Agenda Item No. (10)

To: Finance-Auditing Committee/Committee of the Whole
Meeting of June 26, 2025

From: Lauren dePaschalis, Budget and Programs Analyst
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Subject: **PRESENTATION UPDATE OF THE 10-YEAR CAPITAL PLAN**

Recommendation

This is an informational report and requires no action.

Summary

In May of 2024, the Board approved a Strategic Plan comprised of a set of 39 initiatives envisioned to shape the future of the District. The initiatives target a broad set of objectives and one of the initiatives in the Strategic Plan is Initiative 29, which is described as *"Develop 5- and 10-year capital plans based on current project delivery abilities."* The 10-Year Capital Plan is a compilation of projects to improve the state of the District's assets through rehabilitation, replacement, and upgrades, and is presented to the Board as an appendix in both the Proposed and Adopted Budget Books. These capital projects are typically high-cost and span multiple fiscal years.

Staff have taken steps to address this initiative by undertaking a significant update of the existing 10-Year Capital Plan. Staff conducted a thorough review of all projects, including:

- Removing redundant projects that had been completed through separate capital projects, capital equipment investments, or routine operating maintenance.
- Adding missing projects identified through facility condition assessments, asset management lifecycle evaluations, and operational improvement discussions with each Division.
- Clarifying and consolidating undefined capital projects by grouping them with similar scopes of work.

Project timelines were developed with consideration for staff bandwidth, average project duration based on size, and priority. Projects were prioritized based on criteria that included, but were not limited to: safety, asset condition, regulatory requirements, revenue generation potential, and customer service impact. Highest priority projects were considered for inclusion in the annual

Capital Budget. Remaining projects were scheduled based on their relative priority – those of greater importance were forecasted to begin within the first five years of the 10-Year Capital Plan, while those of lower priority were placed in the latter half.

This process resulted in a 10-Year Capital Plan comprised of 183 projects totaling $2.8 billion, of which $1.8 billion is expected to be funded by grants and $1.0 billion through District funds. The Capital Plan remains a dynamic document and will continue to evolve as new information emerges and priorities shift. Updates to the 10-Year Capital Plan will be presented annually through the Proposed and Adopted Budget Books.

Fiscal Impact

There is no direct fiscal impact associated with this informational item.

Appendices: A. PowerPoint Presentation on 10-Year Capital Plan Update
B. 10-Year Capital Plan is available on our website:
https://www.goldengate.org/assets/1/25/2025-0522-financecomm-no7-initialpresentfy26capop-attach.pdf?12698#page=207

10-YEAR CAPITAL PLAN UPDATE

ATTACHMENT

2024 STRATEGIC PLAN

Develop 5- and 10-year capital plans based on current project delivery abilities.

10-YEAR CAPITAL PLAN

Compilation of projects to improve the state of the District's assets through rehabilitation, replacement, upgrades, and more. Projects are typically high-cost and span multiple fiscal years.

<u>Update Goals</u>

- Clarify undefined projects
- Add missing projects
- Remove redundant projects
- Shift project delivery throughout the 10-year span

PROJECT DEVELOPMENT

Newly identified and existing projects were

- discussed
- clarified
- expanded
- grouped
- budget estimates were assigned

CRITERIA

Project timelines within the 10-Year Plan considered

- staff bandwidth
- average project duration based on size
- priority ranking

PRIORITIZATION

Projects were prioritized based on

- safety
- revenue generation
- condition
- customer service
- regulatory requirement
- etc.

FACILITIES

A Facility is comprised of the buildings and surrounding assets allowing the District to run its operations.

To better define and identify work, Staff performed facility assessments at

- Bridge Toll Plaza
- Larkspur Ferry Terminal
- San Francisco Ferry Terminal
- D1 – San Rafael
- D2 – Novato
- D3 – Santa Rosa
- D4 – San Francisco
- San Rafael Transit Center

