

GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT

RESOLUTION NO. 2010-075

**RECEIVE THE UPDATED FIVE- AND TEN-YEAR FINANCIAL PROJECTION
FROM FY 11/12 THROUGH FY 20/21**

September 10, 2010

WHEREAS, the office of the Auditor-Controller provided a report of the Golden Gate Bridge, Highway and Transportation District's (District) financial projection for the ten-year period from FY 11/12 through FY 20/21 (Projection), which report included the following sections: (1) Introduction; (2) Fiscal Strength of the District; (3) Projection Findings; (4) Assumptions; and, (5) Next Steps; as well as the following Appendices: Appendix A, *Projection*; Appendix B, *Assumptions*; Appendix C, *Ten-Year Capital Plan Projection*; Appendix D, *Capital Contribution Calculation*; and, Appendix E, *Reserve Structure*; and,

WHEREAS, the Projection reflects the maintenance of all current policy decisions over the period of the Projection, including current operating service levels, current capital project schedule and current revenue assumptions, and assumes that the cost will change over time with inflation and that revenues will change according to projections of traffic and transit patronage; and,

WHEREAS, the Projection presents the long-term financial impact of the present baseline level of operations; however, the Projection is not a policy document and does not represent the direction that will be set by policy decisions made by the Board of Directors in future years, including decisions to change tolls, fares, and/or service levels; and,

WHEREAS, the Finance-Auditing Committee, at its meeting of September 9, 2010, has so recommended; now, therefore, be it

RESOLVED that the Board of Directors of the Golden Gate Bridge, Highway and Transportation District hereby receives the Updated Five- and Ten-Year Financial Projection from FY 11/12 through FY 20/21 (Projection), including the following Sections and Appendices of the Projection (attached):

- a. **SECTIONS**
 - I. Introduction;
 - II. Fiscal Strength of the District;
 - III. Projection Findings;
 - IV. Assumptions; and,
 - V. Next Steps.

RESOLUTION NO. 2010-075
BOARD OF DIRECTORS MEETING OF SEPTEMBER 10, 2010
PAGE 2

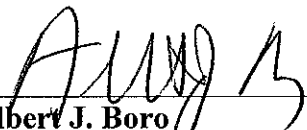
- b. APPENDICES
- A. Projection;
 - B. Assumptions;
 - C. Ten-Year Capital Plan Projection;
 - D. Capital Contribution Calculation; and,
 - E. Reserve Structure.

ADOPTED this 10th day of September 2010, by the following vote of the Board of Directors:

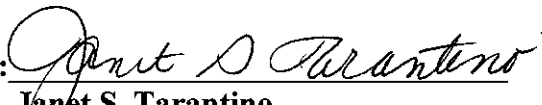
AYES (15): Directors Campos, Cochran, Dufty, Grosboll, Kerns, Moylan, Newhouse Segal, Pahre, Sanders, Snyder, Sobel and Stroeh; Second Vice President Eddie; First Vice President Reilly; President Boro

NOES (0): None

ABSENT (4): Directors Brown, Chu, Elsbernd and McGlashan



Albert J. Boro
President of the Board of Directors

ATTEST: 
Janet S. Tarantino
Secretary of the District

Attachment: Receive the Updated Five- and Ten-Year Financial Projection



Agenda Item No. 3

To: Finance-Auditing Committee/Committee of the Whole
Meeting of September 9, 2010

From: Joseph M. Wire, Auditor-Controller
Denis Mulligan, General Manager

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

Recommendation

The following report is provided for informational purposes and does not require any action.

Introduction

This report contains the financial projection for the ten-year period from FY 11/12 through FY 20/21. The report is broken up into five sections;

- I. Introduction
- II. Fiscal Strength of the District
- III. Projection Findings
- IV. Assumptions
- V. Next Steps

and the Appendices;

- A. Projection
- B. Assumptions
- C. Ten-Year Capital Plan Projection
- D. Capital Contribution Calculation
- E. Reserve Structure

I. Introduction

What is a Projection?

This report contains the District's five and ten-year financial projection of operating and capital project revenues and expenses from FY 11/12 through FY 20/21. 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 future years. Those decisions will change the direction of the Agency as compared to this projection, i.e., increase or decrease the fiscal strength of the District and correspondingly its ability to serve the public.

Why is a Financial Projection Essential?

A long-term projection is essential to enable the leaders of an organization and the public it serves to understand the challenges the organization faces in the years to come. Given the capital project intensive nature of the District's business -- maintaining a \$2 billion bridge and a large fleet of buses and ferries -- the ten-year projection allows for early planning and execution of funding strategies for large capital projects. Without that advance notice and planning, it is almost impossible to fund and undertake large projects in a timely fashion.

II. Fiscal Strength of the District

Summary

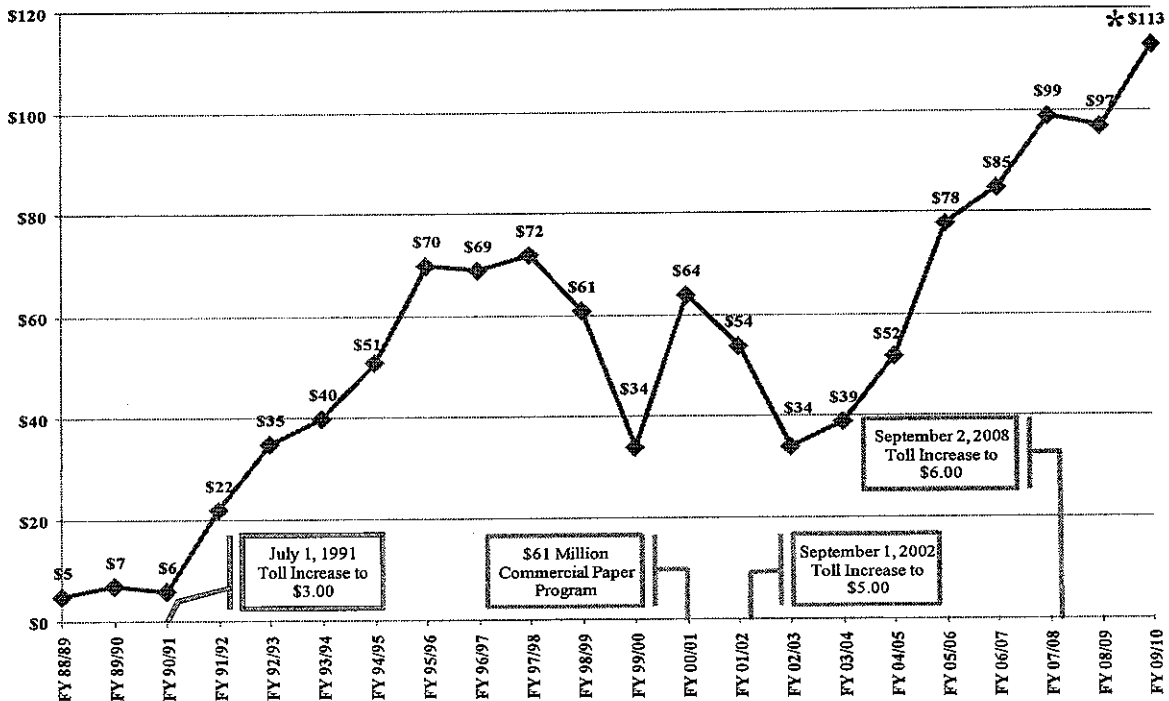
The fiscal strength of the District is best tracked by comparing the level of reserve funds available for operating and capital with the time period necessary for the projected needs of the District to exhaust those resources. In the District's case, it is projected that the FY 10/11 Operating and Capital Budget will encumber all available capital reserve resources. This is due to large capital projects that begin in the next two years and the District's contribution to Doyle Drive.

