bay	-	-	-	-	200	7,725	-	-	7,925	
LARKSPUR FERRY TERMINAL										
0028 - Admin/Service Bldg Roof, Paint Exterior (Restrooms already completed)	-	-	-	500	2,500	-	-	-	3,000	
0000 - Design/Install Swing Mooring Apparatus	-	-	-	-	100	-	-	-	100	
0000 - EV Charger Upgrades	-	-	200	-	-	-	-	-	200	
0000 - Ferry Administration Building Office Renovation	-	-	35	240	-	-	-	-	275	
0000 - Gangways & Piers - Larkspur Construction	-	-	-	-	-	-	-	80,000	80,000	



LARKSPUR FERRY TERMINAL	FY23 & Prior		FY24	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total
	Years	Budget								
0076 - Larkspur Ferry Kiosk Restoration and Refurbishment	-	-	-	120	100	100	-	-	-	320
2042 - Larkspur Ferry Service and Parking Expansion Env. Clearance and Prelim. Design Study	973	500	500	2,718	-	-	-	-	-	4,192
2340 - Larkspur Ferry Terminal (LFT) Berth and Channel Dredging - Construction	14,325	500	500	-	-	-	-	-	-	14,825
0000 - Larkspur Ferry Terminal Berth 1 Mooring Piling Project	-	-	-	200	180	1,150	-	-	-	1,530
2141 - Larkspur Ferry Terminal Fuel System Rehabilitation	39	100	100	1,861	-	-	-	-	-	2,000
2441 - Larkspur Terminal Fuel Hose Replacement	-	98	98	-	-	-	-	-	-	98
2442 - LFT Berth 1 Berthing Arrangement Feasibility	-	100	100	167	-	-	-	-	-	267
0000 - LFT Berth 1 Main Deck Boarding Float	-	-	-	35	515	6,690	-	-	-	7,240
0000 - LFT Parking Garage	-	-	-	1,700	300	-	-	500	37,500	40,000
0000 - LFT Rehab Main Parking Lot & Overflow Lot	-	-	-	-	-	-	-	-	1,800	1,800
0000 - LFT Terminal Truss Rehab and Painting	-	-	-	-	-	-	-	468	3,532	4,000
0000 - LFT Water Line and Utilities Rehab	-	-	-	500	500	-	-	-	-	1,000
0075 - Modify Slip #3, Larkspur Ferry Terminal (ADA)	-	-	-	1,000	-	-	-	-	-	1,000
0000 - Rehab Parking Lot	-	-	-	-	-	300	1,200	-	-	1,500
0027 - Terminal Bldgs and Waiting Area Rehab (Kiosks)	-	-	-	200	1,500	1,100	-	-	-	2,800
SAN FRANCISCO FERRY TERMINAL										
0000 - Gangways & Piers - San Francisco Construction	-	-	-	-	-	-	3,500	20,000	21,500	45,000
0000 - Rehab Former Ticket Office Bldg	-	-	-	-	-	2,000	800	-	-	2,800
0078 - San Francisco Ferry Terminal Improvements	-	-	-	200	200	500	322	-	-	1,222



SAN FRANCISCO FERRY TERMINAL		FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total
2251 - San Francisco Ferry Terminal Security Improvements	42	100	1,400	-	-	-	-	-	-	1,542
2444 - SFFT Inner Berth Hydraulics Rehabilitation	-	500	494	-	-	-	-	-	-	994
2443 - SFFT Outer Berth Rehabilitation	-	500	4,774	-	-	-	-	-	-	5,274
SAUSALITO FERRY TERMINAL										
1441 - Gangways & Piers - Sausalito Construction	25	500	3,000	10,000	9,035	-	-	-	-	22,560
CORTE MADERA MARSH										
2041 - Corte Madera Marsh Restoration Construction	1,905	100	1,035	-	-	-	-	-	-	3,040
SAFETY/SECURITY ENHANCEMENTS										
2440 - LFT Fixed Boom Service Life Extension Project	-	90	-	-	-	-	-	-	-	90
CAPITAL EQUIPMENT										
xx49 - Capital Equipment Ferry	5,221	135	75	75	75	75	75	75	375	6,106
FERRY DIVISION										
TOTAL	32,778	3,973	64,296	93,545	68,162	32,122	30,443	153,707	479,025	
DISTRICT DIVISION										
INFORMATION SYSTEMS/TECHNOLOGY		FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total
1812 - Asset and Vehicle Fluid Mgmt System	817	150	33	-	-	-	-	-	-	1,000
0000 - Asset and Vehicle Fluid Mgmt System (10-YP)	-	-	250	-	-	-	250	-	250	750
2010 - Asset Management Strategic Program	611	-	100	100	174	-	-	-	-	985
0000 - Avtec VPGate Refresh	-	-	20	-	-	-	-	-	-	20
0000 - Bus Wifi	-	-	-	250	-	-	-	-	-	250



INFORMATION SYSTEMS/TECHNOLOGY	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total
0000 - Business Intelligence	-	-	-	-	500	750	-	-	1,250
2213 - Business Intelligence (BI) Analysis and Transportation Statistics Reporting Solution	462	450	138	-	-	-	-	-	1,050
0000 - CAD/AVL System Refresh	-	-	50	1,050	-	-	-	-	1,100
2312 - CAD-AVL Improvements for Bus Division	29	50	41	-	-	-	-	-	120
2114 - Computer Aided Dispatch (CAD)/Automatic Vehicle Location (AVL) Clipper Integration	944	50	-	-	-	-	-	-	994
1815 - Customer Service Incident System (Marketing)	-	-	-	45	-	-	-	-	45
0000 - Cyber Security	-	-	-	-	80	475	-	-	555
2212 - Cyber Security Strategic Plan and Mitigations	247	100	703	-	-	-	-	-	1,050
2210 - Data Loss Prevention	-	-	30	200	200	776	-	-	1,206
0000 - Data Storage System	-	-	-	-	-	600	-	-	600
0000 - Disaster Recovery	-	-	250	-	250	-	250	-	750
0000 - District Web Site Re-Design w/Mobile App	-	-	220	-	-	-	-	-	220
1816 - Document Management System	261	90	200	249	-	-	-	-	800
2311 - Enterprise Systems Interface Improvements	33	-	100	61	-	-	-	-	194
0000 - Exacom Voice Recorder Refresh	-	-	40	-	-	-	-	-	40
2214 - Facilities Ventilation Assessment, Rehabilitation and Improvements Project	80	100	2,390	-	-	-	-	-	2,570
1960 - Farebox System Upgrade	196	86	447	-	-	-	-	-	730
1810 - Financial/HR/Payroll Management System	2,048	150	500	2,302	-	-	-	-	5,000
0000 - Financial/HR/Payroll Management System Procurement	-	-	-	-	500	500	-	1,000	2,000
2410 - Indoor and Outdoor Wireless Network Access	-	500	-	-	-	-	-	-	500
2015 - Intranet Redesign	83	68	-	-	-	-	-	-	150



INFORMATION SYSTEMS/TECHNOLOGY	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total
1912 - Manage Detection and Response Services	268	25	67	-	-	-	-	-	360
0000 - Network Security	-	-	230	-	-	-	-	-	230
0000 - Redundant Network / Systems	-	-	150	-	350	150	-	-	650
0000 - Replace Network Equipment	-	-	-	-	-	-	740	-	740
2411 - Replace Server Equipment	-	450	-	-	-	-	-	-	450
1916 - San Rafael A&D Admin Office Improvements	217	-	254	-	-	-	-	-	471
2211 - Technology Disaster Recovery Plan	385	50	565	-	-	-	-	-	1,000
0000 - Technology Improvements	-	-	-	250	-	250	-	500	1,000
2412 - Technology Improvements	-	300	-	-	-	-	-	-	300
0000 - Time Keeping System	-	-	55	1,000	-	-	-	-	1,055
0000 - Transit Scheduling System	-	-	50	3,000	-	-	-	-	3,050
1712 - Transit Scheduling System	2,839	100	127	-	-	-	-	-	3,066
2017 - Video Conferencing	72	25	202	-	-	-	-	-	299

FACILITIES REHABILITATION	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total
0002 - A&D Admin Bldg Remodel/Rehab	-	-	-	1,300	200	-	-	-	1,500
0000 - Office Facility Renovation/Consolidation	-	-	-	-	-	-	-	6,960	6,960
2110 - On-Site Medical Trailer Infrastructure	46	100	529	-	-	-	-	-	675
2113 - Trailer B Remodel	-	-	51	-	-	-	-	-	51

CAPITAL EQUIPMENT	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total
xx19 - Capital Equipment District	817	310	150	150	150	150	150	750	2,627

DISTRICT DIVISION	FY23 & Prior Years	FY24 Budget	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030-34	Total
TOTAL	10,454	3,154	7,941	9,958	2,404	3,901	1,140	9,460	48,412



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APPENDIX F

Financial Plan

The Golden Gate Bridge, Highway & Transportation District Board of Directors is underway on a District Strategic Plan that is estimated to be completed by the end of calendar year 2023.

The most recent report on the most recently adopted Strategic Financial Plan is available here (<https://www.goldengate.org/assets/1/25/2019-1024-financecomm-no7-statusreportstrategicfinancialplan.pdf?4333>).



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APPENDIX G
FIVE- AND TEN-YEAR FINANCIAL PROJECTION



APPENDIX G - FIVE- AND TEN-YEAR FINANCIAL PROJECTION



Agenda Item No. (9)

To: Finance-Auditing Committee/Committee
of the Whole
Meeting of October 27, 2022

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 23/24 through FY 32/33. 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 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.

The projection is the first presented to the Board in three years. The departure from the annual update of the financial projection was a result of the COVID pandemic and the complications



associated with projecting revenues and expenditures during that period of extreme uncertainty. As the Board is aware, since the onset of the COVID pandemic, there has been a massive change to the amount and types of revenues the District is collecting. Similarly, the District is operating significantly different levels of services across its two transit operating divisions. Efforts to project revenues and expenditures in the previous three years would have relied upon scant and evolving information and therefore would have been difficult to trust as a financial planning tool. Now, with passage of time and more information to analyze, the District is in a better position to project revenue and expenditures into the future. However, given that the impact of the pandemic is still unfolding there is more accuracy risk in this projection than there was in projections from pre-pandemic years.

II. Fiscal Strength of the District

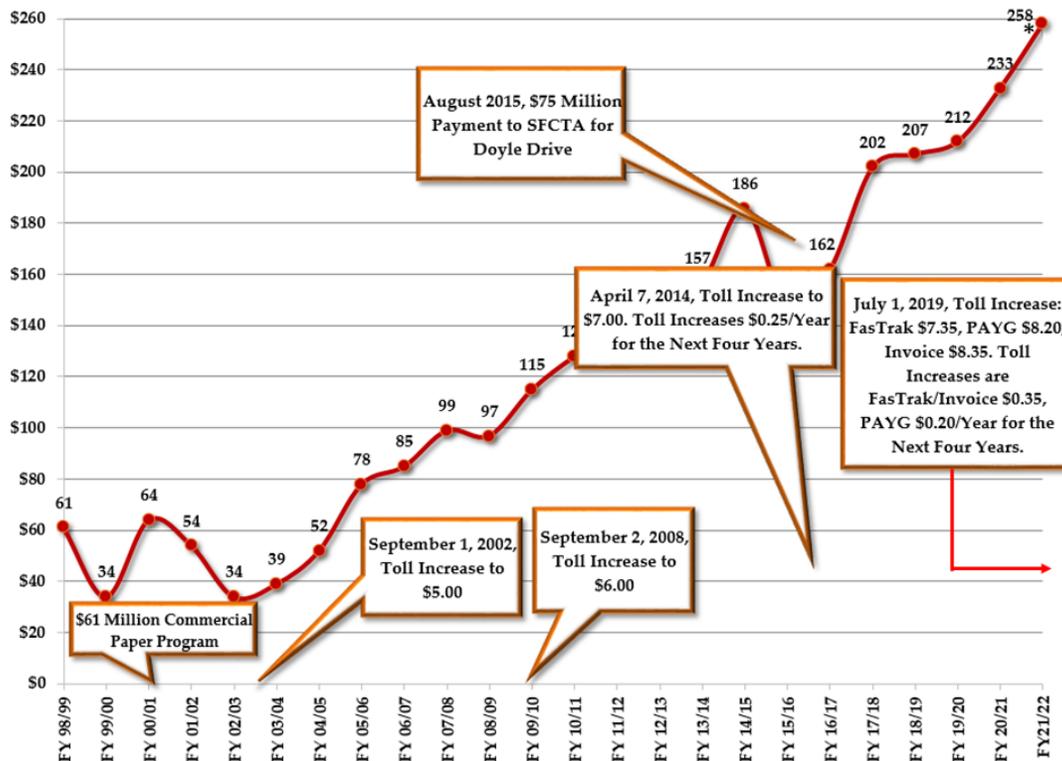
Summary

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.

