



TO: Regional Advisory Working Group

DATE: March 29, 2016

FR: Theresa Romell, MTC

RE: Plan Bay Area 2040 Needs Assessment Update

### **Background**

One element in the development of Plan Bay Area (PBA) 2040 is the estimation of costs and available revenues for the preservation of the existing transportation system. MTC staff has produced draft needs assessments for the capital maintenance of the Bay Area's local street and road network, the state highway system, and local and regional bridges, as well as the capital maintenance and operating needs of the region's public transit system. The needs assessments span the 24 year period from fiscal years 2017 through 2040 and are in nominal (escalated) dollars.

MTC staff worked extensively with local jurisdictions, transit operators, and Caltrans to develop these estimates over the last year. Staff presented the PBA 2040 Needs Assessment at the December 2015 and January 2016 Partnership Technical Advisory Committee meetings. These presentations and the accompanying memos detailed the methodologies used to prepare the needs assessments for all modes. The draft results of the needs assessments were also presented to the Partnership Board at its February 2016 meeting.

This memo provides a summary of the draft results of the needs assessment and provides information on key findings that have arisen from the analyses.

### **Regional Summary**

As shown in the table below, to reach a state of good repair, in which all roads are maintained at their optimum levels and transit assets are replaced at the end of their useful lives, in addition to being able to maintain existing service levels for public transit, the region will need to spend an estimated total of \$241 billion over the next 24 years. Currently, draft estimates of revenue available for the operation and maintenance of the existing system total \$180 billion, leaving a remaining need of approximately \$61 billion. To maintain *existing* conditions on our region's roadways and the existing state of repair of transit assets and service levels, the region would need to spend approximately \$218 billion over the next 24 years, about \$40 billion more than forecasted revenue.

Total transportation revenue forecasted for PBA 2040 is approximately \$298 billion, the vast majority of which is funding for committed projects and programs. Approximately 15 percent of the total Plan revenue is expected to be available for discretionary purposes.

*Draft Plan Bay Area 2040 Needs Assessment (In Millions)*

Mode	Revenue	Need (State of Good Repair)	Need (Maintain Conditions)	Remaining Need (State of Good Repair)	Remaining Need (Maintain Conditions) <sup>1</sup>
Local Streets & Roads	\$13,192	\$36,236	\$30,261	\$23,044	\$17,069
State Highways <sup>2</sup>	\$13,751	\$19,209	\$19,209	\$5,458	\$5,458
Local Bridges <sup>2</sup>	\$923	\$2,187	\$2,187	\$1,264	\$1,264
Regional Bridges <sup>2</sup>	\$13,379	\$14,033	\$14,033	\$654	\$654
Transit Capital	\$17,948	\$47,050	\$30,071	\$29,102	\$13,811
Transit Operating <sup>3</sup>	\$120,768	\$122,465	\$122,465	\$1,697	\$1,697
<b>Total</b>	<b>\$179,961</b>	<b>\$241,180</b>	<b>\$218,226</b>	<b>\$61,219</b>	<b>\$39,953</b>

Notes:

- 1) The remaining need figure does not include surpluses (for operators/agencies with more total revenue than projected need), given the assumption that surpluses from one operator/agency cannot be used to offset remaining need for another
- 2) Needs associated with maintaining existing condition levels is not available for the state highway system or bridges
- 3) The transit operating needs assessment only considers what is needed to maintain existing service levels, therefore transit operating needs are the same for both State of Good Repair and Maintain Conditions

**Overall Findings**

- For local streets and roads, total capital maintenance needs have decreased by \$8.1 billion as compared to PBA 2013. On an annualized basis, the needs assessment for PBA 2040 reveals an approximate 5% decrease in capital maintenance need and an increase of approximately 2% in revenue identified to meet that need, as compared to PBA 2013.
- The draft needs assessment for state highways is consistent with PBA 2013 for which the estimated state highway capital maintenance needs was \$22.4 billion, over a 28-year period. On an annualized basis, SHOPP revenue projected to be available to meet the state highway needs has increased by approximately 15% as compared to PBA 2013.
- For transit operations, service levels for the existing system are projected to increase from 11.8 million hours per fiscal year as shown in PBA 2013 to 12.6 million hours per fiscal year in PBA 2040. This represents a 7% increase in annual service hours since the needs assessment was conducted for PBA 2013.
- The total Bay Area transit system operating cost over the PBA 2040 period is projected to increase by \$13 billion, from \$114 billion in PBA 2013 to \$122 billion in PBA2040. On an annualized basis, operating costs have increased by approximately 25% as compared to the PBA 2013.
- Under the State of Good Repair scenario there is an increase of approximately \$0.5 billion in total need as compared to \$46.5 billion in PBA 2013 SGR. On an annualized basis, the transit capital maintenance need has increased by approximately 18% as compared to PBA 2013.
- Approximately 99% of the transit capital investment needed to maintain existing conditions can be attributed to major, “Score 16” assets, whereas about 70% of the transit capital investment needed to meet a state of good repair, is attributable to Score 16 assets.