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. At present, the District's reserves have increased slightly but, as mentioned above, are expected to decrease over time due to the start of several large capital projects such as Bridge superstructure rehabilitation,

Ferry float rehabilitation, communications system upgrades and, as mentioned above, the District's contribution to Doyle Drive construction.

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



*Estimated

The FY 10/11 Operating Budget is expected to keep the reserves constant through the year. Given the projected funding needs of the capital projects, liability and operating reserve, over the next few years, all available capital reserves are expected to be allocated in FY 10/11. Additional funding for new capital projects in future years beyond FY 10/11 will need to be raised to fund the full ten-year capital plan in this projection. The projection deficit includes that necessary funding.

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.

Use of Reserves to Fund Capital Projects

Current Board direction is to apply all capital project reserves to fund Capital projects in the ten-year projection period. These funds do not fully cover the District's Capital funding needs. Additional funds will need to be raised through the capital contribution transfer from the operating budget.

How the Reserves are Funded

New reserves are accumulated if future operating budgets are balanced. In FY 10/11, a balanced operating budget will provide approximately \$20 million for the capital project reserves through

two mechanisms; 1) the capital contribution set aside, and 2) depreciation expense. Those funds are first used to refund the operating reserves and the emergency reserves, if necessary, and then the capital projects listed in the first years of the projection. The trade offs between which capital projects to begin and when, will be made during the future year budget process. (For more information regarding the capital contribution or reserve structure, see Appendix D and E.)

III. Projection Findings

The findings of the revised 5 and 10-year projection for revenues and expenses are summarized in the following table. A year-by-year summary table and detailed operating and capital revenue and expense tables are in the appendices.

	Year 1 FY 2012 Estimate	SubTotal Year 1 – 5 Estimate	Total Year 1 – 10 Estimate
Total Operating and District Capital Expense	\$171	\$930	\$2,034
<u>Total Operating Revenue</u>	<u>\$165</u>	<u>\$841</u>	<u>\$1,726</u>
<u>Total Operating & Capital District Deficit</u>	<u>\$6</u>	<u>\$89</u>	<u>\$308</u>

For comparison purposes, the projected 10-year deficit of \$308 million is approximately \$109 million lower than the \$417 million presented in the previous projection of September 24, 2009. The projected five-year deficit is \$89 million, \$43 million less than the \$132 million estimate of last year. The reduction in the 5-year projected deficit is primarily due to implementation of Financial Plan cost savings initiatives brought forward in the FY 10/11 Adopted Budget. Note: The 5 and 10-year projected deficits excluding the contribution to Doyle Drive are estimated to be \$44 million and \$218 million respectively or \$45 million and \$90 million less than the 5 and 10-year estimates shown above.

In an apples-to-apples comparison over the same 10 year period (2011-2020) between the new projection and the previous projection, the new projection shows:

- a \$68 million deficit for 5 years, which is \$64 million lower than the previous projection; and,
- a \$262 million deficit for 10 years, which is a reduction of \$155 million from the previous projection.

Capital Contribution

Due to the postponement of various capital projects to future years, the projected capital contribution is \$3 million lower than the FY10/11 Adopted Budget and has decreased a total of \$9 million annually from last year's projection. The projected ten-year District capital need is estimated at \$259 million (See Appendix C). After accounting for funds contributed by depreciation, and the use of \$110 million in District reserves, the necessary capital contribution from District Operations is \$100 million or \$10 million annually for the ten-year period (See Appendix D for detail).

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 11/12 through FY 20/21 Ten-Year Capital Projection, provided in Appendix C, identifies a \$1 billion capital need over the next ten years requiring a District contribution of \$259 million. This plan has been structured to systematically maintain and sustain existing Bridge, Bus and Ferry capital investments within existing staff resources.

Grants are generally assumed to fund 80% of Transit rehabilitation and replacement projects, consistent with prior experience, and 80% of the core Bridge paint and 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.

Project costs are inflated 2.1% in the out-years based on inflation rates.

Alternative Capital Revenue Assumption Scenarios

Historically the 10-year Capital projections assume 80% grant funding for major Bridge projects. (See below table for a list of projects.) The Board requested an analysis on what the size of the deficit would be if less grant funding was obtained for these Capital projects. The following is a summary of the results:

- With an 80% grant funded assumption, the five-year deficit is \$89 million (the current assumption.)
- With a 50% grant funded assumption, the five-year deficit is \$109 million or an additional \$20 million from 80% base assumption.
- With a 30% grant funded assumption, the five-year deficit is \$134 million or an additional \$45 million from the 80% base assumption.

These scenarios all assume using approximately \$55 million of the District's Reserves over a 5-year period.

BRIDGE DIVISION
(All number in thousands)

<u>Capital Project Detail</u>	10 - Year Total
Safety/Security Enhancements:	
Facility Improvements	
Seismic Facilities – Bridge & Building Ops Center	\$46,210
Security System Improvements	3,570
Facilities/Bridge Rehabilitation:	
Suspension Bridge Paint Rehabilitation	52,960
Maintenance Facility Relocation	9,150
Floor Beam & Bracing Replacement/Rehab	72,800
South Tower Paint Rehabilitation	35,750
Maintenance/Operations Buildings: Bridge Pavement Repair	8,530
Grounds:	
Pave & Maintain Alexander Avenue	5,490
TOTAL	\$234,460

V. Next Steps

In response to recent financial projections, District staff developed a series of proposed initiatives to address the District's projected financial deficit. In May 2009, the Board established the Financial Planning Advisory Committee, tasked with creating a plan to address the projected financial deficit. The *FY 09/10 Financial Plan for Achieving Long-Term Financial Stability* (Plan) drafted by the Advisory Committee was approved by the Board on October 30, 2009. This plan is able to balance the District's long-term finances.