RESULTS

$2.8
Billion

10-YEAR PLAN

$1.8
Billion

GRANT FUNDED

$1.0
Billion

DISTRICT FUNDED

$250
Million

FACILITIES COST

RESULTS

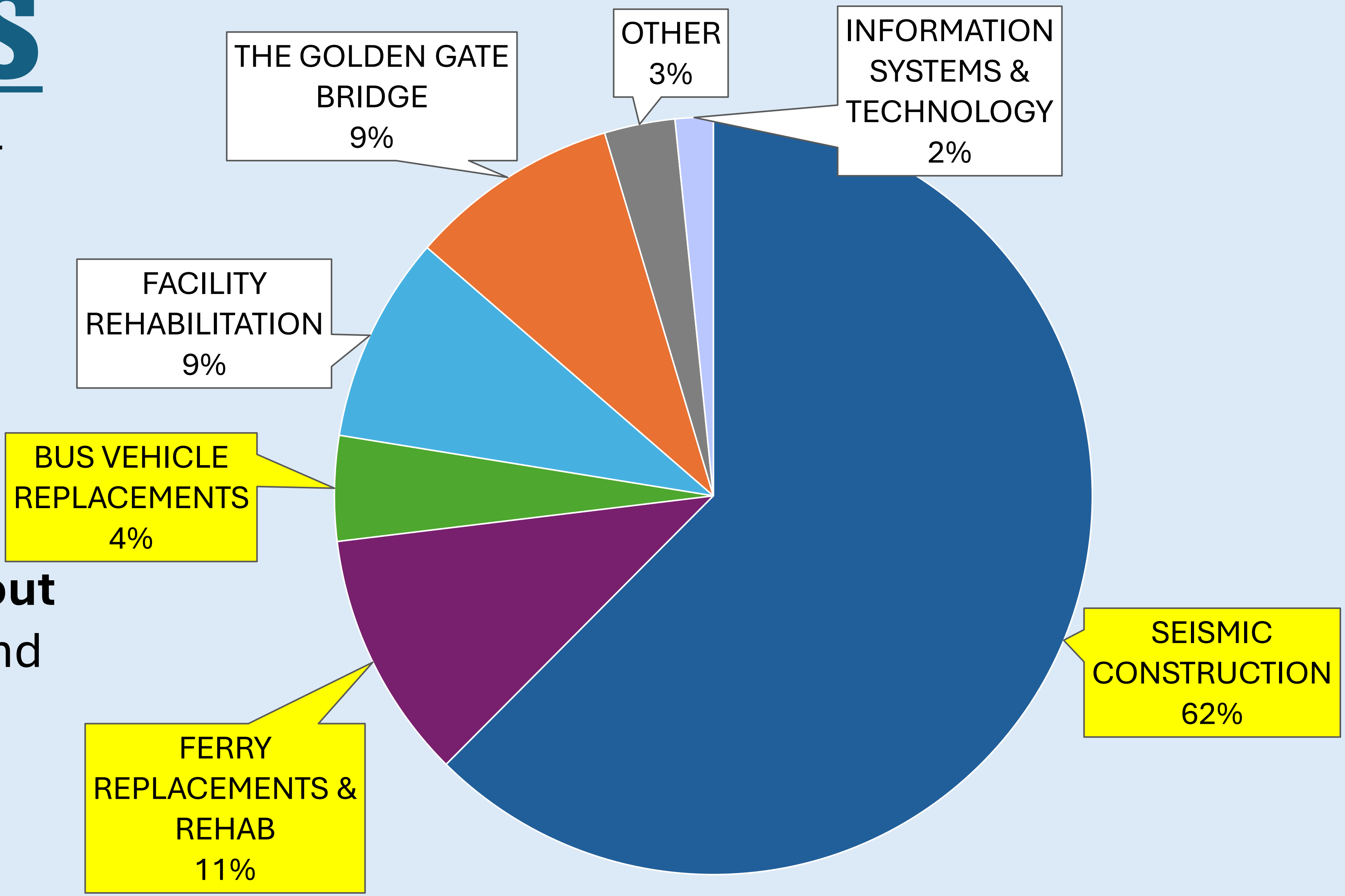
ROUNDED TO MILLIONS

DIVISION	FY25 Approved 10-Year Plan		FY26 Proposed 10-Year Plan	
	# PROJECTS	$ AMOUNT	# PROJECTS	$ AMOUNT
BRIDGE	48	$ 364.1	42	$ 342.7
BUS	45	$ 314.8	33	$ 262.6
FERRY	43	$ 509.3	53	$ 403.8
DISTRICT	50	$ 51.4	53	$ 54.8
SEISMIC CON. PHASES I & II	1	$ 870.0	2	$ 1,770.0
TOTAL	**187**	**$ 2,110.0**	**183**	**$ 2,833.9**

RESULTS

% of $2.8 Billion 10-Year Capital Plan Cost

- Bus Vehicle Replacements, Ferry Replacements and Rehab, and Seismic Construction are **18 out of the 183** projects and make up **79% or $2.2 Billion** of the 10-Year Capital Plan.



FACILITIES

Facility Projects	Rounded to Millions
Building Rehabilitation • *Seismic retrofit of the Toll Plaza Admin. Building* • *Ferry fuel drainage culvert rehabilitation*	$ 69.5
Ferry Landings & Infrastructure • *Gangways, Piers, and Berth rehabilitation*	$ 68.4
San Rafael Transit Center Replacement	$ 64.2
Other: • *Overhead crane to maintain bus vehicle batteries*	$ 15.1
Roof and Door Replacements & Painting	$ 10.7
Accessibility Improvements	$ 10.2
HVAC, Utilities, & Generators	$ 5.9
Parking Lot Repaving	$ 4.3
Bus Car Wash Replacement	$ 1.7
TOTAL	**$ 250 M**

SUMMARY

Strategic Plan Initiative "Develop 5- and 10-year capital plans based on current project delivery abilities."

Completed Goals

- Projects are clearly defined
- Workload reflects staff resources and District priorities
- Project delivery is more evenly distributed throughout the next 10 years