### **Next Steps**

Staff will make updates to the needs assessments based on input from stakeholders and refinements to the estimation process, and as adjustments to the PBA 2040 revenue forecast are made. Updates on the needs assessments will be brought forward to the appropriate Partnership working groups and MTC Committees periodically. Although finalization of the needs assessments will not occur until just prior to the adoption of PBA 2040, the assessments, in their draft forms, will be used to provide input into development of the Preferred Scenario and Investment Strategy components of the Plan.

### **Attachments:**

- Attachment A: Plan Bay Area 2040 -- DRAFT 24-Year Local Street and Road System Preservation Needs and Available Revenue
- Attachment B: Plan Bay Area 2040 – DRAFT 24-Year Transit Capital Maintenance Needs and Available Revenue
- Attachment C: Plan Bay Area 2040 – DRAFT 24-Year Transit Operating Needs and Revenue
- PowerPoint

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Attachment A

Plan Bay Area 2040 -- DRAFT 24-Year Local Street and Road System Preservation Needs and Available Revenue  
4/1/2016

MAINTAIN EXISTING CONDITIONS

Jurisdiction
County of Alameda
Alameda
Albany
Berkeley
Dublin
Emeryville
Fremont
Hayward
Livermore
Newark
Oakland
Piedmont
Pleasanton
San Leandro
Union City
<b>ALAMEDA COUNTY TOTAL</b>

Total Preservation Needs
\$ 363,376,990
\$ 272,128,135
\$ 50,277,408
\$ 315,432,223
\$ 250,243,422
\$ 53,372,541
\$ 856,018,905
\$ 545,567,130
\$ 487,508,075
\$ 217,899,877
\$ 1,283,705,412
\$ 44,709,857
\$ 385,246,864
\$ 263,905,350
\$ 337,115,052
<b>\$ 5,726,507,241</b>

Revenue Available for System Preservation
\$ 363,376,990
\$ 185,600,000
\$ 37,600,000
\$ 315,432,223
\$ 62,000,000
\$ 53,372,541
\$ 259,700,000
\$ 172,300,000
\$ 99,700,000
\$ 50,100,000
\$ 618,300,000
\$ 19,600,000
\$ 160,400,000
\$ 152,700,000
\$ 55,500,000
<b>\$ 2,605,681,754</b>

Remaining Needs for System Preservation
\$ -
\$ 86,528,135
\$ 12,677,408
\$ -
\$ 188,243,422
\$ -
\$ 596,318,905
\$ 373,267,130
\$ 387,808,075
\$ 167,799,877
\$ 665,405,412
\$ 25,109,857
\$ 224,846,864
\$ 111,205,350
\$ 281,615,052
<b>\$ 3,120,825,487</b>

Jurisdiction
County of Contra Costa
Antioch
Brentwood
Clayton
Concord
Danville
El Cerrito
Hercules
Lafayette
Martinez
Moraga
Oakley
Orinda
Pinole
Pittsburg
Pleasant Hill
Richmond
San Pablo
San Ramon
Walnut Creek
<b>CONTRA COSTA COUNTY TOTAL</b>

Total Preservation Needs
\$ 496,932,601
\$ 444,550,520
\$ 259,597,430
\$ 68,487,967
\$ 512,891,745
\$ 200,192,274
\$ 101,353,358
\$ 98,486,328
\$ 130,616,338
\$ 118,987,252
\$ 67,543,195
\$ 181,660,925
\$ 56,045,352
\$ 77,714,046
\$ 269,896,004
\$ 140,561,811
\$ 383,471,078
\$ 144,106,035
\$ 407,563,562
\$ 378,511,596
<b>\$ 4,539,169,419</b>

Revenue Available for System Preservation
\$ 294,700,000
\$ 207,900,000
\$ 74,800,000
\$ 11,400,000
\$ 161,600,000
\$ 90,700,000
\$ 37,800,000
\$ 14,400,000
\$ 44,500,000
\$ 67,300,000
\$ 27,800,000
\$ 25,600,000
\$ 24,500,000
\$ 22,800,000
\$ 116,100,000
\$ 125,400,000
\$ 200,500,000
\$ 28,300,000
\$ 246,800,000
\$ 38,400,000
<b>\$ 1,861,300,000</b>