The Plan has become part of the Board's regular financial planning cycle and is monitored, reviewed and updated annually with completed, dropped and added initiatives.

Fiscal Impact

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

Appendices:

- A. Projection
- B. Assumptions
- C. Ten-Year Capital Plan Projection
- D. Capital Contribution Calculation
- E. Reserve Structure

**Golden Gate Bridge, Highway & Transportation District Operating Budget Projection
Five-Year and Ten-Year Financial Projections FY 11/12 - FY 20/21**

All Figures Rounded to (\$000)

80% Grant Funded

	Year 0 FY 2011 Budget	Year 1 FY 2012 Estimate	Year 2 FY 2013 Estimate	Year 3 FY 2014 Estimate	Year 4 FY 2015 Estimate	Year 5 FY 2016 Estimate	Year 6 FY 2017 Estimate	Year 7 FY 2018 Estimate	Year 8 FY 2019 Estimate	Year 9 FY 2020 Estimate	Year 10 FY 2021 Estimate	Total 5 Year Estimate	Total 10 Year Estimate
Agency Expense:													
Salaries (Gross of Capitalization & ICAP)	\$ 65,500	\$ 67,100	\$ 68,600	\$ 70,000	\$ 71,400	\$ 72,900	\$ 74,400	\$ 76,000	\$ 77,600	\$ 79,200	\$ 80,900	\$ 350,000	\$ 738,100
Fringe Benefits (Incl PR Taxes)	49,000	52,500	55,800	59,700	62,700	65,600	68,600	71,900	75,200	78,700	82,300	296,300	673,000
Professional Services	13,500	13,800	14,100	14,300	14,600	14,900	15,200	15,600	15,900	16,200	16,600	71,700	151,200
Fuel & Related Taxes	8,800	9,000	9,200	9,400	9,600	9,800	10,000	10,200	10,400	10,600	10,800	47,000	99,000
Repair & Operating Supplies	8,100	8,200	8,300	8,400	8,500	8,600	8,700	8,800	8,900	9,000	9,100	42,700	90,200
Insurance, Taxes & Permits	4,700	4,800	4,900	4,900	5,000	5,200	5,300	5,400	5,500	5,600	5,700	24,800	52,300
Purchased Transportation	1,800	1,900	1,900	1,900	2,000	2,000	2,100	2,100	2,100	2,200	2,200	9,700	20,400
Staff Development	900	1,000	1,000	1,000	1,000	1,000	1,100	1,100	1,100	1,100	1,200	5,000	10,600
Leases & Rentals	1,500	1,500	1,500	1,600	1,600	1,600	1,700	1,700	1,700	1,800	1,800	7,800	16,500
Debt Service-Interest Expense	1,500	1,400	1,700	2,000	2,300	2,600	2,900	3,300	3,600	3,900	3,200	10,000	25,800
Depreciation	7,100	6,700	9,200	10,500	12,400	12,900	13,000	14,700	15,600	15,000	15,000	51,600	124,900
Total Expenses	\$ 162,400	\$ 167,900	\$ 176,300	\$ 183,800	\$ 191,300	\$ 197,300	\$ 203,400	\$ 211,100	\$ 217,900	\$ 223,400	\$ 229,800	\$ 916,600	\$ 2,002,000
Known Changes:													
Capitalized Labor & Benefits	(3,000)	(2,800)	(2,900)	(2,900)	(3,000)	(3,100)	(3,100)	(3,200)	(3,300)	(3,300)	(3,400)	(14,700)	(31,000)
Potential Cost Savings on Debt Service	-	(900)	(900)	(900)	(900)	(900)	(900)	(900)	(800)	(800)	(800)	(4,500)	(8,700)
Commercial Paper Principal Payments	-	(1,500)	(1,500)	(1,600)	(1,600)	(1,600)	(1,700)	(1,700)	(1,700)	(1,700)	(1,800)	(7,800)	(16,500)
Adjust for Current Spending Patterns	(1,800)	(1,800)	(1,800)	(1,900)	(1,900)	(2,000)	(2,000)	(2,000)	(2,100)	(2,100)	(2,200)	(9,400)	(19,800)
ICAP	(4,800)	(7,000)	(7,100)	(7,300)	(7,400)	(7,600)	(6,300)	(6,300)	(6,300)	(6,300)	(6,400)	(36,400)	(68,000)
Total Known Changes	\$ 157,600	\$ 160,900	\$ 169,200	\$ 176,500	\$ 183,900	\$ 189,700	\$ 197,100	\$ 204,800	\$ 211,600	\$ 217,100	\$ 223,200	\$ 880,200	\$ 1,934,000
Sub-Total Expense	\$ 13,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000	\$ 100,000
Capital Contribution - 80% Grant Funded	\$ 170,600	\$ 170,900	\$ 179,200	\$ 186,500	\$ 193,900	\$ 199,700	\$ 207,100	\$ 214,800	\$ 221,600	\$ 227,100	\$ 233,200	\$ 930,200	\$ 2,034,000
Total Expense	\$ 163,600	\$ 165,400	\$ 166,800	\$ 166,000	\$ 170,900	\$ 172,200	\$ 173,800	\$ 175,000	\$ 176,700	\$ 179,000	\$ 180,300	\$ 841,300	\$ 1,726,100
Total Operating Revenue	\$ (7,000)	\$ (5,500)	\$ (12,400)	\$ (20,500)	\$ (23,000)	\$ (27,500)	\$ (33,300)	\$ (39,800)	\$ (44,900)	\$ (48,100)	\$ (52,900)	\$ (88,900)	\$ (307,900)
Total Net Surplus/(Deficit)	\$ 53,380	\$ 51,980	\$ 55,080	\$ 57,240	\$ 60,540	\$ 62,200	\$ 65,400	\$ 68,300	\$ 69,560	\$ 70,560	\$ 72,520	\$ 287,040	\$ 633,380
Bridge Expense	\$ 90,720	\$ 91,120	\$ 95,220	\$ 99,260	\$ 102,360	\$ 105,400	\$ 108,500	\$ 112,200	\$ 116,940	\$ 120,340	\$ 123,380	\$ 493,360	\$ 1,074,720
Transit Expense													