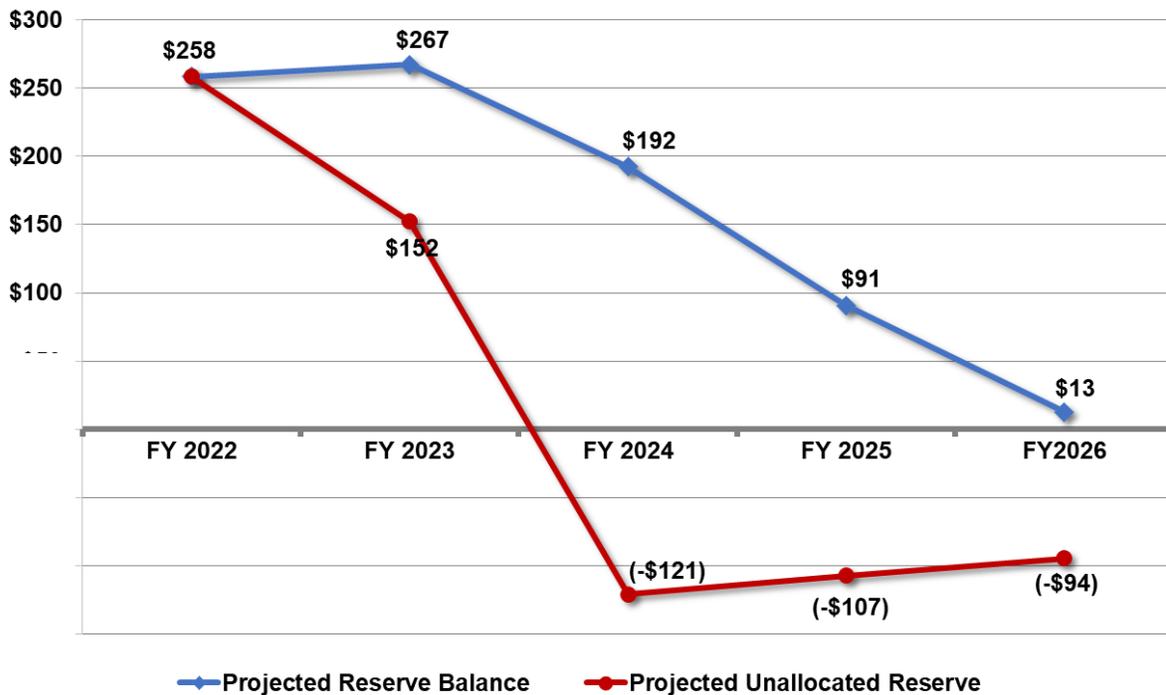


*Note: Graph amounts represent beginning of the year balances. See Appendix E for more details.

Given the projected funding needs of the capital projects and the liability, and operating reserves over the next few years, and the uncertainty of how much grant funding the District will actually receive, only a portion of the capital reserves are allocated in the FY 22/23 projection. The undetermined funding status of the final phase of the seismic retrofitting of the Bridge is still unknown resulting in the District to take a more conservative approach in allocating its available capital reserve resources (see Appendix D and E for details). Additional funding for new capital projects in future years will need to be raised to fund the full ten-year capital plan in this projection. This projection assumes that necessary funding will be raised by balancing the District’s operating budgets over the 5 and 10 year projection period.

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

The District accumulates reserves through its operating budget. Those reserves are set aside until the Board allocates them to fund the District’s share of 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 project. The following graph represents a projection of how the current total of capital reserves as presented in the District’s FY 22/23 Adopted 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 ten-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. Increases in capital project reserves occur through three mechanisms; 1) the capital reserve contribution set aside; 2) depreciation expense; and, 3) Bridge self-insurance against losses. 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).

In addition to the above, the District’s reserves have increased due to its policy of utilizing one-time Federal Funds first in order to preserve toll revenue for future uses (and thereby increase the District reserves). The current cumulative toll revenue carryforward is \$55.9M. In this projection, these funds are included in the District’s reserves. The decision in future years to spend these funds on operating costs or capital expenditures will not increase or decrease the projected 5 and 10 year deficits.

III. Current 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. The basis for the projected expenditures is the FY22/23 budget, with additional adjustments upward to account for costs associated with a return to full, pre-COVID transit service.

	Year 1 FY 23/24 Estimate	Sub Total Year 1 – 5 Estimate	Total Year 1 – 10 Estimate
Total Operating Expenditures with Capital Contribution (Based on FY22/23 Budget*) (\$M)	\$283	\$1,503	\$3,226
<u>Total Operating Revenues with One-Time Federal (\$M)</u>	<u>\$247</u>	<u>\$1,080</u>	<u>\$2,129</u>
Total Operating & Capital Surplus (Shortfall)	(\$36)	(\$423)	(\$1,098)

* Adjusted for full transit service

The projected shortfall exists because projected expenses rise over the ten-year measurement period but many of the sources of revenue do not. The revenue sources will only increase through future public action. Over the ten-year measurement period, District expenditures are projected to increase by \$480M. The primary drivers of increases in expenditures include salary costs (\$117M), medical insurance costs (\$88M), and depreciation due to finishing of major projects in the ten-year timeframe (\$116M).

It is important to note that the current five-year toll plan will end following the increase scheduled for FY23/24. Additionally, there are no approved scheduled increases in transit fares during the 10 year projection period. The District assumes some growth in bridge traffic (up to ~84% of pre-COVID southbound crossings) bus ridership (up to ~42.5% of pre-COVID ridership), and ferry ridership (up to 48% of pre-COVID ridership). Combing modest growth with static toll and transit pricing limits the future growth of revenue in the District’s operating divisions.



Capital Contribution

The FY 22/23 Adopted Budget was approved with the \$21M capital reserve contribution amount. A capital reserve contribution of \$21M is required to fund the projected ten-year capital plan.

The annually updated ten-year Capital Plan is the basis for determining the annual Capital Reserve Contribution need. As the projection moves forward one year, new capital projects become part of the projection and need to be funded through the projected capital reserve contribution. The projected ten-year District capital need is estimated at \$620M compared to the \$475M projected three years ago. After accounting for funds contributed by depreciation, the use of \$180M in District reserves offset by projected increase in capital project costs and financing risk, the necessary capital contribution from District Operations is approximately \$210M or \$21M annually for the ten-year period (See Appendix D for detail).

Comparison to the Previous Projection

For comparison purposes, the projected five-year revenue over expense shortfall of \$423M is approximately \$410M higher than the \$13M presented in the previous projection of September 26, 2019. Similarly, the projected ten-year revenue over expense shortfall of \$1,098M is approximately \$925M higher than the \$173M presented in the previous projection.

The increase in the five- and ten-year projected shortfall is primarily due to impacts of the COVID pandemic on operating revenues and expenditures and that there is only one year of scheduled toll increases and no scheduled fare increases in this projection.

The five- and ten-year projection is significantly different than the last projection completed three years ago. Please note that these projections do cover different periods of time. When comparing one projection to another, it is difficult to recognize the actual change in the projection unless one focuses on the same period in time.



Alternative Scenario – Low Expenditure Growth

The District considered a scenario which tracks more closely with current service levels and associated expenses. The findings of the “Low Expenditure Growth” five- and ten-year projection for revenues and expenses are summarized in the following table. The basis for the projected expenditures are actual expenditures from FY21/22. The basis for the projected revenues is the same as the current projection presented above (except that in the “Low Expenditure Growth” scenario some one-time Federal funding will be used beyond FY23/24).

	Year 1 FY 23/24 Estimate	Sub Total Year 1 – 5 Estimate	Total Year 1 – 10 Estimate
Total Operating Expenditures with Capital Contribution (Based on FY21/23 Actuals) (\$M)	\$238	\$1,267	\$2,727
<u>Total Operating Revenues with One-Time Federal (\$M)</u>	<u>\$238</u>	<u>\$1,080</u>	<u>\$2,129</u>
<u>Total Operating & Capital Surplus (Shortfall)</u>	<u>\$0</u>	<u>(\$187)</u>	<u>(\$598)</u>

For comparison purposes, the projected five-year revenue over expense shortfall of \$423M in the current projection is approximately \$236M higher than the \$187M deficit associated with the low expenditure growth scenario. Similarly, the projected ten-year revenue over expense shortfall of \$1,098M in the current projection is approximately \$600M higher than the \$598M deficit associated with the low expenditure growth scenario.

Analysis on Return to Pre-COVID Conditions

During previous Board meetings, there have been discussions regarding how the COVID pandemic has and will continue to impact the District finances into the future. Prior to the COVID pandemic, the District projected a deficit over both the five- and ten-year periods. These deficits have only increased as a result of the COVID pandemic as shown above. While the District is unable to predict trends in future traffic and ridership, we can help illustrate that the District’s financial position should southbound crossings and ridership trends revert to pre-COVID patterns. The analysis shows that the District would struggle financially to fund a full-service operation assuming pre-COVID revenue trends and operations levels due to the rapid increase in costs associated with operating the pre-COVID level of service today

To demonstrate this dynamic, the District created a scenario for comparison, whereby pre-COVID revenue assumptions (including an adjustment for the new Angel Island ferry service) are compared to projected expenditures based on the FY22/23 budget, with additional adjustments upward to account for costs associated with a return to full, pre-COVID transit service. The result of that work is shown below:



Analysis on Return to Pre-COVID Conditions

	Year 1 FY 23/24 Estimate	Sub Total Year 1 – 5 Estimate	Total Year 1 – 10 Estimate
Total Operating Expenditures with Capital Contribution (Based on FY22/23 Budget*) (\$M)	\$283	\$1,503	\$3,226
<u>Total Operating Revenues (Pre-COVID**) (\$M)</u>	<u>\$265</u>	<u>\$1,326</u>	<u>\$2,658</u>
<u>Total Operating & Capital Surplus (Shortfall)</u>	<u>(\$18)</u>	<u>(\$177)</u>	<u>(\$568)</u>

* Adjusted for full transit service

** Includes Angel Island ferry service projected revenues

For revenue projections, the District extended the previous (pre-COVID) revenue projections three years (ending FY2032/33) using the same pre-COVID assumptions used three years ago. For expenditures projections, the District used the FY22/23 Adopted Budget (with a few adjustments to account for increases to full pre-COVID operations) as a basis for projections.

The comparison is useful in that it shows that even if trends in south bound crossings and transit ridership reverted to pre-COVID patterns, the revenue generated from those services would be significantly short of covering the cost of a full service of transit operations.

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 23/24 through FY 32/33 Ten-Year Capital Projection, provided in Appendix C, identifies a \$2.0 billion capital need over the next ten years requiring a District contribution of \$620M. 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%	\$ 1,098	\$ 0
Grant Funding Level 50%	\$ 1,337	\$ 240
Grant Funding Level 30%	\$ 1,590	\$ 492

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	\$957,860
Bridge Access Systems:	
North End Access Systems	\$20,000
South Approach & Arch Access Systems	\$20,000
Safety/Security Enhancements:	
Suicide Deterrent-Construction	\$206,630
Paint/Erosion Rehabilitation:	
North Tower Paint Rehabilitation	\$30,000
Roadway Rehabilitation:	
Bridge Pavement Repair	\$30,000



V. Next Steps

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. Staff is planning to develop a new five year toll and fare increase for the Board's consideration.

Fiscal Impact

There is no direct fiscal impact. The report provides a ten-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



**Appendix A
Golden Gate Bridge, Highway & Transportation District Operating Budget Projection
Five-Year and Ten-Year Financial Projections FY 23/24 - FY 32/33**