Remaining Needs for System Preservation
\$ 202,232,601
\$ 236,650,520
\$ 184,797,430
\$ 57,087,967
\$ 351,291,745
\$ 109,492,274
\$ 63,553,358
\$ 84,086,328
\$ 86,116,338
\$ 51,687,252
\$ 39,743,195
\$ 156,060,925
\$ 31,545,352
\$ 54,914,046
\$ 153,796,004
\$ 15,161,811
\$ 182,971,078
\$ 115,806,035
\$ 160,763,562
\$ 340,111,596
<b>\$ 2,677,869,419</b>

Jurisdiction
County of Marin
Belvedere
Corte Madera
Fairfax
Larkspur
Mill Valley
Novato
Ross
San Anselmo
San Rafael
Sausalito
Tiburon
<b>MARIN COUNTY TOTAL</b>

Total Preservation Needs
\$ 285,002,182
\$ 13,005,726
\$ 49,240,110
\$ 30,877,190
\$ 29,651,468
\$ 56,682,459
\$ 237,894,442
\$ 12,358,960
\$ 36,610,356
\$ 271,624,962
\$ 29,519,163
\$ 40,449,879
<b>\$ 1,092,916,898</b>

Revenue Available for System Preservation
\$ 140,500,000
\$ 3,600,000
\$ 7,200,000
\$ 8,800,000
\$ 12,800,000
\$ 51,000,000
\$ 91,300,000
\$ 3,600,000
\$ 14,800,000
\$ 83,300,000
\$ 5,900,000
\$ 31,400,000
<b>\$ 454,200,000</b>

Remaining Needs for System Preservation
\$ 144,502,182
\$ 9,405,726
\$ 42,040,110
\$ 22,077,190
\$ 16,851,468
\$ 5,682,459
\$ 146,594,442
\$ 8,758,960
\$ 21,810,356
\$ 188,324,962
\$ 23,619,163
\$ 9,049,879
<b>\$ 638,716,898</b>

**MAINTAIN EXISTING CONDITIONS**

Jurisdiction
County of Napa
American Canyon
Calistoga
Napa
St Helena
Yountville
<b>NAPA COUNTY TOTAL</b>

Total Preservation Needs
\$ 271,848,895
\$ 84,278,092
\$ 16,833,757
\$ 279,407,354
\$ 21,635,052
\$ 12,628,595
\$ <b>686,631,743</b>

Revenue Available for System Preservation
\$ 149,300,000
\$ 44,500,000
\$ 11,800,000
\$ 279,407,354
\$ 21,000,000
\$ 12,628,595
\$ <b>518,635,948</b>

Remaining Needs for System Preservation
\$ 122,548,895
\$ 39,778,092
\$ 5,033,757
\$ -
\$ 635,052
\$ -
\$ <b>167,995,795</b>

Jurisdiction
<b>SAN FRANCISCO TOTAL</b>

Total Preservation Needs
\$ <b>3,228,397,782</b>

Revenue Available for System Preservation
\$ <b>2,095,900,000</b>

Remaining Needs for System Preservation
\$ <b>1,132,497,782</b>

Jurisdiction
County of San Mateo
Atherton
Belmont
Brisbane
Burlingame
Colma
Daly City
East Palo Alto
Foster City
Half Moon Bay
Hillsborough
Menlo Park
Millbrae
Pacifica
Portola Valley
Redwood City
San Bruno
San Carlos
San Mateo
South San Francisco
Woodside
<b>SAN MATEO COUNTY TOTAL</b>

Total Preservation Needs
\$ 198,298,644
\$ 45,653,605
\$ 70,381,411
\$ 36,533,467
\$ 139,030,264
\$ 10,258,521
\$ 398,549,516
\$ 79,379,926
\$ 177,526,243
\$ 38,373,765
\$ 70,291,119
\$ 144,527,675
\$ 55,692,704
\$ 105,121,575
\$ 34,071,571
\$ 378,013,956
\$ 145,169,509
\$ 98,094,178
\$ 388,140,301
\$ 254,837,130
\$ 34,554,668
\$ <b>2,902,499,747</b>

Revenue Available for System Preservation
\$ 198,298,644
\$ 25,600,000
\$ 70,381,411
\$ 6,700,000
\$ 38,000,000
\$ 4,700,000
\$ 78,100,000
\$ 26,400,000
\$ 45,000,000
\$ 19,700,000
\$ 23,900,000
\$ 120,300,000
\$ 20,300,000
\$ 36,200,000
\$ 17,900,000
\$ 95,500,000
\$ 33,500,000
\$ 26,600,000
\$ 138,000,000
\$ 54,600,000
\$ 7,400,000
\$ <b>1,087,080,055</b>