**Golden Gate Bridge, Highway & Transportation District Operating Budget Projection
Five-Year and Ten-Year Financial Projections FY 11/12 - FY 20/21**

Revenue Detail

All Figures Rounded to (\$000)

	Year 0	Year 1		Year 2		Year 3		Year 4		Year 5		Year 6		Year 7		Year 8		Year 9		Year 10		Total		
	FY 2011 Budget	FY 2012 Estimate	FY 2013 Estimate	FY 2014 Estimate	FY 2015 Estimate	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	FY 2021 Estimate	5 Year Estimate	10 Year Estimate	Total Estimate	Total Estimate									
Revenue Summary																								
Bridge Tolls	\$ 101,900	\$ 102,200	\$ 102,500	\$ 102,700	\$ 103,000	\$ 103,300	\$ 103,600	\$ 103,900	\$ 104,200	\$ 104,500	\$ 104,700	\$ 513,700	\$ 1,034,600	\$ 513,700	\$ 1,034,600									
Transit Fares	21,700	22,900	23,000	23,100	23,200	23,300	23,400	23,500	23,600	23,700	23,900	115,500	233,600	115,500	233,600									
Investment Income	4,400	4,800	4,900	2,700	2,400	1,900	1,500	1,600	2,300	3,200	3,300	16,700	28,600	16,700	28,600									
Gift Center Sales & Café	3,000	3,100	3,100	3,200	3,200	3,300	3,400	3,500	3,500	3,600	3,700	15,900	33,600	15,900	33,600									
Ferry Concessions	500	500	500	500	500	500	500	500	500	600	600	2,500	5,200	2,500	5,200									
Other (Incl Adv. & Leases)	1,400	1,500	1,500	1,500	1,600	1,600	1,600	1,700	1,700	1,700	1,800	7,700	16,200	7,700	16,200									
RM2 Local funding	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	12,500	25,000	12,500	25,000									
Local Funds (MCTD Contract)	14,000	14,700	15,400	16,200	17,000	17,800	18,700	18,700	18,700	18,700	18,700	81,100	174,600	81,100	174,600									
State Funds	13,900	13,100	13,300	13,500	17,400	17,900	18,500	19,000	19,600	20,400	21,000	75,200	173,700	75,200	173,700									
Federal Funds	300	100	100	100	100	100	100	100	100	100	100	500	1,000	500	1,000									
Total Revenue	\$ 163,600	\$ 165,400	\$ 166,800	\$ 166,000	\$ 170,900	\$ 172,200	\$ 173,800	\$ 175,000	\$ 176,700	\$ 179,000	\$ 180,300	\$ 841,300	\$ 1,726,100	\$ 841,300	\$ 1,726,100									
Bridge & Concession Revenue	\$ 110,400	\$ 110,900	\$ 110,900	\$ 109,000	\$ 109,100	\$ 108,900	\$ 108,900	\$ 109,400	\$ 110,500	\$ 111,600	\$ 112,100	\$ 548,300	\$ 1,100,800	\$ 548,300	\$ 1,100,800									
Transit Revenue	\$ 53,100	\$ 54,900	\$ 55,900	\$ 57,000	\$ 61,800	\$ 63,300	\$ 64,900	\$ 65,500	\$ 66,300	\$ 67,200	\$ 68,000	\$ 292,900	\$ 624,800	\$ 292,900	\$ 624,800									

**Golden Gate Bridge, Highway and Transportation District
Five- and Ten-Year Financial Projection for FY 11/12 – FY 20/21**

CATEGORY

ASSUMPTIONS

General Assumptions

**The FY 10/11 Adopted Budget has been used as the basis for all
revenue and expense projections**

Operating Revenue

Bridge Tolls	Bridge traffic remains relatively steady with the downturn in the economy. Vehicle crossings are projected to increasing very slightly (.3% per year). The FY10/11 Adopted budget and this projection include the implementation of a carpool toll, which became effective July 1, 2010.
Bus Transit	FY10/11 implemented the last of the 5% per year transit fare increases. No additional Bus fare increases are assumed for this projection. Transit passengers and revenue are projected to remain relatively flat throughout the projection period.
Ferry Transit	FY10/11 implemented the last of the 5% per year transit fare increases. No additional Ferry fare increases are assumed for this projection. Combined passenger growth and revenue are projected to increase approximately 1% per year based on the District's Planning Department and SRTP projections.
Local Funds	Assumes continuing contract with Marin Transit or local service @ 5% increase per year through FY16/17 in accordance with 10-year contract. No additional increases beyond FY 16/17 are assumed for this projection. No increases to local funding for Regional Measure 2 (RM2) are anticipated per the Metropolitan Transportation Commission (MTC).
State Funding	Based on MTC estimates, this projection assumes no STA funding for Proposition 42 (Gas Tax) for FY 11/12, FY 12/13 and FY 13/14, then reinstates this portion of STA funding at approximately \$3.5 million per year for the remaining seven years (FY15-FY21) of the projection. Other STA and TDA funding increase based on CPI rates.
Federal Funding	Assumes minimal funding for this projection.
Investment Income	Interest on investment is projected to be 2.75% for the first year, increasing slightly to a maximum of 4.1% based on current rate trends. Projected account balance is net of operating deficit excluding capital contribution and depreciation and includes projected capital spending plan.
Gift Center Sales & Café	Sales based on current Gift Center and Café sales plus an average of 2.1% per year CPI increase. See CPI assumption for more information.