80% Grant Funded

	Year 1		Year 2		Year 3		Year 4		Year 5		Year 6		Year 7		Year 8		Year 9		Year 10		Total		
	Estimate	FY 2024	Estimate	FY 2025	Estimate	FY 2026	Estimate	FY 2027	Estimate	FY 2028	Estimate	FY 2029	Estimate	FY 2030	Estimate	FY 2031	Estimate	FY 2032	Estimate	FY 2033	Estimate	5 Year	10 Year
Agency Expense:																							
Salaries	\$ 86,481	\$ 88,470	\$ 90,504	\$ 92,677	\$ 94,901	\$ 97,178	\$ 99,511	\$ 101,899	\$ 104,345	\$ 106,849	\$ 109,405	\$ 112,014	\$ 114,677	\$ 117,394	\$ 120,164	\$ 122,984	\$ 125,854	\$ 128,771	\$ 131,732	\$ 134,736	\$ 137,782	\$ 453,032	\$ 962,814
Fringe Benefits (Incl PR Taxes)	\$ 74,110	\$ 77,194	\$ 79,981	\$ 82,805	\$ 85,677	\$ 88,592	\$ 91,549	\$ 94,549	\$ 97,592	\$ 100,678	\$ 103,805	\$ 106,974	\$ 110,184	\$ 113,434	\$ 116,724	\$ 120,054	\$ 123,424	\$ 126,834	\$ 130,284	\$ 133,774	\$ 137,304	\$ 392,418	\$ 849,663
Professional Services	\$ 33,691	\$ 34,466	\$ 35,258	\$ 36,104	\$ 36,970	\$ 37,857	\$ 38,766	\$ 39,696	\$ 40,648	\$ 41,623	\$ 42,623	\$ 43,648	\$ 44,697	\$ 45,770	\$ 46,867	\$ 47,991	\$ 49,136	\$ 50,304	\$ 51,494	\$ 52,707	\$ 53,944	\$ 176,488	\$ 375,079
Fuel & Related Taxes	\$ 11,907	\$ 12,181	\$ 12,461	\$ 12,760	\$ 13,066	\$ 13,380	\$ 13,701	\$ 14,030	\$ 14,367	\$ 14,712	\$ 15,064	\$ 15,423	\$ 15,789	\$ 16,161	\$ 16,539	\$ 16,922	\$ 17,310	\$ 17,703	\$ 18,101	\$ 18,504	\$ 18,912	\$ 62,376	\$ 132,565
Repair & Operating Supplies	\$ 9,665	\$ 9,918	\$ 10,146	\$ 10,390	\$ 10,639	\$ 10,894	\$ 11,156	\$ 11,424	\$ 11,698	\$ 11,978	\$ 12,263	\$ 12,553	\$ 12,848	\$ 13,147	\$ 13,451	\$ 13,760	\$ 14,074	\$ 14,393	\$ 14,717	\$ 15,046	\$ 15,380	\$ 50,788	\$ 107,938
Insurance, Taxes & Permits	\$ 11,164	\$ 11,421	\$ 11,683	\$ 11,964	\$ 12,251	\$ 12,545	\$ 12,846	\$ 13,154	\$ 13,470	\$ 13,793	\$ 14,124	\$ 14,461	\$ 14,804	\$ 15,152	\$ 15,505	\$ 15,863	\$ 16,226	\$ 16,594	\$ 16,970	\$ 17,351	\$ 17,737	\$ 58,482	\$ 124,289
Purchased Transportation	\$ 2,058	\$ 2,106	\$ 2,154	\$ 2,206	\$ 2,259	\$ 2,313	\$ 2,368	\$ 2,425	\$ 2,483	\$ 2,543	\$ 2,603	\$ 2,664	\$ 2,726	\$ 2,789	\$ 2,853	\$ 2,918	\$ 2,984	\$ 3,051	\$ 3,119	\$ 3,188	\$ 3,258	\$ 10,782	\$ 22,915
Staff Development	\$ 1,146	\$ 1,172	\$ 1,199	\$ 1,228	\$ 1,257	\$ 1,287	\$ 1,318	\$ 1,350	\$ 1,382	\$ 1,415	\$ 1,448	\$ 1,482	\$ 1,517	\$ 1,552	\$ 1,588	\$ 1,624	\$ 1,661	\$ 1,698	\$ 1,736	\$ 1,774	\$ 1,813	\$ 6,002	\$ 12,755
Leases & Rentals	\$ 1,153	\$ 1,179	\$ 1,207	\$ 1,236	\$ 1,265	\$ 1,296	\$ 1,327	\$ 1,358	\$ 1,391	\$ 1,424	\$ 1,458	\$ 1,492	\$ 1,527	\$ 1,562	\$ 1,598	\$ 1,634	\$ 1,671	\$ 1,708	\$ 1,746	\$ 1,784	\$ 1,823	\$ 6,500	\$ 13,936
Debt Service-Interest Expense	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 6,500	\$ 13,000
Depreciation	\$ 14,180	\$ 17,746	\$ 20,137	\$ 20,088	\$ 20,978	\$ 23,753	\$ 25,803	\$ 27,875	\$ 28,919	\$ 29,613	\$ 30,313	\$ 31,028	\$ 31,758	\$ 32,503	\$ 33,263	\$ 34,038	\$ 34,828	\$ 35,633	\$ 36,453	\$ 37,288	\$ 38,138	\$ 93,138	\$ 229,100
Total Expenses	\$ 246,883	\$ 257,151	\$ 264,030	\$ 270,016	\$ 277,965	\$ 287,725	\$ 296,673	\$ 305,850	\$ 314,213	\$ 322,447	\$ 331,064	\$ 339,974	\$ 349,187	\$ 358,704	\$ 368,626	\$ 378,854	\$ 389,388	\$ 399,228	\$ 409,372	\$ 419,820	\$ 430,576	\$ 1,316,046	\$ 2,842,954
Known Changes:																							
Bus Operator Full Service Adjustment	12,296	12,579	12,868	13,177	13,493	13,817	14,149	14,488	14,836	15,192	15,554	15,921	16,293	16,670	17,052	17,439	17,831	18,228	18,630	19,037	19,449	64,413	136,895
Ferry Casual Full Service Adjustment	604	618	632	648	663	679	695	712	729	747	764	781	799	817	835	853	872	891	910	929	949	3,165	6,728
Total Diesel Full Service Adjustment	2,674	2,735	2,798	2,865	2,934	3,004	3,076	3,150	3,226	3,303	3,381	3,461	3,543	3,626	3,711	3,797	3,885	3,975	4,066	4,158	4,252	14,006	29,766
Total Known Changes	15,574	15,932	16,299	16,690	17,090	17,500	17,921	18,351	18,791	19,242	19,693	20,154	20,625	21,106	21,597	22,098	22,609	23,130	23,661	24,202	24,753	81,585	173,389
Sub-Total Expense	\$ 262,457	\$ 273,083	\$ 280,329	\$ 286,706	\$ 295,055	\$ 305,225	\$ 314,594	\$ 324,201	\$ 333,004	\$ 341,689	\$ 350,371	\$ 359,128	\$ 368,059	\$ 377,164	\$ 386,443	\$ 395,882	\$ 405,481	\$ 415,240	\$ 425,159	\$ 435,228	\$ 445,456	\$ 1,397,630	\$ 3,016,343
Capital Contribution	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 105,000	\$ 210,000
Total Expense	\$ 283,457	\$ 294,083	\$ 301,329	\$ 307,706	\$ 316,055	\$ 326,225	\$ 335,594	\$ 345,201	\$ 354,004	\$ 362,689	\$ 371,371	\$ 380,128	\$ 389,059	\$ 398,164	\$ 407,443	\$ 416,882	\$ 426,481	\$ 436,240	\$ 446,159	\$ 456,228	\$ 466,456	\$ 1,502,630	\$ 3,226,343
Total Operating Revenues	\$ 203,541	\$ 205,670	\$ 207,487	\$ 209,352	\$ 210,070	\$ 209,961	\$ 209,854	\$ 209,748	\$ 209,643	\$ 209,539	\$ 209,435	\$ 209,331	\$ 209,227	\$ 209,123	\$ 209,019	\$ 208,915	\$ 208,811	\$ 208,707	\$ 208,603	\$ 208,500	\$ 208,396	\$ 1,036,120	\$ 2,084,865
Total Net Surplus/(Deficit) before one-time federal funding and toll revenue carryover	\$ (79,916)	\$ (88,413)	\$ (93,842)	\$ (98,354)	\$ (105,985)	\$ (116,264)	\$ (125,740)	\$ (135,453)	\$ (144,361)	\$ (153,150)	\$ (162,022)	\$ (170,887)	\$ (179,746)	\$ (188,599)	\$ (197,446)	\$ (206,287)	\$ (215,122)	\$ (223,951)	\$ (232,774)	\$ (241,591)	\$ (250,402)	\$ (466,510)	\$ (1,141,478)
One-time Federal Funding	\$ 43,765	\$ 43,765	\$ 43,765	\$ 43,765	\$ 43,765	\$ 43,765	\$ 43,765	\$ 43,765	\$ 43,765	\$ 43,765	\$ 43,765	\$ 43,765	\$ 43,765	\$ 43,765	\$ 43,765	\$ 43,765	\$ 43,765	\$ 43,765	\$ 43,765	\$ 43,765	\$ 43,765	\$ 43,765	\$ 43,765
Sub-total before Toll Revenue Carryover	\$ (36,152)	\$ (44,648)	\$ (50,077)	\$ (54,589)	\$ (62,220)	\$ (72,499)	\$ (81,975)	\$ (92,688)	\$ (103,596)	\$ (114,385)	\$ (125,257)	\$ (136,192)	\$ (147,111)	\$ (158,016)	\$ (168,907)	\$ (179,782)	\$ (190,642)	\$ (201,487)	\$ (212,312)	\$ (223,117)	\$ (233,892)	\$ (422,746)	\$ (1,097,713)
Total Net Surplus/(Deficit)	\$ (36,152)	\$ (44,648)	\$ (50,077)	\$ (54,589)	\$ (62,220)	\$ (72,499)	\$ (81,975)	\$ (92,688)	\$ (103,596)	\$ (114,385)	\$ (125,257)	\$ (136,192)	\$ (147,111)	\$ (158,016)	\$ (168,907)	\$ (179,782)	\$ (190,642)	\$ (201,487)	\$ (212,312)	\$ (223,117)	\$ (233,892)	\$ (422,746)	\$ (1,097,713)
Bridge Expense	\$ 100,322	\$ 104,682	\$ 107,648	\$ 110,266	\$ 113,793	\$ 118,497	\$ 121,688	\$ 124,961	\$ 129,943	\$ 132,850	\$ 137,802	\$ 142,802	\$ 147,849	\$ 152,944	\$ 158,088	\$ 163,281	\$ 168,524	\$ 173,817	\$ 179,160	\$ 184,553	\$ 190,006	\$ 536,711	\$ 1,164,650
Transit Expense	\$ 183,135	\$ 189,401	\$ 193,681	\$ 197,440	\$ 202,262	\$ 207,728	\$ 213,906	\$ 220,240	\$ 224,061	\$ 228,839	\$ 233,574	\$ 238,266	\$ 242,915	\$ 247,522	\$ 252,088	\$ 256,613	\$ 261,107	\$ 265,571	\$ 270,005	\$ 274,409	\$ 278,784	\$ 965,919	\$ 2,061,894
Cumulative Toll Revenue Carryover	\$ 55,869	\$ 55,869	\$ 55,869	\$ 55,869	\$ 55,869	\$ 55,869	\$ 55,869	\$ 55,869	\$ 55,869	\$ 55,869	\$ 55,869	\$ 55,869	\$ 55,869	\$ 55,869	\$ 55,869	\$ 55,869	\$ 55,869	\$ 55,869	\$ 55,869	\$ 55,869	\$ 55,869	\$ 279,346	\$ 558,692



**Appendix A
Golden Gate Bridge, Highway & Transportation District Operating Budget Projection
Five-Year and Ten-Year Financial Projections FY 23/24 - FY 32/33**

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 2024 Estimate	FY 2025 Estimate	FY 2026 Estimate	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate	FY 2031 Estimate	FY 2032 Estimate	FY 2033 Estimate	5 Year Estimate	10 Year Estimate
Bridge Tolls	\$ 144,067	\$ 145,130	\$ 146,194	\$ 147,257	\$ 147,257	\$ 147,257	\$ 147,257	\$ 147,257	\$ 147,257	\$ 147,257	\$ 729,905	\$ 1,466,190
Transit Fares	17,635	17,635	17,635	17,635	17,635	17,635	17,635	17,635	17,635	17,635	88,175	176,349
Investment Income	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	12,500	25,000
Ferry Concessions	-	-	-	-	-	-	-	-	-	-	-	-
Other (Incl Adv. & Leases)	3,220	3,220	3,220	3,220	3,220	3,220	3,220	3,220	3,220	3,220	16,099	32,198
RM2 Local funding	2,355	2,355	2,355	2,355	2,355	2,355	2,355	2,355	2,355	2,355	11,775	23,550
Local Funds (MCTD Contract)	11,863	12,209	12,221	12,687	12,965	12,965	12,965	12,965	12,965	12,965	61,843	126,665
Federal/State/Local Funds	21,901	22,621	23,363	23,799	24,139	24,030	23,923	23,817	23,712	23,608	115,823	234,913
Sub-Total	\$ 203,541	\$ 205,670	\$ 207,487	\$ 209,352	\$ 210,070	\$ 209,961	\$ 209,854	\$ 209,748	\$ 209,643	\$ 209,539	\$ 1,036,120	\$ 2,084,865
One-time Federal Funding												
- ARP Tranche III	\$ 43,765	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 43,765	\$ 43,765
Sub-Total One-Time Federal Funding	\$ 43,765	\$ -	\$ 43,765	\$ 43,765								
Total Revenue	\$ 247,306	\$ 205,670	\$ 207,487	\$ 209,352	\$ 210,070	\$ 209,961	\$ 209,854	\$ 209,748	\$ 209,643	\$ 209,539	\$ 1,079,885	\$ 2,128,630
Bridge Revenue	\$ 146,775	\$ 147,838	\$ 148,901	\$ 149,964	\$ 149,964	\$ 149,964	\$ 149,964	\$ 149,964	\$ 149,964	\$ 149,964	\$ 743,442	\$ 1,493,263
Transit Revenue	\$ 100,531	\$ 57,832	\$ 58,586	\$ 59,388	\$ 60,105	\$ 59,997	\$ 59,890	\$ 59,784	\$ 59,679	\$ 59,575	\$ 336,443	\$ 635,367



**Appendix B - Golden Gate Bridge, Highway and Transportation District
Five- and Ten-Year Financial Projection for FY 23/24 – FY 32/33**

CATEGORY ASSUMPTIONS

Operating Revenue

General Assumption: The FY 22/23 Budgeted amounts have been used as the basis for all revenue and expense projections.

Bridge Tolls

Due to the COVID pandemic, Bridge southbound traffic are measured by a projected percentage of pre-COVID southbound traffic. In FY21-22, southbound traffic was 80.5% of pre-COVID southbound traffic and is projected at 82% pre-COVID southbound traffic for FY22/23. Moving beyond this fiscal year, the projection assumes a flat annual increase of 0.75% for FY23/24 – FY26/27 (FY26/27 equaling 84% of pre-COVID southbound traffic). The projection fixes this 84% of pre-COVID southbound traffic for the remainder of the projection period (FY27/28– FY32/33). There is a final toll increase in FY23/24, but no toll revenue increases for the remaining fiscal years. Prior to the COVID pandemic, there was a long-term trend of decreases in southbound crossings. This projection provides an offset to this long-term trend with potential increases in southbound traffic coming out of the COVID pandemic before flattening out.

Bus Transit

Due to the COVID pandemic, Regional Bus passengers are measured by a projected percentage of pre-COVID ridership. In FY21-22, bus ridership was 33.75% of pre-COVID bus ridership. Bus ridership is projected to increase to 38.5% in FY22/23. Moving beyond this fiscal year, the projection assumes a flat 42.5% pre-COVID bus ridership from FY23/24 – FY32/33. No transit fare increase is assumed in the 10-year projection. Marin Transit contract ended in FY21-22. Marin Transit contract revenue is assumed at the level of service. Prior to the COVID pandemic, there was a long-term trend of decreases in transit ridership. This projection provides an offset to this long-term trend with potential increases in transit coming out of the COVID pandemic before flattening out.