Remaining Needs for System Preservation
\$ -
\$ 20,053,605
\$ -
\$ 29,833,467
\$ 101,030,264
\$ 5,558,521
\$ 320,449,516
\$ 52,979,926
\$ 132,526,243
\$ 18,673,765
\$ 46,391,119
\$ 24,227,675
\$ 35,392,704
\$ 68,921,575
\$ 16,171,571
\$ 282,513,956
\$ 111,669,509
\$ 71,494,178
\$ 250,140,301
\$ 200,237,130
\$ 27,154,668
\$ <b>1,815,419,692</b>

Jurisdiction
County of Santa Clara
Campbell
Cupertino
Gilroy
Los Altos
Los Altos Hills
Los Gatos
Milpitas
Monte Sereno
Morgan Hill
Mountain View
Palo Alto
San Jose
Santa Clara
Saratoga
Sunnyvale
<b>SANTA CLARA COUNTY TOTAL</b>

Total Preservation Needs
\$ 685,643,384
\$ 188,508,833
\$ 222,475,310
\$ 239,205,248
\$ 171,257,002
\$ 50,790,023
\$ 118,257,760
\$ 286,890,765
\$ 15,478,396
\$ 196,548,714
\$ 325,343,504
\$ 350,910,028
\$ 3,620,256,076
\$ 557,375,631
\$ 164,345,099
\$ 674,529,241
\$ <b>7,867,815,014</b>

Revenue Available for System Preservation
\$ 449,600,000
\$ 63,000,000
\$ 77,700,000
\$ 68,400,000
\$ 76,200,000
\$ 42,200,000
\$ 41,000,000
\$ 63,800,000
\$ 4,800,000
\$ 52,500,000
\$ 126,800,000
\$ 151,900,000
\$ 1,150,800,000
\$ 308,100,000
\$ 22,500,000
\$ 368,300,000
\$ <b>3,067,600,000</b>

Remaining Needs for System Preservation
\$ 236,043,384
\$ 125,508,833
\$ 144,775,310
\$ 170,805,248
\$ 95,057,002
\$ 8,590,023
\$ 77,257,760
\$ 223,090,765
\$ 10,678,396
\$ 144,048,714
\$ 198,543,504
\$ 199,010,028
\$ 2,469,456,076
\$ 249,275,631
\$ 141,845,099
\$ 306,229,241
\$ <b>4,800,215,014</b>

Jurisdiction
County of Solano
Benicia
Dixon

Total Preservation Needs
\$ 384,644,744
\$ 115,999,441
\$ 99,021,863

Revenue Available for System Preservation
\$ 123,300,000
\$ 15,500,000
\$ 8,900,000

Remaining Needs for System Preservation
\$ 261,344,744
\$ 100,499,441
\$ 90,121,863

**MAINTAIN EXISTING CONDITIONS**

Fairfield
Rio Vista
Suisun City
Vacaville
Vallejo
<b>SOLANO COUNTY TOTAL</b>

\$	568,654,975
\$	22,396,524
\$	92,803,455
\$	487,113,331
\$	290,306,727
\$	<b>2,060,941,060</b>

\$	101,600,000
\$	3,200,000
\$	22,000,000
\$	97,600,000
\$	56,200,000
\$	<b>428,300,000</b>

\$	467,054,975
\$	19,196,524
\$	70,803,455
\$	389,513,331
\$	234,106,727
\$	<b>1,632,641,060</b>

Jurisdiction
County of Sonoma
Cloverdale
Cotati
Healdsburg
Petaluma
Rohnert Park
Santa Rosa
Sebastapol
Sonoma
Windsor
<b>SONOMA COUNTY TOTAL</b>

Total Preservation Needs	
\$	836,780,627
\$	34,165,401
\$	29,021,348
\$	41,789,163
\$	169,562,320
\$	159,097,991
\$	717,025,814
\$	27,528,456
\$	37,438,371
\$	103,315,792
\$	<b>2,155,725,285</b>

Revenue Available for System Preservation	
\$	412,900,000
\$	10,500,000
\$	6,700,000
\$	34,100,000
\$	31,500,000
\$	35,700,000
\$	305,000,000
\$	7,400,000
\$	9,300,000
\$	42,400,000
\$	<b>895,500,000</b>

Remaining Needs for System Preservation	
\$	423,880,627
\$	23,665,401
\$	22,321,348
\$	7,689,163
\$	138,062,320
\$	123,397,991
\$	412,025,814
\$	20,128,456
\$	28,138,371
\$	60,915,792
\$	<b>1,260,225,285</b>