**Golden Gate Bridge, Highway and Transportation District
Five- and Ten-Year Financial Projection for FY 11/12 – FY 20/21**

CATEGORY	ASSUMPTIONS
Ferry Concessions	Sales based on current Ferry concession contract with an average of 2.1% per year CPI increase. See CPI assumption for more information.
Other Revenue	Based on a projected average CPI rate of 2.1%, as discussed below. This revenue includes leases, advertising, meters and parking fees.
Operating Expense	
CPI Rates	Projected CPI rates are based on California's Legislative Analyst's Office (LAO). The LAO projected rates average approximately 2.1% over the 10-year projection period. This is in line with Congressional Budget Office (CBO) rates which are projected to average approximately 2.0% for the same projection period.
Salaries	Salary increases, including Bus Operators, are based on the LAO's CPI rate projections as noted above. Capitalized labor and ICAP (Indirect Cost Allocation Plan) expenses are itemized and reported separately as "Known Changes". (See Known Changes category below for detail on Capitalization and ICAP.)
Pension	PERS Pension (Employer Responsibility) is based on CalPERS actuarial estimates and is 19.1%, 21.2% and 24.5% of salary for FY11/12, FY12/13 and FY 13/14 respectively and is projected to increase approximately 0.4% per year the remaining seven years (FY15-21) to a total of 27.3% in FY 20/21. Bus Operator (ATU) Pension is the same as the last projection which is 17.165% of salary for all years.
Medical Insurance	Assumes an average of 7.5% per year increase, based on a blended rate of National Health Organization and Medicare/Medicaid actuarial projections.
Workers' Compensation	Cost projections are based on Medical cost increases of 7.5% per year as explained above, and indemnity payments which are projected to increase based on CPI rates. Costs are split approximately 50/50 between medical and indemnity payments based on the District three-year average.
Debt Service Payment	Assumes a rate increase of 0.5% per year reaching a cap of 6.0% in year 9.
All other expenses not mentioned above	Assumes an average increase of 2.1% per year, based on LAO's CPI projections.
Depreciation	Based on 10-Year Capital Expenditure Plan provided by the District's Capital & Grants Office.

**Golden Gate Bridge, Highway and Transportation District
Five- and Ten-Year Financial Projection for FY 11/12 – FY 20/21**

CATEGORY	ASSUMPTIONS
	Known Changes
Capitalized Labor and Benefits	Capitalized labor and benefits reflects 50% Engineering labor charged to capital projects.
ICAP (Indirect Cost Allocation Plan)	ICAP is estimated at approximately 64% of Engineering capitalized labor expense.
Commercial Paper Principal	Payments to the Commercial Paper Debt Principal will begin in FY 16/17, following completion of the Seismic Retrofit project. Per the original indenture agreement, projected payments are based on \$1.4 million in the first year with increases of \$100,000 per year for the remaining 10-year period.
Adjustment for Current Spending Patterns	Adjustment for current spending patterns is based on historical expense trends and assumes approximately 2% salary and related benefit savings due to vacant and temporarily unfilled positions. Cost savings on Commercial Paper interest calculated at the 1.5% difference between the current interest rate of approximately 4.5% and the 6% interest rate cap.

Golden Gate Bridge, Highway and Transportation District
10-Year Capital Spending Plan
FY10/11 Adopted Budget

GGBHTD
 TEN YEAR CAPITAL REQUIREMENT
 CAPITAL PROJECT DETAIL

		<<<10-YEAR PROJECTED CAPITAL NEED >>>												
		10-YR TOTAL (\$000)	10-YR DISTRICT (\$000)	10-YR GRANTS (\$000)	FY 2012 (\$000)	FY 2013 (\$000)	FY 2014 (\$000)	FY 2015 (\$000)	FY 2016 (\$000)	FY 2017 (\$000)	FY 2018 (\$000)	FY 2019 (\$000)	FY 2020 (\$000)	FY 2021 (\$000)
BRIDGE														
	DISTRICT	173,080	173,080	-	16,160	11,760	15,940	22,940	32,870	28,550	16,870	8,290	3,180	16,720
	GRANTS	512,250	-	512,250	78,590	44,790	50,570	80,990	96,140	75,400	26,610	9,850	6,600	42,710
	TOTAL	685,330	173,080	512,250	94,750	56,550	66,510	103,930	128,810	103,950	43,480	18,140	9,780	59,430
BUS														
	DISTRICT	27,930	27,930	-	4,500	2,680	1,090	2,400	4,110	5,050	2,280	590	290	4,930
	GRANTS	156,870	-	156,870	27,410	24,080	4,150	13,130	23,990	23,210	5,620	11,800	760	22,720
	TOTAL	184,800	27,930	156,870	31,910	26,760	5,240	15,530	28,100	28,270	7,900	12,390	1,050	27,650
FERRY														
	DISTRICT	47,900	47,900	-	6,830	4,750	7,110	7,450	6,420	3,360	4,390	1,950	1,320	4,320
	GRANTS	192,790	-	192,790	22,530	13,590	14,720	33,840	25,930	16,900	22,320	11,380	11,840	19,740
	TOTAL	240,690	47,900	192,790	29,360	18,340	21,830	41,290	32,350	20,260	26,710	13,330	13,160	24,060
DISTRICT														
	DISTRICT	10,580	10,580	-	1,260	750	900	1,940	1,050	590	990	920	1,130	1,060
	GRANTS	7,730	-	7,730	290	50	50	760	3,050	3,030	50	250	150	50
	TOTAL	18,310	10,580	7,730	1,550	800	950	2,700	4,100	3,620	1,040	1,170	1,280	1,110
AGENCY TOTAL														
	DISTRICT	259,490	259,490	-	28,750	19,940	25,040	34,730	44,250	37,560	24,530	11,750	5,920	27,030
	GRANTS	869,640	-	869,640	128,820	82,510	69,490	128,720	149,110	118,540	54,500	33,280	19,350	85,220
	TOTAL	1,129,130	259,490	869,640	157,570	102,450	94,530	163,450	193,360	156,100	79,130	45,030	25,270	112,250
CUMMULATIVE TOTAL														
	DISTRICT	259,490	259,490	-	28,750	48,690	73,730	108,460	152,710	190,270	214,800	226,550	232,470	259,490
	GRANTS	869,640	-	869,640	128,820	211,330	280,820	409,540	558,650	677,190	731,790	765,070	784,420	869,640
	TOTAL	1,129,130	259,490	869,640	157,570	260,020	354,550	518,000	711,360	867,460	946,590	991,620	1,016,890	1,129,130

Golden Gate Bridge, Highway and Transportation District
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BRIDGE DIVISION (continued)