Ferry Transit

Due to the COVID pandemic, Ferry passengers are measured by a projected percentage of pre-COVID ridership. In FY21-22, Ferry ridership was 28% of pre-COVID Ferry ridership. Ferry ridership is projected to increase to 47% in FY22/23. Moving beyond this fiscal year, the projection assumes a flat 48% pre-COVID ferry ridership from FY23/24 – FY32/33. The 5-year transit fare increase program ended in FY21-22. No transit fare increase is projected in the 10-year projection. Prior to the COVID pandemic, there was a long-term trend of decreases in transit ridership. This projection provides an offset to this long-term trend with potential increases in transit coming out of the COVID pandemic before flattening out.

Local Funds

The District has executed an updated inter-agency agreement with Marin Transit for local fixed route



bus service. This agreement has a range of potential amounts that the District can anticipate annually. At this time, it is anticipated that Marin Transit will purchase an additional 75,000 revenue hours annually, and thus the high estimates for revenues are used through FY27/28 and fixed out through the remainder of the projection period. This projection assumes Marin Transit contract revenue at the same level of service. The amount of RM2 budgeted in FY22/23 is used in the 10-year projection.

State Funding

All State Transit Assistance (STA) is based on diesel tax revenue growth, which is anticipated to continue ~3% growth rate through 2026, when it will level off and begin decline due to EV adoption. All other inputs (population, revenue, and service shares) are held constant. For Transportation Development Act (TDA), the estimate is based statewide sales-tax projections from CA Finance and LAO. CA LAO estimates a ~3% escalation in future years. For the projection, growth is projected at 3% for first five years of the projection and flat thereafter.



**Golden Gate Bridge, Highway and Transportation District
Five- and Ten-Year Financial Projection for FY 23/24 – FY 32/33**

CATEGORY ASSUMPTIONS

Federal Funding

It is assumed in the projection that the remaining balance of ARP Tranche II funding will be used in FY22/23. Additionally, approximately \$31.2M of ARP Tranche III funding will be used in FY22/23, and the remaining balance of ARP Tranche III funding will be used in FY23/24.

Investment Income

Interest on investment is based on the amount budgeted in FY22/23, which is used as the projection the following 10 years.

Other Revenue

Other Revenue is based on the amount budgeted in FY22/23, which is used as the projection the following 10 years.

OPERATING EXPENSE

CPI Rates

Projected CPI rates are based on projections provided by the Congressional Budget Office (CBO). Projected rates for 2023 – 2033 range from 2.4 – 2.7%.

Salaries

Salary increases for non-Bus Operators are based on current negotiated (and agreed upon) increases of wage rates for the FY22/23. Beyond FY22/23, CPI rate projections are used to estimate increases in salaries for the remaining years of the projection. No salary increase is included for ATU-represented employees in FY22/23, but the projection does include salary increases based on CPI rate projections beyond FY22/23.



**Golden Gate Bridge, Highway and Transportation District
Five- and Ten-Year Financial Projection for FY 23/24 – FY 32/33**

CATEGORY ASSUMPTIONS

Pension

PERS Pension (Employer Responsibility) is based on CalPERS actuarial estimates of 35.7%, 36.2%, 32.3%, 30.7% and 30.5% for the years FY23/24 through FY27/28 respectively. This projection assumes that pension cost continues to remain flat for the years of FY 28/29 - FY 32/33. This projection assumes that the ATU pension rate (34.5%) continues to remain flat for the years of FY23/24-FY32/33. IBU & MEBA pension rates continue to remain flat for the years of FY23/24-FY32/33.

Medical Insurance

Projection assumes increase of 5.5% - 6.0% for the years FY23/24 - FY25/26 and between 4.8% and 5.9% for the years FY26/27 - FY32/33 based on Center for the Medicare/Medicaid Office of the Actuary projections for Health Insurance increases.

OPEB

Projections assumes a 3.25% annual increase over the 10-year projection.

Workers' Compensation

Workers' Compensation is based on five-year average (FY17/18 – FY21/22) and are projected to increase based on CPI rates.

Debt Service Payment

Projection assumes actual expenses in FY21/22, which is used as the projection the following 10 years.

All other expenses not mentioned above

Projection assumes use CPI-U projected rates of inflation from CBO.

Depreciation

Based on the 10-Year Capital Expenditure Plan, major projects that are projected to be complete for the first five years are as follows: Seismic Phase IIIB CM/GC, GGB Wind Retrofit, Suicide Deterrent, South Approach & Pier Security Improvement, Main Cable Access, South Approach Viaduct Stringer Rehabilitation, Bridge Pavement Repair, Toll System Upgrade, Conventional Over the Road Coaches Replacement, SRTC Relocation PS&E/CON, Purchase of New Vessel, New Ferry Slip, Mission Bay, LFT Berth and Channel Dredging Construction and Gangway & Piers-Sausalito Construction.

For the last five years, major capital projects that are assumed completed are Seismic IIIB Construction and Financing, North End Access System, South Approach Viaduct Stringer Rehab, North Tower Paint Rehabilitation, Fort Point Arch Paint Rehabilitation, Cable Band Rehab Construction, Permanent Toll Collection Gantry & Pavement Rehab, ZEB Over the Road Coaches, D1 ZEB Infrastructure, D1 Bus Lot Campus Redevelopment, Ph2-Construction, MV Del Norte End of Useful Life Replacement, Ferry CARB Compliance Plan(DES/Con), MV Napa



and MV Golden Gate Repower & Capital Improvements, Gangway & Piers-Larkspur & San Francisco Construction, LFT Parking Garage.

KNOWN CHANGES

Bus Operators

Updates made to hourly rate, pension contribution and fringe benefits from last fiscal year of full service (FY18/19) to determine the estimated additional costs of providing full bus service.

Ferry Casuals

Updates made to hourly rate and fringe benefits from last fiscal year of full ferry service (FY18/19) to determine the estimate the estimated additional costs of providing full ferry service.

Fuel

Compared fuel usage in last fiscal year of full transit service (FY18/19) to estimate the additional fuel needed to provide full transit service. The additional fuel required to provide full transit service was multiplied by the estimated cost per gallon of fuel in the FY22/23 budget (\$3.75).



Appendix C
Golden Gate Bridge, Highway and Transportation District
Five-Year and Ten-Year Financial Projections FY 23/24 - FY 32/33

JLKEY- Project Name (IOWP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	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		
AGENCY SUMMARY																		
BRIDGE DIVISION																		
GRANT FUNDED	870,656	870,656	-	982,544	93,888	18,000	80,718	191,191	157,370	162,000	158,648	78,980	10,850	15,300	9,600	6,000	982,544	
DISTRICT FUNDED	391,495	-	391,495	478,585	68,378	18,712	53,940	70,508	49,192	52,350	60,694	37,562	34,000	21,840	7,060	4,350	478,585	
TOTAL	1,262,152	870,656	391,495	1,461,129	162,266	36,712	134,658	261,698	206,562	214,350	219,342	116,542	44,850	37,140	16,660	10,350	1,461,129	
BUS DIVISION																		
GRANT FUNDED	210,002	210,002	-	214,352	2,186	563	40,587	7,853	52,824	17,535	17,534	48,948	3,390	10,132	8,000	3,200	214,352	
DISTRICT FUNDED	62,956	-	62,956	73,990	8,662	1,972	11,968	5,247	14,547	7,215	6,694	9,662	1,160	2,963	2,350	1,150	73,990	
TOTAL	272,958	210,002	62,956	288,342	10,848	2,535	52,555	13,100	67,370	24,750	24,228	58,610	4,550	13,095	10,350	4,350	288,342	
FERRY DIVISION																		
GRANT FUNDED	293,137	293,137	-	319,950	17,502	9,311	41,444	47,094	39,293	33,173	26,933	18,400	28,400	23,200	20,000	15,200	319,950	
DISTRICT FUNDED	126,117	-	126,117	140,945	11,471	3,357	35,820	26,618	18,876	10,160	6,808	4,675	7,675	6,535	5,075	3,875	140,945	
TOTAL	419,254	293,137	126,117	460,896	28,974	12,668	77,264	73,712	58,170	43,333	33,741	23,075	36,075	29,735	25,075	19,075	460,896	
DISTRICT DIVISION																		
GRANT FUNDED	3,668	3,668	-	5,223	1,343	212	284	40	2,400	44	800	100	-	-	-	-	5,223	
DISTRICT FUNDED	39,583	-	39,583	48,244	6,893	1,767	11,959	3,760	4,893	2,911	2,880	3,420	2,100	1,110	3,400	3,150	48,244	
TOTAL	43,251	3,668	39,583	53,466	8,236	1,979	12,243	3,800	7,293	2,955	3,680	3,520	2,100	1,110	3,400	3,150	53,466	
AGENCY TOTAL																		
GRANT FUNDED	1,377,463	1,377,463	-	1,522,069	114,920	28,086	163,033	246,178	251,887	212,752	203,914	146,428	42,640	48,632	37,600	24,400	1,522,069	
DISTRICT FUNDED	620,151	-	620,151	741,764	95,404	25,809	113,666	106,132	87,508	72,636	77,077	55,319	44,935	32,448	17,885	12,525	741,764	
TOTAL	1,997,614	1,377,463	620,151	2,263,833	210,324	53,895	276,719	352,310	339,395	285,388	280,991	201,747	87,575	81,080	55,485	36,925	2,263,833	



J/KEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY22 & Prior Years	FY23 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		
							FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033		
BRIDGE DIVISION																		
GGB SEISMIC RETROFIT																		
<i>Seismic: Design</i>																		
1923 - Seismic Phase IIIB CM/GC	6,587	6,587	-	9,862	1,775	1,500	3,000	3,587	-	-	-	-	-	-	-	-	-	9,862
<i>Seismic: Construction</i>																		
0000 - Seismic Phase IIIB Constructio	870,000	696,000	174,000	870,000	-	-	65,200	195,700	173,900	173,900	87,400	-	-	-	-	-	-	870,000
0000 - Seismic Phase IIIB Constructio	76,000	60,800	15,200	76,000	-	-	2,000	14,000	21,000	23,000	3,000	-	-	-	-	-	-	76,000
1528 - GGB Wind Retrofit	1,268	1,268	-	11,860	10,092	500	1,268	-	-	-	-	-	-	-	-	-	-	11,860
BRIDGE IMPROVEMENTS/REHABILITATION																		
<i>Safety/Security Enhancements</i>																		
1526 - Suicide Deterrent - Constructio	54,927	35,153	19,774	206,633	126,706	25,000	30,000	24,927	-	-	-	-	-	-	-	-	-	206,633
0805 - South Approach & Pier Securif	3,838	3,071	768	5,000	1,162	-	1,000	2,838	-	-	-	-	-	-	-	-	-	5,000
0000 - Fixed CMS North Approach (#	1,560	-	1,560	1,560	-	-	500	1,060	-	-	-	-	-	-	-	-	-	1,560
1524 - North Anchorage House Secur	845	-	845	1,000	155	-	845	-	-	-	-	-	-	-	-	-	-	1,000
1118 - Suicide Deterrent - Design	12	-	12	5,543	5,481	50	12	-	-	-	-	-	-	-	-	-	-	5,543



KEY - Project Name (10YP ID)	10-Year Projected Capital Need (\$000)											Line Item Total	
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Future Years		
	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033			
Bridge Access Systems													
0000 - North End Access Systems (#1					500	12,000	2,500						20,000
0000 - South Approach & Arch Acces			500	5,000	12,000	2,492							20,000
9826 - Main Cable Access	4,000	7,020											13,180
2221 - South Approach Viaduct Strin	5,500												6,000
2220 - Fort Point Arch Maintenance	5,400												6,000
1922 - Technical Svcs for Bridge Acces	50	50	50	50	50	50	50	50					400
2320 - Main Cable Band Bridge Acces	300												500
Improvements/Rehab													
0000 - Electrical Service to North App						160	1,290	1,660	850				3,960
2121 - Toll Plaza Admin Bldg Elevator	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 Er		60											60
0000 - Toll Plaza Admin Bldg Entranc		30											30



JLKEY - Project Name (LOVP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY22 & Prior Years	FY23 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	
							FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	
Toll Plaza Buildings																	
0000 - Permanent Toll Collection Gar	30,000	-	30,000	30,000	-	-	-	-	-	-	-	5,000	15,000	10,000	-	-	30,000
1820 - Toll Plaza Gantry - Constructic	4,837	-	4,837	10,264	1,927	3,500	3,000	1,837	-	-	-	-	-	-	-	-	10,264
0000 - South Visitor Plaza Restrooms	3,000	3,000	-	3,000	-	-	2,000	1,000	-	-	-	-	-	-	-	-	3,000
0000 - Toll Plaza Administration Bldg	3,000	2,400	600	3,000	-	-	-	100	800	2,100	-	-	-	-	-	-	3,000
0000 - Maintenance Shop Retrofit &	1,690	-	1,690	1,690	-	-	1,190	500	-	-	-	-	-	-	-	-	1,690
1821 - IS Data Center Seismic Retrof	1,388	-	1,388	1,500	112	-	1,000	388	-	-	-	-	-	-	-	-	1,500
0000 - Purchasing & Stores Bldg & R	860	-	860	860	-	-	760	100	-	-	-	-	-	-	-	-	860
0000 - Round House Roof Rehab	590	-	590	590	-	-	-	-	-	-	-	300	290	-	-	-	590
2020 - Bridge Admin Office Improvem	120	-	120	122	2	-	120	-	-	-	-	-	-	-	-	-	122
1921 - Stores Bldg Office Space HVAC	34	-	34	35	1	-	34	-	-	-	-	-	-	-	-	-	35
0000 - Ballistic Glass and Blast Mitige	1,008	-	1,008	1,008	-	-	1,008	-	-	-	-	-	-	-	-	-	1,008
INFORMATION SYSTEMS/TECHNOLOGY																	
1525 - Toll System Upgrade	6,333	-	6,333	11,731	4,398	1,000	1,000	1,000	4,333	-	-	-	-	-	-	-	11,731
0000 - Radio Subscriber Upgrade	4,000	-	4,000	4,000	-	-	-	1,000	1,000	1,000	-	-	-	-	-	-	4,000
0000 - Radio System Upgrade	2,000	-	2,000	2,000	-	-	-	500	-	500	-	500	-	500	-	-	2,000
0000 - Security Systems	700	560	140	700	-	-	100	100	500	-	-	-	-	-	-	-	700
CAPITAL EQUIPMENT																	
Tools and Equipment																	
xx29 - Capital Equipment	20,000	-	20,000	31,033	7,871	3,162	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	31,033
TOTAL (BRIDGE)	1,262,152	870,656	391,495	1,461,129	162,266	36,712	134,658	261,698	206,562	214,350	219,342	116,542	44,850	37,140	16,660	10,350	1,461,129