County
Alameda
Contra Costa
Marin
Napa
San Francisco
San Mateo
Santa Clara
Solano
Sonoma
<b>REGION TOTAL</b>

Total Preservation Needs	
\$	5,726,507,241
\$	4,539,169,419
\$	1,092,916,898
\$	686,631,743
\$	3,228,397,782
\$	2,902,499,747
\$	7,867,815,014
\$	2,060,941,060
\$	2,155,725,285
\$	<b>30,260,604,189</b>

Revenue Available for System Preservation	
\$	2,605,681,754
\$	1,861,300,000
\$	454,200,000
\$	518,635,948
\$	2,095,900,000
\$	1,087,080,055
\$	3,067,600,000
\$	428,300,000
\$	895,500,000
\$	<b>13,014,197,757</b>

Remaining Needs for System Preservation	
\$	3,120,825,487
\$	2,677,869,419
\$	638,716,898
\$	167,995,795
\$	1,132,497,782
\$	1,815,419,692
\$	4,800,215,014
\$	1,632,641,060
\$	1,260,225,285
\$	<b>17,246,406,431</b>

Attachment A

Plan Bay Area 2040 -- DRAFT 24-Year Local Street and Road System Preservation Needs and Available Revenue  
4/1/2016

STATE OF GOOD REPAIR (BEST MANAGEMENT PRACTICES)

Jurisdiction	Total Preservation Needs	Revenue Available for System Preservation	Remaining Needs for System Preservation
County of Alameda	\$ 368,240,906	\$ 368,240,906	\$ -
Alameda	\$ 304,043,998	\$ 185,600,000	\$ 118,443,998
Albany	\$ 73,663,932	\$ 37,600,000	\$ 36,063,932
Berkeley	\$ 499,374,713	\$ 459,000,000	\$ 40,374,713
Dublin	\$ 185,641,674	\$ 62,000,000	\$ 123,641,674
Emeryville	\$ 38,469,103	\$ 38,469,103	\$ -
Fremont	\$ 992,417,033	\$ 259,700,000	\$ 732,717,033
Hayward	\$ 633,472,850	\$ 172,300,000	\$ 461,172,850
Livermore	\$ 421,009,839	\$ 99,700,000	\$ 321,309,839
Newark	\$ 189,575,509	\$ 50,100,000	\$ 139,475,509
Oakland	\$ 1,834,745,511	\$ 618,300,000	\$ 1,216,445,511
Piedmont	\$ 49,459,532	\$ 19,600,000	\$ 29,859,532
Pleasanton	\$ 325,618,790	\$ 160,400,000	\$ 165,218,790
San Leandro	\$ 418,736,707	\$ 152,700,000	\$ 266,036,707
Union City	\$ 256,934,221	\$ 55,500,000	\$ 201,434,221
<b>ALAMEDA COUNTY TOTAL</b>	<b>\$ 6,591,404,318</b>	<b>\$ 2,739,210,009</b>	<b>\$ 3,852,194,310</b>

Jurisdiction	Total Preservation Needs	Revenue Available for System Preservation	Remaining Needs for System Preservation
County of Contra Costa	\$ 468,836,144	\$ 294,700,000	\$ 174,136,144
Antioch	\$ 494,764,992	\$ 207,900,000	\$ 286,864,992
Brentwood	\$ 210,086,801	\$ 74,800,000	\$ 135,286,801
Clayton	\$ 47,040,838	\$ 11,400,000	\$ 35,640,838
Concord	\$ 593,225,059	\$ 161,600,000	\$ 431,625,059
Danville	\$ 197,442,899	\$ 90,700,000	\$ 106,742,899
El Cerrito	\$ 79,508,593	\$ 37,800,000	\$ 41,708,593
Hercules	\$ 94,373,323	\$ 14,400,000	\$ 79,973,323
Lafayette	\$ 100,733,813	\$ 44,500,000	\$ 56,233,813
Martinez	\$ 211,042,947	\$ 67,300,000	\$ 143,742,947
Moraga	\$ 85,873,857	\$ 27,800,000	\$ 58,073,857
Oakley	\$ 172,102,715	\$ 25,600,000	\$ 146,502,715
Orinda	\$ 112,460,646	\$ 24,500,000	\$ 87,960,646
Pinole	\$ 88,881,656	\$ 22,800,000	\$ 66,081,656
Pittsburg	\$ 283,865,382	\$ 116,100,000	\$ 167,765,382
Pleasant Hill	\$ 161,866,712	\$ 125,400,000	\$ 36,466,712
Richmond	\$ 490,887,044	\$ 200,500,000	\$ 290,387,044
San Pablo	\$ 98,680,577	\$ 28,300,000	\$ 70,380,577
San Ramon	\$ 304,733,471	\$ 246,800,000	\$ 57,933,471
Walnut Creek	\$ 342,983,407	\$ 38,400,000	\$ 304,583,407
<b>CONTRA COSTA COUNTY TOTAL</b>	<b>\$ 4,639,390,875</b>	<b>\$ 1,861,300,000</b>	<b>\$ 2,778,090,875</b>