CAPITAL PROJECT DETAIL	10-YR TOTAL (\$000)	10-YR DISTRICT (\$000)	10-YR GRANTS (\$000)	<<<=10-YEAR PROJECTED CAPITAL NEED =>>>											
				FY 2012 (\$000)	FY 2013 (\$000)	FY 2014 (\$000)	FY 2015 (\$000)	FY 2016 (\$000)	FY 2017 (\$000)	FY 2018 (\$000)	FY 2019 (\$000)	FY 2020 (\$000)	FY 2021 (\$000)		
FACILITIES/BRIDGE REHABILITATION (cont)															
Roadway/Structure Rehabilitation			56,240				12,800	18,800	20,500	20,700					
Floor Beam & Bracing Repl/Rehab	72,800	14,560													
Bridge Pavement Repair	8,530	4,265	4,265									120	120		8,290
Maintenance/Operations Buildings															
Maintenance Facility Relocation	9,150		9,150				100	250	800	3,500	4,500				
Roof Rehabilitations	1,300	1,300		600						700					
Misc. Facilities Rehabilitation/Improvements	4,970	4,970		310	670	210	210	1,450	220					240	1,660
Grounds															
Toll Plaza Transfer Point/Pavement															
TP East Parking Lot Restroom Replacement	2,250	1,485	765	1,250	1,000										
Pave/Maintain Alexander Avenue	5,490	2,745	2,745	10	420		2,110	2,950							
Pavement Rehabilitation	1,530	1,530								1,530					
GGB Informal Science Education	2,700	386	2,314	900	900	900									
INFORMATION TECHNOLOGY															
Toll Collection/Fastrak															
Fastrak Transponders															
Replace Toll/Fastrak Systems	7,540	7,540		80	320					150	3,060	3,930			
Variable Message Signs	280	280													
CAPITAL EQUIPMENT															
Tools and Equipment	10,600	10,600		1,000	1,030	710	1,060	1,110	770	1,170	1,200	1,240	1,240	1,270	
Replace Bridge Equipment	10,360	10,360		980	1,010	690	1,060	1,090	750	1,150	1,180	1,210	1,240	1,270	
Non-Revenue Vehicle Replacement															
Replace Gift Center Equipment	140	140		10	10	10	10	10	10	20	20	20	20	20	
Replace Cafe Equipment	300	100	100	10	10	10	10	10	10	10	10	10	10	10	
TOTAL	685,330	173,080	512,250	94,750	56,550	66,510	103,930	128,810	103,950	43,480	18,140	9,780	59,430		
			75%												
PROJECTED GRANT FUNDS	512,250			78,550	44,790	50,570	80,990	96,140	75,400	26,610	9,850	6,600	42,710		
DISTRICT FUNDS REQUIRED	173,080			16,160	11,760	15,940	22,940	32,670	28,550	16,870	8,290	3,180	16,720		

Golden Gate Bridge, Highway and Transportation District
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CAPITAL PROJECT DETAIL		10-YEAR PROJECTED CAPITAL NEED =>>>												
		10-YR TOTAL (\$000)	10-YR DISTRICT (\$000)	10-YR GRANTS (\$000)	FY 2012 (\$000)	FY 2013 (\$000)	FY 2014 (\$000)	FY 2015 (\$000)	FY 2016 (\$000)	FY 2017 (\$000)	FY 2018 (\$000)	FY 2019 (\$000)	FY 2020 (\$000)	FY 2021 (\$000)
REVENUE VEHICLE REPLACEMENT														
Refurbish Buses		110,310	18,750	91,560	19,410	8,540	9,946	17,957	23,866	4,658	-	-	25,932	
Replace Buses (Regional)		23,660	-	23,660	-	7,420	2,064	5,213	-	-	8,964	-	-	
Replace Buses (Local)		-	-	-	-	-	-	-	-	-	-	-	-	
Purchase New Express Buses (6)		-	-	-	-	-	-	-	-	-	-	-	-	
ADA Paratransit Vans		5,630	-	5,630	950	530	939	774	354	912	939	-	-	
ZEB Demonstration		-	-	-	-	-	-	-	-	-	-	-	-	
Replace Fareboxes		-	-	-	-	-	-	-	-	-	-	-	-	
Install PM Traps on Buses		810	100	710	810	-	-	-	-	-	-	-	-	
SAFETY/SECURITY ENHANCEMENTS														
Facility Improvements		-	-	-	-	-	-	-	-	-	-	-	-	
D1 Emergency Power Generator		-	-	-	-	-	-	-	-	-	-	-	-	
D3 Emergency Power Generator		-	-	-	-	-	-	-	-	-	-	-	-	
Equipment/Systems		2,320	464	1,856	920	200	100	100	-	-	1,000	-	-	
Security Systems		10,850	434	10,416	5,000	5,850	-	-	-	-	-	-	-	
Advanced Communication & Info. System		-	-	-	-	-	-	-	-	-	-	-	-	
FACILITIES REHABILITATION														
Maintenance/Operations Buildings		-	-	-	-	-	-	-	-	-	-	-	-	
D1 Above Ground Tank Farm		-	-	-	-	-	-	-	-	-	-	-	-	
Bus Stop Improvements		2,590	518	2,072	800	1,040	-	-	-	750	-	-	-	
Administration & Development Trailer		-	-	-	-	-	-	-	-	-	-	-	-	
Roof Replacement/Rehab		2,060	210	1,850	-	-	960	-	-	-	1,100	-	-	
Miscellaneous Facilities Rehab		5,170	517	4,653	650	750	100	1,130	110	750	120	120	1,330	
Maintenance Shop Refurbishment		4,900	960	3,920	400	2,000	300	-	-	-	-	-	-	
Replace Bus Facilities Wash Racks		3,520	180	3,340	520	-	-	500	2,500	-	-	-	-	
Bus Steam Clean Area		1,800	360	1,440	100	200	-	-	-	-	-	-	-	
Fuel Systems Rehabilitation/Replacement		1,500	1,500	-	-	-	-	-	500	1,000	-	-	-	
Grounds		-	-	-	-	-	-	-	-	-	-	-	-	
Midday SF Bus Parking		-	-	-	-	-	-	-	-	-	-	-	-	
Bus Lots Pavement Rehabilitation		3,900	-	3,900	1,500	-	310	1,440	-	-	-	650	-	
Park & Ride Lots Pavement Rehabilitation		1,060	210	850	600	-	280	-	-	180	-	-	-	
Expand D1 and D3 Lots		-	-	-	-	-	-	-	-	-	-	-	-	
INFORMATION TECHNOLOGY														
Computer Scheduling/Dispatch		750	750	-	-	-	-	750	-	-	-	-	-	
CAPITAL EQUIPMENT		3,970	2,970	1,000	250	230	240	460	1,260	300	270	280	390	
Tools and Equipment		-	-	-	-	-	-	-	-	-	-	-	-	
CAPITAL EQUIPMENT		1,910	1,910	-	170	170	180	150	190	190	200	210	220	
ADA PARATRANSIT EQUIPMENT		1,090	-	1,090	-	-	-	1,090	-	-	-	-	-	
NON-REVENUE VEHICLE REPLACEMENT		1,060	1,060	-	80	50	50	230	70	110	90	70	170	
TOTAL		184,800	27,920	156,880	31,910	26,760	5,240	15,530	28,100	28,270	7,900	12,393	27,652	
PROJECTED GRANT FUNDS		156,870	27,410	129,460	27,410	24,080	4,150	13,130	23,990	23,210	5,620	11,800	22,720	
DISTRICT FUNDS REQUIRED		27,930	4,500	26,430	4,500	2,680	1,090	2,400	4,110	5,060	2,280	593	4,932	