JLKEY - Project Name (LOYP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	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	
BUS DIVISION																	
REVENUE VEHICLES																	
<i>Revenue Vehicle Improvements</i>																	
0000 - Replace Fare Collection Equip	5,500	4,565	935	5,500	-	-	-	500	1,000	3,000	1,000	-	-	-	-	-	5,500
0000 - Bus Radio Upgrade	2,000	-	2,000	2,000	-	-	1,000	-	-	-	-	-	-	-	-	-	2,000
<i>Revenue Vehicle Replacements</i>																	
0000 - ZEB Over-the-Road (OTR) Coa	79,317	67,419	11,898	79,317	-	9,567	-	24,750	-	45,000	-	-	-	-	-	-	79,317
0000 - Replace Conventional Over-th	35,000	29,750	5,250	35,000	-	18,000	-	17,000	-	-	-	-	-	-	-	-	35,000
0000 - Demand Response Vehicle Re	1,358	1,154	204	1,358	-	-	-	-	1,358	-	-	-	-	-	-	-	1,358
<i>Safety/Security</i>																	
0000 - Security Systems	1,000	800	200	1,000	-	-	-	-	-	-	1,000	-	-	-	-	-	1,000
0000 - Mobile Operations Control Ce	420	-	420	420	-	420	-	-	-	-	-	-	-	-	-	-	420
<i>Systemwide</i>																	
0000 - Collision Avoidance System	1,050	840	210	1,050	-	500	-	-	-	-	-	-	-	-	-	-	1,050
0000 - ZEB Smart Charging System	250	200	50	250	-	-	250	-	-	-	-	-	-	-	-	-	250
0000 - Install LED Yard Lighting at Bu	138	138	-	138	-	-	-	-	-	-	-	-	138	-	-	-	138
2231 - Safety Management System (S	100	-	100	100	-	100	-	-	-	-	-	-	-	-	-	-	100
2230 - Automated Passenger Countin	-	-	-	150	10	140	-	-	-	-	-	-	-	-	-	-	150



JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY22 & Prior Years	FY23 Budget	10-Year Projected Capital Need (\$000)										Line Item Total	
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		Future Years
							FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033		
FACILITIES REHABILITATION																		
<i>D-1: San Rafael</i>																		
0000 - D1 ZEB Infrastructure	33,960	27,168	6,792	33,960	-	-	5,000	5,000	5,000	5,000	5,000	8,960	-	-	-	-	-	33,960
0000 - D-1 Bus Lot Campus Redev, Ph	25,000	20,000	5,000	25,000	-	-	-	-	-	-	-	1,000	10,000	10,000	4,000	-	-	25,000
1431 - Resurface D1 Employee Parkir	4,004	3,203	801	5,130	626	500	4,004	-	-	-	-	-	-	-	-	-	-	5,130
0000 - D-1 Bus Lot Pavement Rehabil	2,500	2,000	500	2,500	-	-	-	-	1,000	1,000	500	-	-	-	-	-	-	2,500
2130 - Zero Emission Bus (ZEB) Infrast	1,950	1,560	390	2,000	-	50	250	250	1,450	-	-	-	-	-	-	-	-	2,000
0000 - D-1 Main Shop Utility Rehab	1,900	1,520	380	1,900	-	-	800	1,100	-	-	-	-	-	-	-	-	-	1,900
2131 - D-1 Bus Admin Bldg Roof, HVAC	1,700	-	1,700	1,700	-	-	100	1,500	100	-	-	-	-	-	-	-	-	1,700
0000 - D-1 Body Shop Roof and Coat	1,100	880	220	1,100	-	-	-	600	500	-	-	-	-	-	-	-	-	1,100
0000 - D-1 Fuel Island Building Rehab	850	680	170	850	-	-	750	100	-	-	-	-	-	-	-	-	-	850
0000 - D-1 IT Dispatch Office Rehab	800	640	160	800	-	-	-	-	-	-	-	-	-	800	-	-	-	800
0000 - Elevator for D1 HD Shop Build	650	520	130	650	-	-	-	-	-	-	-	-	-	650	-	-	-	650
0000 - D-1 Bus Lot Campus Redev. Ph	400	320	80	400	-	-	-	-	-	-	200	200	-	-	-	-	-	400
0000 - D-1 Fire Alarm System Upgrad	300	240	60	300	-	-	-	-	-	-	-	-	-	300	-	-	-	300
1931 - Bus Division Office Improvem	284	-	284	420	111	25	284	-	-	-	-	-	-	-	-	-	-	420
0000 - D-1 New Warehouse: Parts an	225	180	45	225	-	-	-	-	-	-	-	-	-	225	-	-	-	225
0000 - San Rafael Card Access Secur	216	173	43	216	-	-	-	-	-	-	-	-	-	216	-	-	-	216
0000 - Automatic Door/Enclosure by	150	120	30	150	-	-	-	-	-	-	-	-	-	150	-	-	-	150
0000 - Extend/Add Mezzanine (FY10)	115	-	115	115	-	-	-	-	-	-	-	-	-	115	-	-	-	115
0000 - Bus Lot Landscapes	100	-	100	100	-	-	-	100	-	-	-	-	-	-	-	-	-	100
0000 - Bus Main Shop Heaters Replac	91	73	18	91	-	-	-	-	-	-	-	-	-	91	-	-	-	91
2134 - Replace Steam Bay Waste Wa	100	-	100	100	-	-	100	-	-	-	-	-	-	-	-	-	-	100
0000 - Injector Room Ventilation	35	28	7	35	-	-	-	-	-	-	-	-	-	35	-	-	-	35
0000 - D-1 Drainage Improvements V	25	20	5	25	-	-	-	-	-	-	-	-	-	25	-	-	-	25



JLKEY - Project Name (JOYP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	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	
FERRY DIVISION																	
REVENUE VEHICLES																	
<i>MS Marin</i>																	
0000 - M.S. Marin Ramp & Gangway	1,340	1,072	268	1,340	-	-	500	840	-	-	-	-	-	-	-	-	1,340
<i>Multiple Vessel</i>																	
2040 - Capital Improvements for Fer	255	204	51	9,635	9,330	50	255	-	-	-	-	-	-	-	-	-	9,635
2140 - FY21 Ferry Vessel Rehab	2,046	1,637	409	3,550	1,479	25	2,046	-	-	-	-	-	-	-	-	-	3,550
2241 - FY22 Ferry Vessel Rehab	1,301	1,041	260	1,430	79	50	1,301	-	-	-	-	-	-	-	-	-	1,430
2341 - FY23-30 Ferry Vessel Rehab/D	18,400	14,720	3,680	18,500	-	100	3,000	3,000	3,000	2,400	2,000	2,000	-	-	-	-	18,500
2240 - Spaulding Tier IV Repower (CA	17,895	-	17,895	18,000	5	100	11,900	5,995	-	-	-	-	-	-	-	-	18,000
0000 - Spaulding DPF Retrofit (CARB	7,500	6,000	1,500	7,500	-	-	-	-	-	2,500	5,000	-	-	-	-	-	7,500
0000 - Replace High-Speed Catamaran	124,000	99,200	24,800	124,000	-	-	19,000	30,000	30,000	30,000	15,000	-	-	-	-	-	124,000
<i>Systemwide</i>																	
1940 - Purchase New Vessel	29,856	9,554	20,302	30,000	44	100	8,000	10,000	11,856	-	-	-	-	-	-	-	30,000
0086 - New Ferry Slip, Mission Bay	7,925	6,340	1,585	7,925	-	-	200	7,725	-	-	-	-	-	-	-	-	7,925
0079 - Warehouse Security and Store	3,670	-	3,670	3,670	-	-	200	1,000	1,000	1,470	-	-	-	-	-	-	3,670
0503 - Gangway & Piers - Design	2,185	1,875	310	11,863	9,378	300	500	500	1,185	-	-	-	-	-	-	-	11,863
0084 - Ferry Berthing Area, San Quer	1,190	952	238	1,190	-	-	500	680	-	-	-	-	-	-	-	-	1,190
0000 - Security Systems	500	400	100	500	-	-	500	-	-	-	-	-	-	-	-	-	500
2342 - Ferry Fleet & Infrastructure EI	200	-	200	300	-	100	200	-	-	-	-	-	-	-	-	-	300



JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	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	
FACILITIES REHABILITATION																	
<i>Larkspur Ferry Terminal</i>																	
0000 - Gangways & Piers - Larkspur C	66,000	52,800	13,200	66,000	-	-	-	-	-	4,000	24,000	24,000	10,000	4,000	-	66,000	
0000 - LFT Parking Garage	40,000	32,000	8,000	40,000	-	-	-	-	-	500	4,500	5,000	15,000	15,000	-	40,000	
0000 - Terminal Truss Rehab and Paint	4,000	3,200	800	4,000	-	-	-	-	468	1,766	1,766	-	-	-	-	4,000	
0027 - Terminal Blugs and Waiting Area	2,000	1,600	400	2,000	-	-	-	-	1,700	300	-	-	-	-	-	2,000	
2141 - Larkspur Ferry Terminal Fuel Storage	1,892	-	1,892	2,000	8	100	-	-	1,892	-	-	-	-	-	-	2,000	
2042 - Larkspur Ferry Service and Paint	1,807	136	1,671	3,148	841	500	-	-	1,000	807	-	-	-	-	-	3,148	
0028 - Admin Bldg Roof, Paint Exterior	1,500	1,200	300	1,500	-	-	-	-	-	1,200	300	-	-	-	-	1,500	
0000 - Rehab Parking Lot	1,500	1,200	300	1,500	-	-	-	-	-	-	300	1,200	-	-	-	1,500	
1841 - Fuel System Rehab	1,482	-	1,482	1,500	18	-	-	-	1,482	-	-	-	-	-	-	1,500	
0000 - Rehabilitate Larkspur Maintainer	1,200	-	1,200	1,200	-	-	-	-	400	400	-	-	-	-	-	1,200	
2242 - Larkspur Ferry Terminal Berth	-	-	-	1,232	811	421	-	-	-	-	-	-	-	-	-	1,232	
2340 - Larkspur Ferry Terminal (LFT) Berth and Channel Deepening - Construction	2,700	2,700	2,700	23,500	-	10,000	-	-	13,500	-	-	-	-	-	-	23,500	
0000 - LFT Maintenance Facility Rehab	1,160	-	1,160	1,160	-	-	-	-	-	-	-	500	660	-	-	1,160	
0000 - Terminal Water Line and Utility	1,000	800	200	1,000	-	-	-	-	500	500	-	-	-	-	-	1,000	
0000 - Oil Boom Platform Berth 3	900	-	900	900	-	-	-	-	900	-	-	-	-	-	-	900	
0000 - Rehab Overflow Parking Lot A	800	640	160	800	-	-	-	-	800	-	-	-	-	-	-	800	
0076 - Larkspur Ferry Kiosk Restoration	380	-	380	380	-	-	-	-	-	380	-	-	-	-	-	380	
0000 - EV Charger Upgrades	200	-	200	200	-	-	-	-	50	100	50	-	-	-	-	200	
0075 - Modify Slip #3, Larkspur Ferry	1,000	-	1,000	1,000	-	-	-	-	1,000	-	-	-	-	-	-	1,000	
0000 - Design/Install Swing Mooring	86	-	86	86	-	-	-	-	86	-	-	-	-	-	-	86	
0000 - Parking Lot Striping, Improver	50	-	50	50	-	-	-	-	50	-	-	-	-	-	-	50	