Jurisdiction	Total Preservation Needs	Revenue Available for System Preservation	Remaining Needs for System Preservation
County of Marin	\$ 442,083,007	\$ 140,500,000	\$ 301,583,007
Belvedere	\$ 8,184,776	\$ 3,600,000	\$ 4,584,776
Corte Madera	\$ 44,727,361	\$ 7,200,000	\$ 37,527,361
Fairfax	\$ 34,964,541	\$ 8,800,000	\$ 26,164,541
Larkspur	\$ 73,898,258	\$ 12,800,000	\$ 61,098,258
Mill Valley	\$ 80,121,654	\$ 51,000,000	\$ 29,121,654
Novato	\$ 254,372,766	\$ 91,300,000	\$ 163,072,766
Ross	\$ 10,989,046	\$ 3,600,000	\$ 7,389,046
San Anselmo	\$ 59,310,217	\$ 14,800,000	\$ 44,510,217
San Rafael	\$ 263,867,712	\$ 83,300,000	\$ 180,567,712
Sausalito	\$ 33,695,598	\$ 5,900,000	\$ 27,795,598

**STATE OF GOOD REPAIR (BEST MANAGEMENT PRACTICES)**

Jurisdiction
Tiburon
<b>MARIN COUNTY TOTAL</b>

Total Preservation Needs
\$ 38,345,932
<b>\$ 1,344,560,869</b>

Revenue Available for System Preservation
\$ 31,400,000
<b>\$ 454,200,000</b>

Remaining Needs for System Preservation
\$ 6,945,932
<b>\$ 890,360,869</b>

Jurisdiction
County of Napa
American Canyon
Calistoga
Napa
St Helena
Yountville
<b>NAPA COUNTY TOTAL</b>

Total Preservation Needs
\$ 444,913,221
\$ 101,377,938
\$ 29,565,829
\$ 406,192,679
\$ 40,083,105
\$ 12,882,113
<b>\$ 1,035,014,884</b>

Revenue Available for System Preservation
\$ 149,300,000
\$ 44,500,000
\$ 11,800,000
\$ 292,200,000
\$ 21,000,000
\$ 12,882,113
<b>\$ 531,682,113</b>

Remaining Needs for System Preservation
\$ 295,613,221
\$ 56,877,938
\$ 17,765,829
\$ 113,992,679
\$ 19,083,105
\$ -
<b>\$ 503,332,771</b>

Jurisdiction
<b>SAN FRANCISCO TOTAL</b>

Total Preservation Needs
<b>\$ 4,010,986,855</b>

Revenue Available for System Preservation
<b>\$ 2,095,900,000</b>

Remaining Needs for System Preservation
<b>\$ 1,915,086,855</b>

Jurisdiction
County of San Mateo
Atherton
Belmont
Brisbane
Burlingame
Colma
Daly City
East Palo Alto
Foster City
Half Moon Bay
Hillsborough
Menlo Park
Millbrae
Pacifica
Portola Valley
Redwood City
San Bruno
San Carlos
San Mateo
South San Francisco
Woodside
<b>SAN MATEO COUNTY TOTAL</b>

Total Preservation Needs
\$ 208,596,899
\$ 38,424,770
\$ 128,900,426
\$ 25,910,755
\$ 124,008,838
\$ 8,978,984
\$ 354,261,149
\$ 124,104,417
\$ 107,697,808
\$ 51,354,381
\$ 65,358,501
\$ 137,708,751
\$ 114,385,628
\$ 197,546,582
\$ 24,282,554
\$ 306,026,698
\$ 196,801,073
\$ 152,783,832
\$ 363,811,154
\$ 271,370,970
\$ 38,506,670
<b>\$ 3,040,820,842</b>

Revenue Available for System Preservation
\$ 204,300,000
\$ 25,600,000
\$ 95,500,000
\$ 6,700,000
\$ 38,000,000
\$ 4,700,000
\$ 78,100,000
\$ 26,400,000
\$ 45,000,000
\$ 19,700,000
\$ 23,900,000
\$ 120,300,000
\$ 20,300,000
\$ 36,200,000
\$ 17,900,000
\$ 95,500,000
\$ 33,500,000
\$ 26,600,000
\$ 138,000,000
\$ 54,600,000
\$ 7,400,000
<b>\$ 1,118,200,000</b>