Golden Gate Bridge, Highway and Transportation District
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CAPITAL PROJECT DETAIL	<<<10-YEAR PROJECTED CAPITAL NEED >>>												
	10-YR TOTAL (\$000)	10-YR DISTRICT (\$000)	10-YR GRANTS (\$000)	FY 2012 (\$000)	FY 2013 (\$000)	FY 2014 (\$000)	FY 2015 (\$000)	FY 2016 (\$000)	FY 2017 (\$000)	FY 2018 (\$000)	FY 2019 (\$000)	FY 2020 (\$000)	FY 2021 (\$000)
REVENUE VEHICLE REPLACEMENT													
MV Mendocino													
Spaulding Refurbishment				2,940									
WSF Vessel Purchase/Refurbishment 1st	2,940	30	2,910										
WSF Vessel Purchase/Refurbishment 2nd	4,780	960	3,820	4,780									
Spaulding Refurbishment (SF)	9,800	1,960	7,840	3,000	3,000	3,800							
Vessel Component Rehab	7,450	1,120	6,330	1,370	2,680	140	140	1,380	150	610	160	650	170
Major Propulsion Replacement	37,190	2,050	35,140		4,690		4,950		5,220	5,360	5,510	5,650	5,810
SAFETY/SECURITY ENHANCEMENTS													
Equipment/Systems								600				500	
Security Systems	1,100	50	1,050										
FACILITIES REHABILITATION													
Fixed Guideway													
Channel Dredging	51,790	10,360	41,430	8,100		690	12,730		750	13,780		810	14,930
Berth and Turning Basin Dredging	9,040	1,810	7,230	340			350	3,630		380	3,930		410
Fixed Guideway Connectors													
Floater Rehabilitation/Replacement	39,000	13,735	25,265	4,700	5,960	9,500	4,950	5,370	4,020	1,530		970	2,000
Replace Berth #3 Floater	8,160	1,630	6,530			410	2,930	2,900	1,040			970	
Rehabilitate Berth #4 Floater	7,530	1,510	6,020				710	1,310	2,980	1,530			1,000
Rehabilitate Sausalito Floater	6,270	3,070	3,200	760	1,740	2,750							1,000
San Francisco Floater	13,730	6,865	6,865	3,920	4,020	5,510	280						
Replace Canal/Fender Floats	3,320	660	2,660	200	200	850	1,130	1,160					
Gangway Rehabilitation/Cathodic Protection	12,360	2,470	9,890	260	200	500	1,300	3,000	3,500	3,600			
SFFT Lay Berth Facility	4,000	800	3,200				350	3,150	500				
Maintenance/Operations Buildings													
Materials Storage Containers													
Rehabilitate Larkspur Maintenance Facility	5,230		5,230	730	600	3,000	900						
Facilities Roof Rehabilitation	1,070		1,070				420					650	
Ticketing System	750		750						750				
Faregates	1,740	696	1,044	1,740									
Miscellaneous Facilities Rehab	2,160		2,160	330	60	60	60	70	70	1,300	70	70	70
Terminal Facilities													
Passenger Terminal Rehabilitation	5,430	463	4,970	810	220						200	3,700	500
Bike Racks	130		130	130									
LFT & SFT Utilities Rehabilitation	670		670	670									
SFFT Facilities Rehabilitation	4,630	463	4,167	10	220						200	3,700	500
Marsh Restoration	1,300	1,300			300	1,000							
Larkspur Parking Rehabilitation/Improvements	41,800	8,360	33,440		500	3,000	15,000	15,000	5,000		3,300		
Parking Management	38,500	7,700	30,800		500	3,000	15,000	15,000	5,000				
Parking Garage													
Phase II Parking Rehab													
LFT Pavement Rehab	3,300	660	2,640								3,300		
CAPITAL EQUIPMENT													
Tools and Equipment	1,760	1,760		260	130	140	140	150	300	150	160	160	170
TOTAL	240,690	47,900	192,790	29,360	18,340	21,830	41,290	32,350	20,260	26,710	13,330	13,160	24,060
							20%						
PROJECTED GRANT FUNDS	192,790			22,530	13,590	14,720	33,840	25,930	16,900	22,320	11,380	11,840	19,740
DISTRICT FUNDS REQUIRED	47,900			6,830	4,750	7,110	7,450	6,420	3,360	4,390	1,950	1,320	4,320

Golden Gate Bridge, Highway and Transportation District
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DISTRICT DIVISION

CAPITAL PROJECT DETAIL	10-YR TOTAL (\$000)	10-YR DISTRICT (\$000)	10-YR GRANTS (\$000)	<<<10-YEAR PROJECTED CAPITAL NEED >>>																						
				FY 2012 (\$000)	FY 2013 (\$000)	FY 2014 (\$000)	FY 2015 (\$000)	FY 2016 (\$000)	FY 2017 (\$000)	FY 2018 (\$000)	FY 2019 (\$000)	FY 2020 (\$000)	FY 2021 (\$000)													
SAFETY/SECURITY ENHANCEMENTS																										
Equipment/Systems																										
Security Systems																										
FACILITIES REHABILITATION																										
Maintenance/Operations Buildings	2,120	2,120	-	350	30	30	1,400	30	30	160	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
Miscellaneous Facilities Rehab	6,590	-	6,590	-	-	-	710	2,900	2,980	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Office Facility Renovation/Consolidation																										
INFORMATION TECHNOLOGY																										
Telephone System Replacement																										
Future Information Technology	2,090	1,045	1,045	390	100	100	100	300	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Replace Computer/Network Equipment	3,230	3,230	-	260	270	450	70	470	70	70	500	80	520	540												
Financial Management Information System	180	90	90	180	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Asset and Vehicle Fluid Mgmt System																										
Microwave Communications System																										
CAPITAL EQUIPMENT																										
Tools and Equipment	4,100	4,100	-	360	400	370	420	400	440	430	410	430	430	440												
REPLACE EQUIPMENT	2,220	2,220	-	200	200	210	210	220	220	230	240	240	240	250												
Non-Revenue Vehicle Replacement	790	790	-	60	100	60	110	70	110	70	70	70	70	70												
REPLACE SERVICE VEHICLES	1,090	1,090	-	100	100	100	100	110	110	110	110	120	120	120												
TOTAL DISTRICT CAPITAL	18,310	10,560	7,730	1,540	800	950	2,700	4,100	3,620	1,040	1,170	1,280	1,170	1,110												