JLKEY - Project Name (JOYP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY22 & Prior Years	FY23 Budget	10-Year Projected Capital Need (\$000)										Line Item Total	
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		Future Years
							FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033		
DISTRICT DIVISION																		
FACILITIES REHABILITATION																		
0000 - Office Facility Renovation/Cor	6,960	-	6,960	6,960	-	-	-	-	-	-	-	-	-	960	3,000	3,000	-	6,960
0002 - A&D Admin Bldg Remodel/Re	1,500	-	1,500	1,500	-	-	1,300	200	-	-	-	-	-	-	-	-	-	1,500
0000 - Mobile Conference Room/Em	257	-	257	257	-	-	257	-	-	-	-	-	-	-	-	-	-	257
2110 - On-Site Medical Trailer Infrast	150	-	150	250	-	100	150	-	-	-	-	-	-	-	-	-	-	250
2113 - Trailer B Remodel	51	-	51	51	-	-	51	-	-	-	-	-	-	-	-	-	-	51
INFORMATION SYSTEMS/TECHNOLOGY																		
1810 - Financial/HR/Payroll Manager	3,841	-	3,841	5,000	1,009	150	500	1,000	2,341	-	-	-	-	-	-	-	-	5,000
0000 - Transit Scheduling System	3,050	2,440	610	3,050	-	-	-	50	3,000	-	-	-	-	-	-	-	-	3,050
0000 - Telephone System Upgrade	2,550	-	2,550	2,550	-	-	800	-	-	-	50	1,700	-	-	-	-	-	2,550
0000 - Financial/HR/Payroll Manager	2,000	-	2,000	2,000	-	-	-	-	-	1,000	-	-	1,000	-	-	-	-	2,000
0000 - Replace Network Equipment	740	-	740	740	-	-	-	-	-	-	-	740	-	-	-	-	-	740
2214 - Facilities Ventilation Assessme	2,570	-	2,570	2,570	-	-	2,570	-	-	-	-	-	-	-	-	-	-	2,570
0000 - Technology Improvements	1,250	-	1,250	1,250	-	-	250	-	250	-	250	-	250	-	250	-	-	1,250
0000 - Business Intelligence	1,250	-	1,250	1,250	-	-	-	-	-	500	750	-	-	-	-	-	-	1,250
0000 - Data Storage System	600	-	600	600	-	-	-	-	-	-	600	-	-	-	-	-	-	600
2210 - Data Loss Prevention	1,176	-	1,176	1,206	-	30	200	200	776	-	-	-	-	-	-	-	-	1,206
0000 - CAD/AVL System Refresh	1,100	-	1,100	1,100	-	-	50	1,050	-	-	-	-	-	-	-	-	-	1,100
0000 - Time Keeping System	1,055	844	211	1,055	-	-	-	-	-	55	1,000	-	-	-	-	-	-	1,055
0000 - Disaster Recovery	750	-	750	750	-	-	-	250	-	250	-	-	250	-	-	-	-	750
2211 - Technology Disaster Recovery	950	-	950	1,000	-	50	950	-	-	-	-	-	-	-	-	-	-	1,000
2114 - Computer Aided Dispatch (CA	1	1	-	939	846	92	1	-	-	-	-	-	-	-	-	-	-	939
0000 - Cyber Security	555	-	555	555	-	-	-	-	-	80	260	215	-	-	-	-	-	555
2213 - Business Intelligence (BI) Anal	619	-	619	1,050	181	250	619	-	-	-	-	-	-	-	-	-	-	1,050



/KEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY22 & Prior Years	FY23 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		
							FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033		
0000 - Internet of Things for all Divisi	750	-	750	750	-	-	250	-	250	-	-	250	-	-	-	-	-	750
0000 - Asset and Vehicle Fluid Mgmt	750	-	750	750	-	-	250	-	250	-	-	250	-	-	-	-	-	750
1712 - Transit Scheduling System	294	-	294	3,066	2,672	100	294	-	-	-	-	-	-	-	-	-	-	3,066
0000 - Indoor and Outdoor Wireless	660	-	660	660	-	-	320	-	-	-	340	-	-	-	-	-	-	660
0000 - Redundant Network / System	650	-	650	650	-	-	-	150	350	150	-	-	-	-	-	-	-	650
1812 - Asset and Vehicle Fluid Mgmt	228	183	46	1,000	622	150	228	-	-	-	-	-	-	-	-	-	-	1,000
0000 - Replace Server Equipment	400	-	400	400	-	-	-	200	-	-	200	-	-	-	-	-	-	400
1816 - Document Management Syste	605	-	605	800	195	-	200	200	205	-	-	-	-	-	-	-	-	800
0000 - Document Management Syste	540	-	540	540	-	-	-	-	70	470	-	-	-	-	-	-	-	540
0000 - Bus Wifi	250	-	250	250	-	-	-	-	250	-	-	-	-	-	-	-	-	250
2212 - Cyber Security Strategic Plan	548	-	548	750	102	100	548	-	-	-	-	-	-	-	-	-	-	750
2010 - Asset Management Strategic	277	-	277	985	608	100	100	100	77	-	-	-	-	-	-	-	-	985
1912 - Manage Detection and Respo	117	-	117	360	143	100	117	-	-	-	-	-	-	-	-	-	-	360
2017 - Video Conferencing	261	-	261	299	13	25	261	-	-	-	-	-	-	-	-	-	-	299
0000 - Ferry Passenger Information S	250	200	50	250	-	-	125	-	-	-	125	-	-	-	-	-	-	250
0000 - Network Security	230	-	230	230	-	-	-	230	-	-	-	-	-	-	-	-	-	230
0000 - District Web Site Re-Design w	220	-	220	220	-	-	-	220	-	-	-	-	-	-	-	-	-	220
0000 - IVR replacement	200	-	200	200	-	-	200	-	-	-	-	-	-	-	-	-	-	200
2111 - Network Hardware and Softw	-	-	-	240	137	103	-	-	-	-	-	-	-	-	-	-	-	240
1960 - Farebox System Upgrade	403	-	403	593	104	86	403	-	-	-	-	-	-	-	-	-	-	593
1916 - San Rafael A&D Admin Office	254	-	254	471	217	-	254	-	-	-	-	-	-	-	-	-	-	471
1815 - Customer Service Incident Sys	45	-	45	45	-	-	-	45	-	-	-	-	-	-	-	-	-	45
0000 - Exacom Voice Recorder Refre	40	-	40	40	-	-	40	-	-	-	-	-	-	-	-	-	-	40
2112 - Video Archive	20	-	20	20	-	-	20	-	-	-	-	-	-	-	-	-	-	20
0000 - Avtec VPGate Refresh	20	-	20	20	-	-	20	-	-	-	-	-	-	-	-	-	-	20



JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY22 & Prior Years	FY23 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	
							FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	
2012 - Cloud Migration Initiative	-	-	-	319	287	32	-	-	-	-	-	-	-	-	-	-	319
2011 - Email to Office 365 Migration	-	-	-	375	364	11	-	-	-	-	-	-	-	-	-	-	375
2015 - Intranet Redesign	150	-	150	150	-	-	150	-	-	-	-	-	-	-	-	-	150
2310 - Data Storage Replacement	500	-	500	600	-	100	500	-	-	-	-	-	-	-	-	-	600
2311 - Enterprise Systems Interface	94	-	94	194	-	100	94	-	-	-	-	-	-	-	-	-	194
2312 - CAD-AVL Improvements for B	20	-	20	120	-	100	20	-	-	-	-	-	-	-	-	-	120
CAPITAL EQUIPMENT																	
xx19 - Capital Equipment	1,500	-	1,500	2,436	736	200	150	150	150	150	150	150	150	150	150	150	2,436
TOTAL (DISTRICT)	43,251	3,668	39,583	53,466	8,236	1,979	12,243	3,800	7,293	2,955	3,680	3,520	2,100	1,110	3,400	3,150	-
																	53,466





**Appendix D
Golden Gate Bridge, Highway and Transportation District
Five-Year and Ten-Year Financial Projections FY 23/24 - FY 32/33
CAPITAL CONTRIBUTION REQUIRED TO FUND PROJECTED CAPITAL PLAN - Assumes Bridge Capital is 80% Grant Funded
All Figures Rounded to (\$000)**

	Year 1 FY 2024 Estimate	Year 2 FY 2025 Estimate	Year 3 FY 2026 Estimate	Year 4 FY 2027 Estimate	Year 5 FY 2028 Estimate	Year 6 FY 2029 Estimate	Year 7 FY 2030 Estimate	Year 8 FY 2031 Estimate	Year 9 FY 2032 Estimate	Year 10 FY 2033 Estimate	Total 5 Year Estimate	Total 10 Year Estimate
DISTRICT	\$113,686	\$106,132	\$87,508	\$72,636	\$77,077	\$55,319	\$44,935	\$32,448	\$17,885	\$12,525	\$457,039	\$620,151
GRANTS	\$163,033	\$246,178	\$251,887	\$212,752	\$203,914	\$146,428	\$42,640	\$48,632	\$37,600	\$24,400	\$1,077,763	1,377,463
TOTAL	\$276,719	\$352,310	\$339,395	\$285,388	\$280,991	\$201,747	\$87,575	\$81,080	\$55,485	\$36,925	\$1,534,802	\$1,997,614
District Portion Of the Capital Requirement	\$113,690	\$106,130	\$87,510	\$72,640	\$77,080	\$55,320	\$44,940	\$32,450	\$17,890	\$12,530	\$457,050	\$620,180
Total Depreciation Included in the Budget	14,180	17,746	20,137	20,098	20,978	23,753	25,803	27,875	28,919	29,613	93,138	\$ 229,100
Additional Capital Contribution Required to Fund Projected Capital Plan	99,510	88,384	67,373	52,542	56,102	31,567	19,137	4,575	(11,029)	(17,083)	363,912	391,080
Average of the 10 Year Capital Contribution	\$39,100	\$195,500	\$ 391,000									

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Year 1 - 5	Year 1 - 10
Re-Stated: Fund District Capital through Reserves												
District Funded Capital Projects net of Depreciation	\$99,500	\$88,400	\$67,400	\$52,500	\$56,100	\$31,600	\$19,100	\$4,600	(\$11,000)	(\$17,100)	\$363,900	\$ 391,000
Use Reserves to Fund District Projects*	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	90,000	180,000
Additional Capital Contribution Required to Fund Projected Capital Plan with Reserves	81,500	70,400	49,400	34,500	38,100	13,600	1,100	(13,400)	(29,000)	(35,100)	273,900	211,000
Average of the 10 Year Capital Contribution	21,000	105,000	\$ 210,000									

* In 2003 the Board authorized capital contribution from operations to fund future capital projects. In 2008 the Board instructed staff to assume spending all reserves except those that are restricted or set aside by the Board. This projection assumes \$180 million in capital contribution reserves will be released to fund capital projects during this 10-year projection period. \$18 million per year will be released from unrestricted reserves. Thus, the capital contribution remains at \$21 million per year. The \$21 million is distributed to each Division according to its percentage share of District Funded capital projects. The annual capital contribution amount is calculated by taking the sum of the District funded portion of the capital program, less net depreciation, for ten years divided by ten years and rounded to the nearest million. Coming out of the COVID pandemic, the District continues to limit use of reserve funds to other projects while the full funding plan for the seismic retrofit of the bridge is still being developed.



Appendix E
GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT
NET POSITION AVAILABLE FOR NEW CAPITAL PROJECTS OR OPERATIONS - FY 22/23 BUDGET

Category	Estimated Balance 7/1/2022
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 & Liability	\$ 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 Total Committed Capital Projects (District-funded portion only)	[D] \$ (140,100,000)
Net Position Available for New Capital Projects or Operations as of 6/30/21	[A] + [B] + [C] + [D] \$ 104,700,000
Category	Estimated Balance 7/1/2023
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 Reserves	[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 Operation as of 6/30/23	[A] + [B] + [C] + [D] + [E] + [F] + [G] \$ 20,200,000



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 & ARPA 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 Postemployment 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: 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.



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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.