Remaining Needs for System Preservation
\$ 4,296,899
\$ 12,824,770
\$ 33,400,426
\$ 19,210,755
\$ 86,008,838
\$ 4,278,984
\$ 276,161,149
\$ 97,704,417
\$ 62,697,808
\$ 31,654,381
\$ 41,458,501
\$ 17,408,751
\$ 94,085,628
\$ 161,346,582
\$ 6,382,554
\$ 210,526,698
\$ 163,301,073
\$ 126,183,832
\$ 225,811,154
\$ 216,770,970
\$ 31,106,670
<b>\$ 1,922,620,842</b>

Jurisdiction
County of Santa Clara
Campbell
Cupertino
Gilroy
Los Altos
Los Altos Hills
Los Gatos
Milpitas
Monte Sereno
Morgan Hill
Mountain View
Palo Alto
San Jose

Total Preservation Needs
\$ 771,168,618
\$ 182,079,533
\$ 275,645,819
\$ 254,533,959
\$ 122,774,770
\$ 44,659,040
\$ 159,269,448
\$ 312,536,066
\$ 18,486,440
\$ 212,453,160
\$ 321,448,244
\$ 330,975,997
\$ 4,608,754,632

Revenue Available for System Preservation
\$ 449,600,000
\$ 63,000,000
\$ 77,700,000
\$ 68,400,000
\$ 76,200,000
\$ 42,200,000
\$ 41,000,000
\$ 63,800,000
\$ 4,800,000
\$ 52,500,000
\$ 126,800,000
\$ 151,900,000
<b>\$ 1,150,800,000</b>

Remaining Needs for System Preservation
\$ 321,568,618
\$ 119,079,533
\$ 197,945,819
\$ 186,133,959
\$ 46,574,770
\$ 2,459,040
\$ 118,269,448
\$ 248,736,066
\$ 13,686,440
\$ 159,953,160
\$ 194,648,244
\$ 179,075,997
<b>\$ 3,457,954,632</b>



**STATE OF GOOD REPAIR (BEST MANAGEMENT PRACTICES)**

Jurisdiction
Santa Clara
Saratoga
Sunnyvale
<b>SANTA CLARA COUNTY TOTAL</b>

Total Preservation Needs
\$ 517,464,080
\$ 181,952,674
\$ 581,636,658
<b>\$ 8,895,839,139</b>

Revenue Available for System Preservation
\$ 308,100,000
\$ 22,500,000
\$ 368,300,000
<b>\$ 3,067,600,000</b>

Remaining Needs for System Preservation
\$ 209,364,080
\$ 159,452,674
\$ 213,336,658
<b>\$ 5,828,239,139</b>

Jurisdiction
County of Solano
Benicia
Dixon
Fairfield
Rio Vista
Suisun City
Vacaville
Vallejo
<b>SOLANO COUNTY TOTAL</b>

Total Preservation Needs
\$ 299,230,031
\$ 178,103,449
\$ 101,542,521
\$ 562,164,905
\$ 43,290,384
\$ 163,947,191
\$ 494,816,041
\$ 766,359,485
<b>\$ 2,609,454,007</b>

Revenue Available for System Preservation
\$ 123,300,000
\$ 15,500,000
\$ 8,900,000
\$ 101,600,000
\$ 3,200,000
\$ 22,000,000
\$ 97,600,000
\$ 56,200,000
<b>\$ 428,300,000</b>

Remaining Needs for System Preservation
\$ 175,930,031
\$ 162,603,449
\$ 92,642,521
\$ 460,564,905
\$ 40,090,384
\$ 141,947,191
\$ 397,216,041
\$ 710,159,485
<b>\$ 2,181,154,007</b>

Jurisdiction
County of Sonoma
Cloverdale
Cotati
Healdsburg
Petaluma
Rohnert Park
Santa Rosa
Sebastapol
Sonoma
Windsor
<b>SONOMA COUNTY TOTAL</b>

Total Preservation Needs
\$ 1,869,179,471
\$ 56,678,534
\$ 52,425,936
\$ 90,092,458
\$ 465,395,808
\$ 228,713,256
\$ 1,061,128,111
\$ 45,932,435
\$ 61,172,277
\$ 138,232,026
<b>\$ 4,068,950,311</b>

Revenue Available for System Preservation
\$ 412,900,000
\$ 10,500,000
\$ 6,700,000
\$ 34,100,000
\$ 31,500,000
\$ 35,700,000
\$ 305,000,000
\$ 7,400,000
\$ 9,300,000
\$ 42,400,000
<b>\$ 895,500,000</b>