**Golden Gate Bridge, Highway and Transportation District
Five-Year and Ten-Year Financial Projections FY 11/12 - FY 20/21
CAPITAL CONTRIBUTION REQUIRED TO FUND PROJECTED CAPITAL PLAN - Assumes Bridge Capital is 80% Grant Funded**

All Figures Rounded to (\$000)

	Year 1	Year 2	Year 3	Year 4	Year 5	SubTotal	Year 6	Year 7	Year 8	Year 9	Year 10	Total
	FY 2012 Estimate	FY 2013 Estimate	FY 2014 Estimate	FY 2015 Estimate	FY 2016 Estimate	Year 1 - 5 Estimate	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate	FY 2020 Estimate	FY 2021 Estimate	Year 1 - 10 Estimate
DISTRICT	\$28,750	\$19,940	\$25,040	\$34,730	\$44,250	\$152,710	\$37,560	\$24,530	\$11,750	\$5,920	\$27,030	\$259,500
GRANTS	\$128,820	\$82,510	\$69,490	\$128,720	\$149,110	\$558,650	\$118,540	\$54,600	\$33,280	\$19,350	\$85,220	\$699,640
TOTAL	\$157,570	\$102,450	\$94,530	\$163,450	\$193,360	\$711,360	\$156,100	\$79,130	\$45,030	\$25,270	\$112,250	\$1,129,140
Doyle Drive Contribution	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000
District Portion Of the Capital Requiremer	\$28,750	\$19,940	\$100,040	\$34,730	\$44,250	\$227,710	\$37,560	\$24,530	\$11,750	\$5,920	\$27,030	\$334,500
Total Depreciation Included in the Budget	6,747	9,180	10,503	12,383	12,752	\$ 51,565	12,998	14,702	15,583	14,952	14,988	\$ 124,800
Additional Capital Contribution Required to Fund Projected Capital Plan	22,003	10,760	89,537	22,347	31,498	\$ 176,145	24,562	9,828	(3,833)	(9,032)	12,032	\$ 209,700
Average of the 10 Year Capital Contribution	\$21,000	\$21,000	\$21,000	\$21,000	\$21,000	\$ 105,000	\$21,000	\$21,000	\$21,000	\$21,000	\$21,000	\$ 210,000

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Year 1 - 5	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Year 1 - 10
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Re-Stated: Fund District Capital through Reserves												
District Funded Capital Projects and Doyle Drive Contribution net of Depreciation	\$22,000	\$10,800	\$89,500	\$22,300	\$31,500	\$ 176,100	\$24,600	\$9,800	(\$3,800)	(\$9,000)	\$12,000	209,700
Use Reserves to Fund District Projects	11,000	11,000	11,000	11,000	11,000	\$5,000	11,000	11,000	11,000	11,000	11,000	110,000
Additional Capital Contribution Required to Fund Projected Capital Plan with Reserves	11,000	(200)	78,500	11,300	20,500	\$ 121,100	13,562	(1,172)	(14,833)	(20,032)	1,032	\$ 99,700
Average of the 10 Year Capital Contribution	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$ 50,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$ 100,000

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 \$110 million in capital contribution reserves will be released to fund capital projects during this 10-year projection period. \$11 million per year will be released from unrestricted reserves, and thus reduce the capital contribution from \$21 million to \$10 million per year. The \$10 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 depreciation, for ten years divided by ten years and rounded to the nearest million.

**GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT
RESTRICTED RESERVES - FY 10/11 BUDGET**

Reserve Name	Estimated Balance 07/01/10	Estimated Balance 06/30/11	Estimated Balance 07/01/11
Unrestricted Net Assets¹:	\$ 138,100,000	\$ 139,600,000	\$ 139,600,000
<i>Board Designated and Other Reserve Adjustments:</i>			
Operating Reserve ²	\$ 12,800,000	\$ 5,800,000	\$ 12,800,000
Emergency Reserve ³	6,000,000	6,000,000	6,000,000
Bridge Self Insurance Loss Reserve	5,500,000	6,800,000	6,800,000
Subtotal Board Designated and Other Reserves	\$ 24,300,000	\$ 18,600,000	\$ 25,600,000
Total Remaining Reserves Available for Capital Projects or Operations	\$ 113,800,000	\$ 121,000,000	\$ 114,000,000
Capital Reserves:			
Capital Plan Reserve ⁵	\$ 111,500,000	\$ 118,600,000	\$ 111,700,000
<i>Committed Capital Projects (District-funded portion only):</i>			
Bridge	\$ 24,100,000	\$ 18,700,000	\$ 89,900,000
Transit	17,600,000	13,000,000	28,200,000
Total Committed Capital Projects (District-funded portion only)	\$ 41,700,000	\$ 31,700,000	\$ 118,100,000
<Unfunded Capital Reserves>/Reserves Remaining for Capital Projects or Operations	\$ 72,100,000	\$ 89,300,000	\$ (4,100,000)
Other Reserves:			
<i>Legally Required Reserves</i>			
Operating Reserve Fund for Bridge Expenses	7,300,000	7,300,000	7,300,000
Debt Service Reserve Fund	5,500,000	5,500,000	5,500,000
Total	\$ 12,800,000	\$ 12,800,000	\$ 12,800,000
Fully Funded Liabilities-INFORMATIONAL ONLY			
Self Insurance Reserve	\$ 30,800,000	\$ 30,800,000	\$ 30,800,000
Accrued Compensated Liabilities	8,100,000	8,100,000	8,100,000
Total	\$ 38,900,000	\$ 38,900,000	\$ 38,900,000
Total Other Reserves	\$ 51,700,000	\$ 51,700,000	\$ 51,700,000
Total Resources	\$ 189,800,000	\$ 191,300,000	\$ 191,300,000

1. Unrestricted Net Assets is adjusted to exclude Capital Contributions and Bridge Self Insurance set-asides.
2. Board policy funds the operating reserve at 7.5% of the budget or to cover the expected operating deficit, whichever is larger.
3. 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.
4. Capital Plan Reserve is established each year at 98% of *Total Remaining Reserves Available for Capital Projects or Operations*