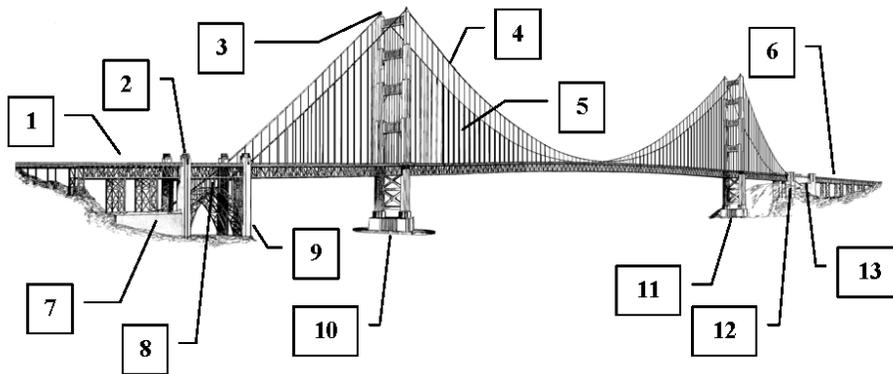


Appendix H

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



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

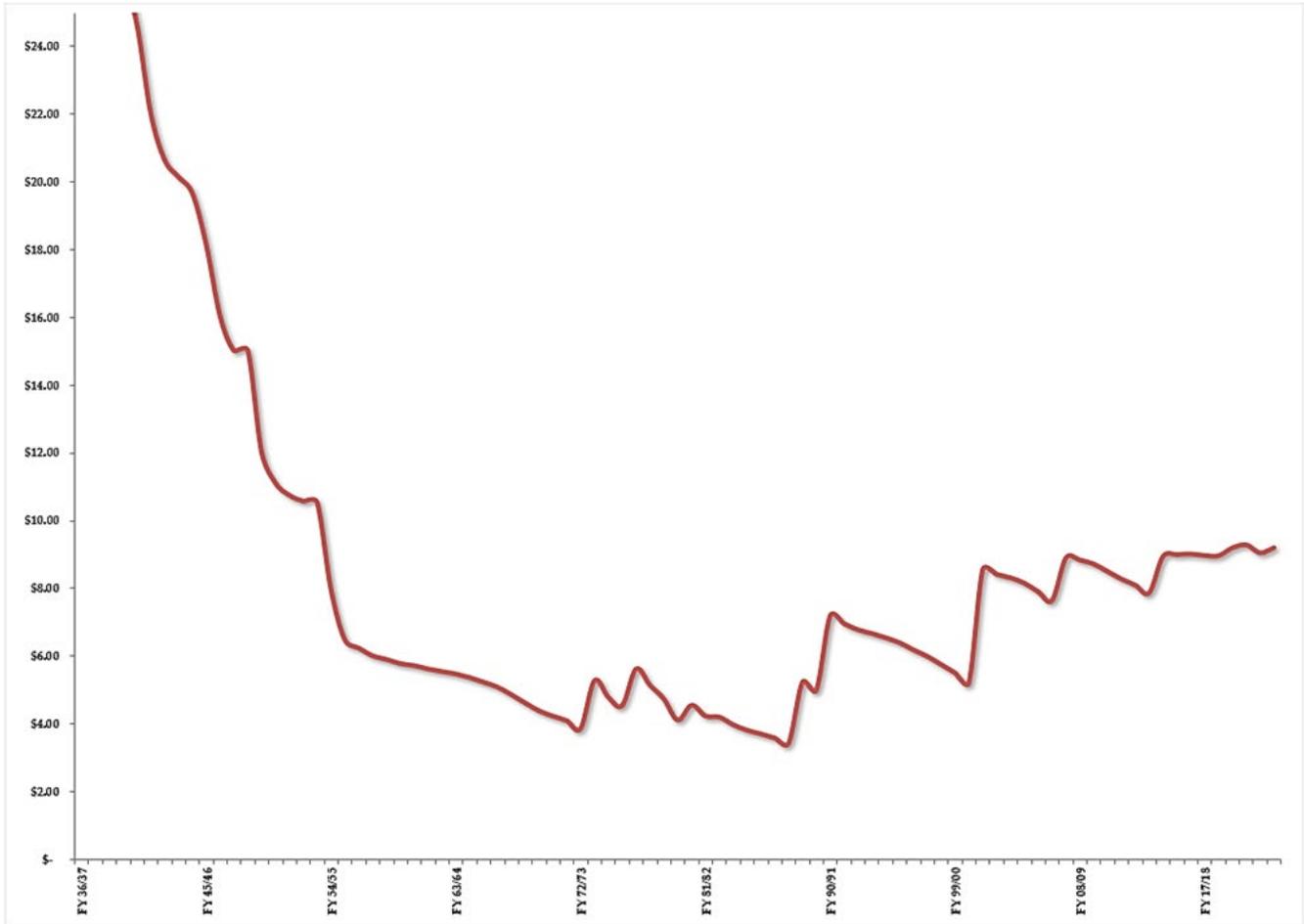


Fiscal Year July 1 - June 30	Avg. Vehicles Per Day	Total Vehicles	% of Increase	Total Revenue
2013-14	109,667	40,028,374	7.54%	\$106,350,200
2014-15	110,060	40,171,728	0.36%	\$129,187,098
2015-16	112,641	41,113,970	2.29%	\$137,418,500
2016-17	112,831	41,183,206	0.17%	\$143,028,555
2017-18	112,156	40,937,104	-0.60%	\$146,567,882
2018-19	109,598	40,003,340	-2.28%	\$146,471,101
2019-20	88,962	32,471,128	-18.83%	\$125,764,310
2020-21	73,517	26,833,762	-17.36%	\$108,351,941
2021-22	87,260	31,850,038	18.69%	\$132,211,683
2022-23	89,567	32,691,944	2.64%	\$146,053,927
Total Since Inception:		2,521,079,984		\$3,513,207,859



Historical Trends in Bridge Traffic and Tolls

Bridge Tolls Adjusted for Inflation

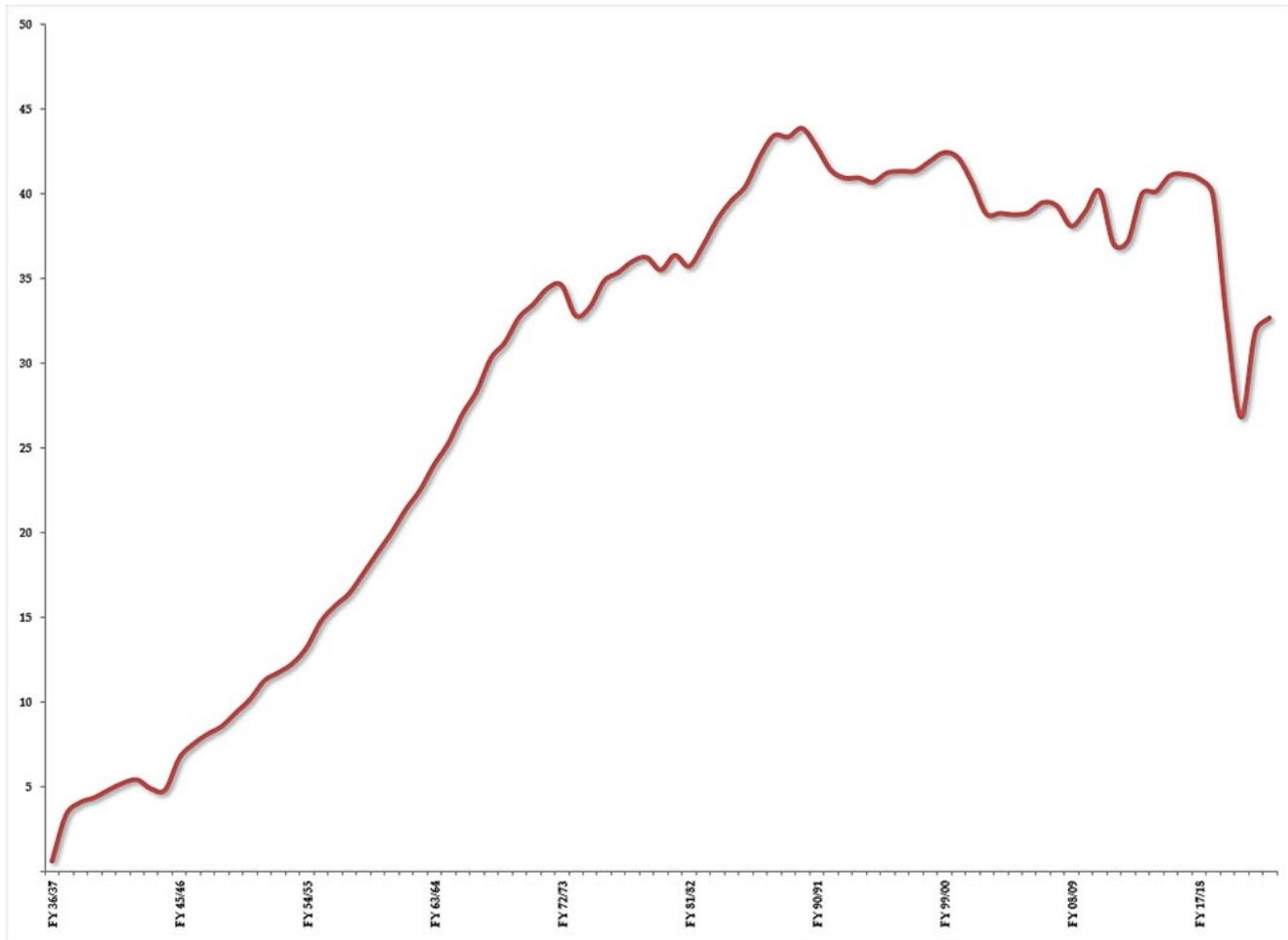


The above chart applies the Bay Area Region Consumer Price Index to the historical cost of a Golden Gate Bridge toll. All prices shown are in 2023 dollars.

CPI data courtesy of the Bureau of Labor Statistics.



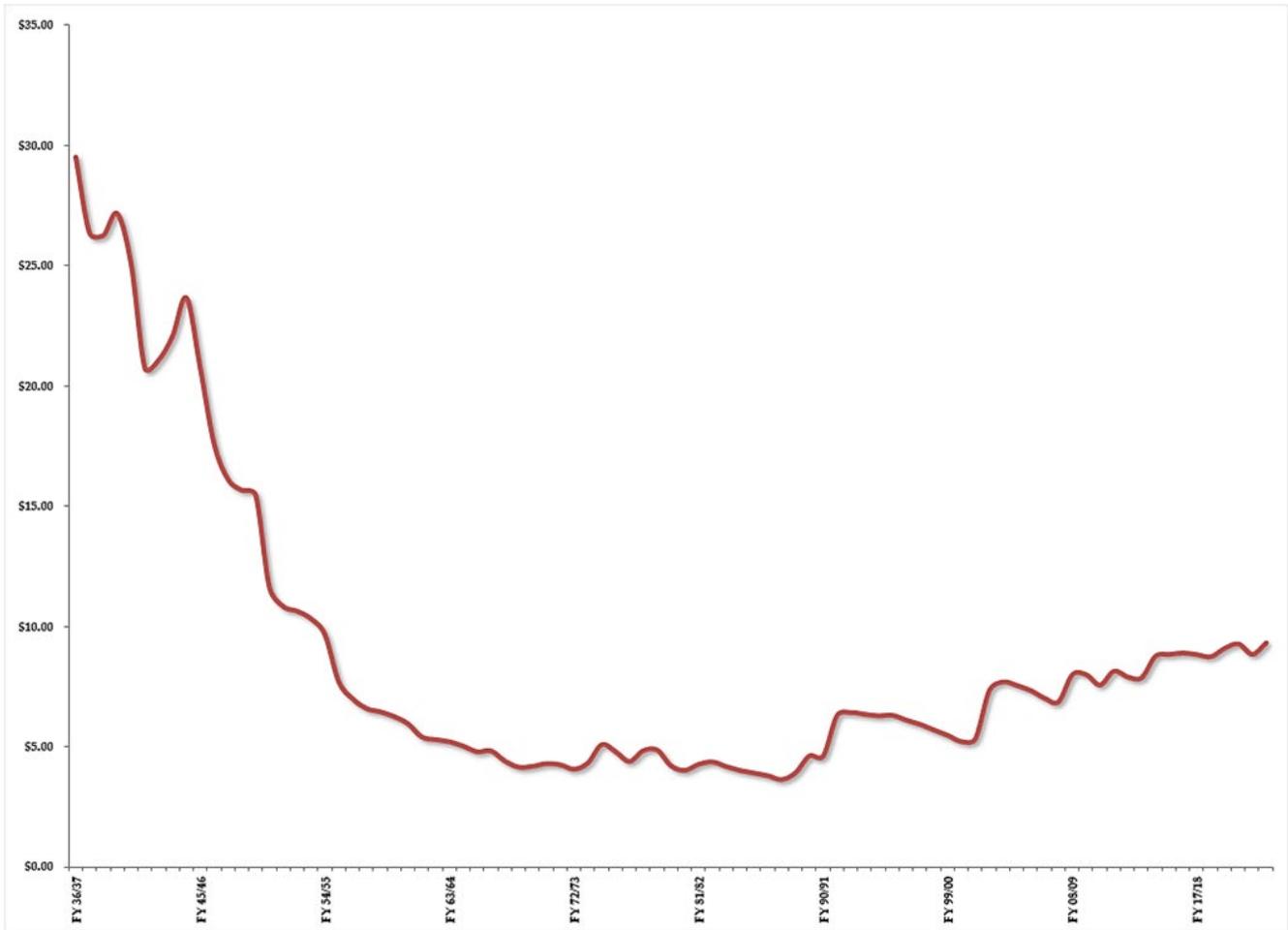
Total Annual Vehicle Crossings
 (All Numbers In Millions)



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

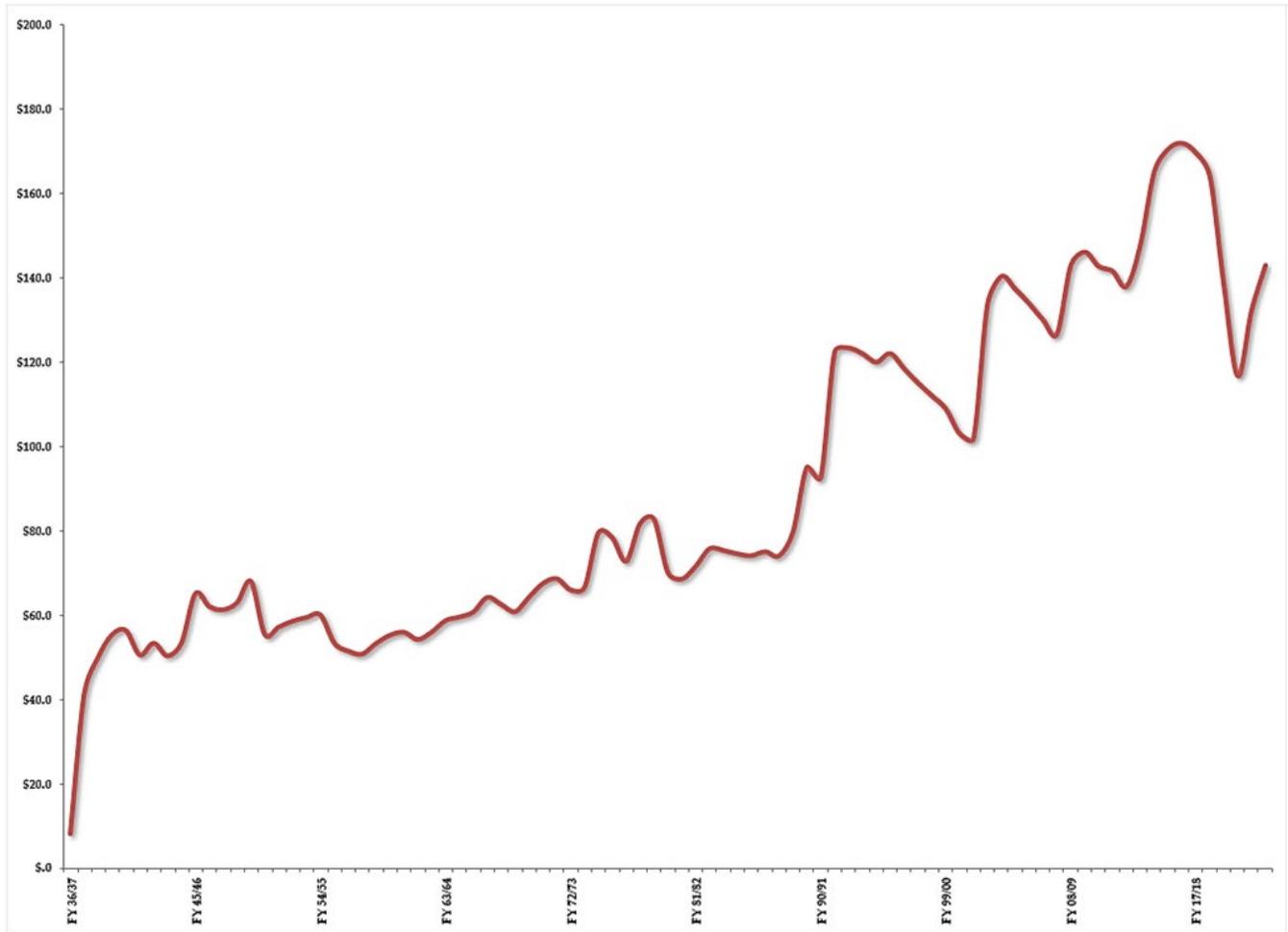


Southbound vehicles currently represent 47% of the total traffic on the Bridge. If we apply this percentage to the historical revenue per vehicle data, and then adjust the results for inflation using the Bay Area Region Consumer Price Index, the above chart is the result. All prices shown are in 2023 dollars.

CPI data courtesy of the Bureau of Labor Statistics.



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

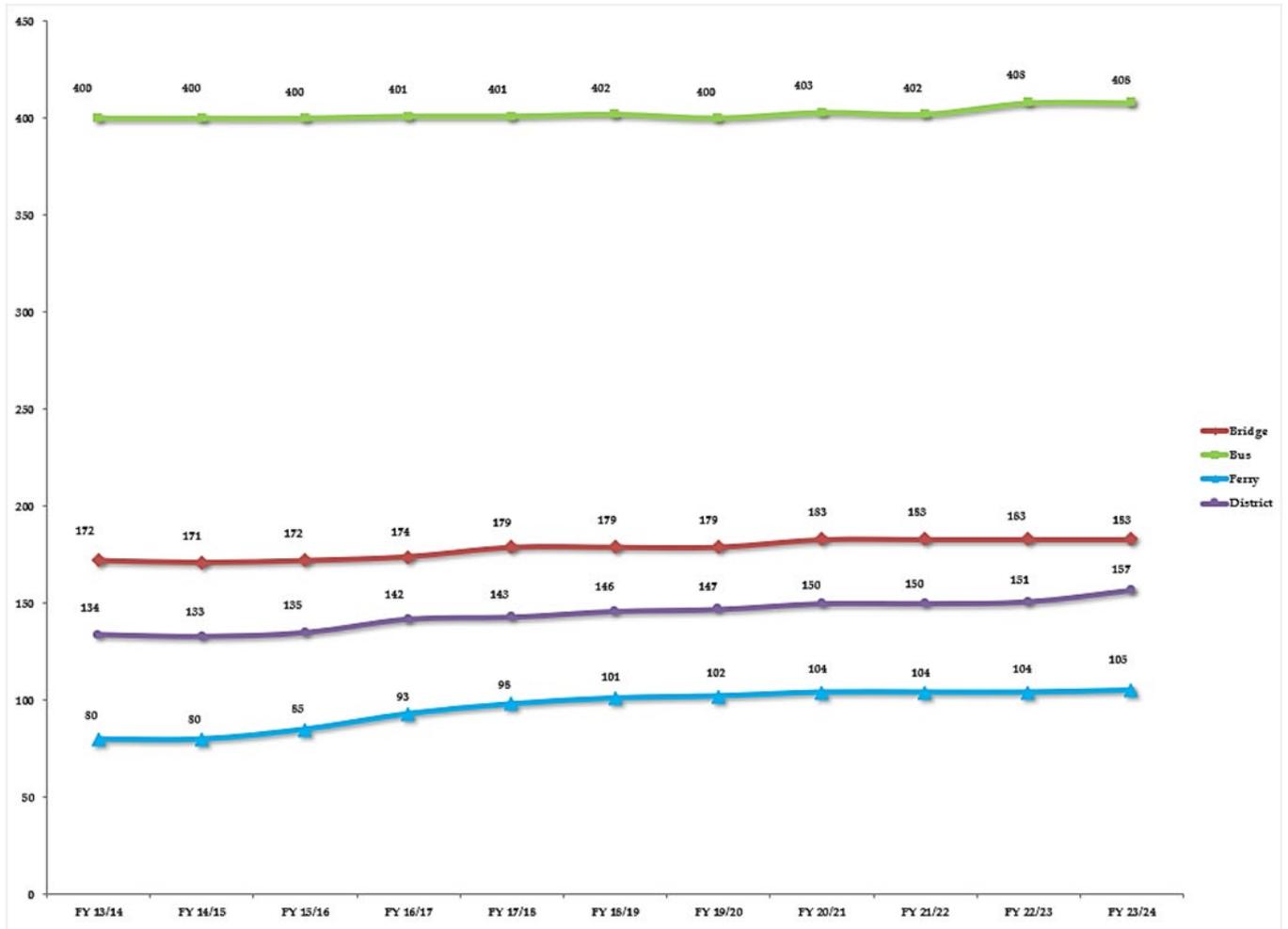


The above chart applies the Bay Area Region Consumer Price Index to the historical annual toll revenue for the Golden Gate Bridge. All prices shown are in 2023 dollars.

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.



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-axles 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-axles, 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.
July 1, 2023	Toll Increased to \$9.75 for two axle vehicles for Invoice, \$9.00 for License Plate Account & One-Time Payment, \$8.75 with FasTrak® discount. Tolls for vehicles with 3+ axles increased to \$9.75 per axle for Invoice, \$9.00 per axle for License Plate Account & One-Time Payment, \$8.75 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%
2022	256,018	Unavailable	131,008	2.2%

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%
2022	804,534	137,159,159	170,483	3.3%



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%
2022	482,404	39,359,689	81,591	2.7%

1. County of Marin June 30, 2022, [Annual Comprehensive Financial Report](#)
2. City and County of San Francisco June 30, 2022, [Annual Comprehensive Financial Report](#)
3. County of Sonoma June 30, 2022, [Annual Comprehensive Financial Report](#)



Principal Employers, Current and Previous Period Comparison

Marin County							
Principal Employers ¹	Type of Entity	Employees in 2022	Rank	% of Total County Employment	Employees in 2013	Rank	% of Total County Employment
County of Marin	Government	2,436	1	1.92%	2,037	1	1.51%
Kaiser Permanente	Hospital	2,339	2	1.84%	1,756	2	1.30%
BioMarin Pharmaceutical	Pharmaceutical Company	1,868	3	1.47%	850	7	0.63%
San Quentin State Prison	Government	1,547	4	1.22%	1,690	3	1.25%
Glassdoor	Technology	1,452	5	1.15%	-	-	-
San Rafael City Schools	Education	1,145	8	0.90%	-	-	-
Marin General	Hospital	1,081	6	0.85%	1,300	4	0.96%
Novato Unified School District	Education	800	7	0.63%	805	9	0.60%
Marin Comm. Clinics	Health Care	576	9	0.45%	-	-	-
Marin County Office Education	Education	449	10	0.35%	-	-	-
Total		13,693		10.80%	10,968		8.11%

City/County of San Francisco (SF)							
Principal Employers ²	Type of Entity	Employees in 2021*	Rank	% of Total County Employment	Employees in 2012	Rank	% of Total County Employment
City and County of SF	Government	35,802	1	6.38%	25,458	1	5.33%
University of Calif, SF	Education	29,500	2	5.26%	22,664	2	4.74%
Salesforce	Software	10,603	3	1.89%	4,000	9	0.84%
SF Unified School District	Education	10,322	4	1.84%	8,189	5	1.71%
Sutter Health	Hospital	6,100	5	1.09%	-	-	-
Wells Fargo	Banking	5,899	6	1.05%	8,300	4	1.74%
Uber Tech, Inc.	Transportation	5,500	7	0.98%	-	-	-
Allied Universal	Transportation	4,095	8	0.72%	-	-	-
Kaiser Permanente	Hospital	3,921	9	0.70%	3,581	10	0.75%
First Republic Bank	Banking	3,042	10	0.54%	-	-	-
PG&E Corp.	Electric	-	-	-	4,415	7	.92%
California Pacific Med. Ctr.	Hospital	-	-	-	8,559	3	1.79%
Gap, Inc.	Retail	-	-	-	6,000	6	1.26%
State of California	Government	-	-	-	4,184	8	0.88%
Total		114,784		20.45%	95,350		19.96%



Sonoma County							
Principal Employers ³	Type of Entity	Employees in June 30, 2022	Rank	% of Total County Employment	Employees in June 30, 2013	Rank	% of Total County Employment
County of Sonoma	Government	3,827	1	1.57%	4,258	1	1.76%
Kaiser Permanente Med. Ctr	Hospital	3,130	2	1.29%	2,700	4	1.11%
Santa Rosa City Schools	Education	1,607	3	0.66%	1,628	10	0.67%
Santa Rosa Junior College	Education	1,528	4	0.63%	3,381	2	1.39%
Providence (St. Joseph Health)	Health Care	1,476	5	0.61%	2,669	5	1.10%
City of Santa Rosa	Government	1,247	6	0.51%	-	-	-
Sonoma State University	Education	1,210	7	0.50%	1785	9	0.74%
Sutter Santa Rosa Regional Hospital	Hospital	1,200	8	0.49%	-	-	-
Jackson Family Wines	Winery	1,082	9	0.44%	-	-	-
Oliver's Market	Grocery	976	10	0.40%	-	-	-
Total		17,283		7.10%	25,321		10.44%

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, 2022, [Annual Comprehensive Financial Report](#).
2. Data Source: City and County of San Francisco, June 30, 2022, [Annual Comprehensive Financial Report](#)
* The latest data as of calendar year-end 2021 is presented.
3. Data Source: County of Sonoma, June 30, 2022, [Annual Comprehensive Financial Report](#)



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APPENDIX I
Service Area Map



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APPENDIX I - SERVICE AREA MAP



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APPENDIX J

Glossary



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APPENDIX J - GLOSSARY

Acronyms & Abbreviations

ACE	Alternative Control of Emissions
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
BOAP	Bus Operator Apprenticeship Program
BOPP	Bus Operator Pre-Apprenticeship Program
BRTF	Metropolitan Transportation Commission- Blue Ribbon Task Force
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
CEQA	California Environmental Quality Act
CFO	Chief Financial Officer



CHC	Commercial Harbor Craft
CMER	Corte Madera Ecological Reserve
CMGC	Construction Management / General Contractor
COM	College of Marin
COVID-19	Coronavirus Disease of 2019
CPI	Consumer Price Index
CP Program	Commercial Paper Program
CRRSAA	Coronavirus Response and Relief Supplemental Appropriations Act 2021
CTOC	California Toll Operators Committee
DBE	Disadvantaged Business Enterprise
DCMS	Diversity Compliance Management System
DEIR	Draft Environment Impact Report
DGM	Deputy General Manager
DMV	Department of Motor Vehicles
DOL	Department of Labor
DOT	U.S. Department of Transportation
EBX	Early Bird Express
EEO/AAP	Equal Employment Opportunity/Affirmative Action Program
ENG	Engineering Department
EOC	Emergency Operations Center
EPM	Employee Performance Manager Module
ERC	Electronic Revenue Collection
ERP	Enterprise Resource Planning
ETP	CA DMV Employer Testing Program
FEIR	Final Environmental Impact Report
FEMA	Federal Emergency Management Agency
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
LFT	Larkspur Ferry Terminal
LT	Limited Term of employment
MCTD	Marin County Transportation District
MEBA	Marine Engineer's Beneficial Association
MOU	Memorandum of Understanding
MT	Marin Transit
MTC	Metropolitan Transportation Commission
NPL	Net Pension Liability
NTD	National Transit Database
OCC	Operations Control Centers
OPEB	Other Post-Employment Benefits
OSHA	Occupational Safety and Health Administration
OTR	Over the Road
PEPRA	California Public Employees' Pension Reform Act
PERS	Pension Employer Responsibility



PLNG	Planning Department
PM	Preventative Maintenance
PTASP	Public Transportation Agency Safety Plan
RFP	Request for Proposal
RM2	Regional Measure 2
SAN	Storage Area Network
SAV	South Approach Viaduct
SBE	Small Business Enterprise
SDS	Suicide Deterrent System
SF	San Francisco
SFCTA	San Francisco County Transportation Authority
SFFT	San Francisco Ferry Terminal
SFMTA	San Francisco Municipal Transportation Agency
SIP	Shelter In Place
SMART	Sonoma-Marín Area Rail Transit
SMS	Safety Management System
SOP	Standard Operating Procedures
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
TVM	Ticket Value Machine
USCG	United States Coast Guard
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.

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 $\frac{1}{4}$ of 1% of the state sales tax for transportation purposes.