Remaining Needs for System Preservation
\$ 1,456,279,471
\$ 46,178,534
\$ 45,725,936
\$ 55,992,458
\$ 433,895,808
\$ 193,013,256
\$ 756,128,111
\$ 38,532,435
\$ 51,872,277
\$ 95,832,026
<b>\$ 3,173,450,311</b>

County
Alameda
Contra Costa
Marin
Napa
San Francisco
San Mateo
Santa Clara
Solano
Sonoma
<b>REGION TOTAL</b>

Total Preservation Needs
\$ 6,591,404,318
\$ 4,639,390,875
\$ 1,344,560,869
\$ 1,035,014,884
\$ 4,010,986,855
\$ 3,040,820,842
\$ 8,895,839,139
\$ 2,609,454,007
\$ 4,068,950,311
<b>\$ 36,236,422,102</b>

Revenue Available for System Preservation
\$ 2,739,210,009
\$ 1,861,300,000
\$ 454,200,000
\$ 531,682,113
\$ 2,095,900,000
\$ 1,118,200,000
\$ 3,067,600,000
\$ 428,300,000
\$ 895,500,000
<b>\$ 13,191,892,121</b>

Remaining Needs for System Preservation
\$ 3,852,194,310
\$ 2,778,090,875
\$ 890,360,869
\$ 503,332,771
\$ 1,915,086,855
\$ 1,922,620,842
\$ 5,828,239,139
\$ 2,181,154,007
\$ 3,173,450,311
<b>\$ 23,044,529,980</b>

Attachment B

Plan Bay Area 2040 -- DRAFT 24-Year Transit Capital Maintenance Needs and Available Revenue

4/1/2016

Agency	Transit Capital Need – Maintain Current Condition	Transit Capital Need – SGR	Transit Capital Revenues	Transit Capital Shortfall/Surplus – Maintain Current Condition	Transit Capital Shortfall/Surplus – SGR
AC Transit	\$1,337,269,208	\$2,933,531,869	\$880,231,850	(\$457,037,357)	(\$2,053,300,019)
ACE	\$170,043,228	\$290,878,717	\$116,322,235	(\$53,720,992)	(\$174,556,481)
BART	\$12,926,706,352	\$18,120,830,054	\$5,337,800,732	(\$7,588,905,619)	(\$12,783,029,322)
CalTrain	\$1,988,412,973	\$3,634,260,415	\$1,611,022,423	(\$377,390,550)	(\$2,023,237,992)
CCCTA County Connection	\$204,877,207	\$263,018,740	\$185,110,086	(\$19,767,121)	(\$77,908,654)
Delta Breeze	\$2,637,280	\$9,069,218	\$3,691,817	\$1,054,537	(\$5,377,401)
Dixon	\$3,056,254	\$7,553,588	\$6,941,540	\$3,885,286	(\$612,048)
ECCTA Tri Delta Transit	\$87,213,950	\$134,117,185	\$134,117,186	\$46,903,236	\$0
FAST	\$54,603,553	\$94,509,700	\$69,066,792	\$14,463,239	(\$25,442,908)
GGBHTD	\$538,152,874	\$990,139,781	\$282,516,580	(\$255,636,295)	(\$707,623,202)
LAVTA	\$96,052,669	\$183,151,603	\$112,707,292	\$16,654,623	(\$70,444,311)
Marin Transit	\$79,561,942	\$147,412,593	\$41,401,266	(\$38,160,676)	(\$106,011,327)
NCTPA	\$60,840,809	\$82,165,639	\$66,229,692	\$5,388,883	(\$15,935,948)
Petaluma Transit	\$18,283,435	\$32,028,794	\$32,028,795	\$13,745,360	\$0
SamTrans	\$575,317,327	\$1,208,095,570	\$253,327,166	(\$321,990,161)	(\$954,768,404)
Santa Rosa CityBus	\$54,256,558	\$72,109,195	\$47,252,923	(\$7,003,635)	(\$24,856,272)
SCT	\$75,919,215	\$197,444,112	\$124,529,598	\$48,610,383	(\$72,914,514)
SFMTA	\$7,895,363,904	\$12,664,471,104	\$3,902,559,732	(\$3,992,804,172)	(\$8,761,911,372)
SMART	\$420,212,354	\$628,851,599	\$628,851,599	\$208,639,245	\$0
SolTrans	\$105,902,421	\$239,538,822	\$141,653,396	\$35,750,975	(\$97,885,426)
UCT	\$25,137,443	\$32,402,243	\$11,638,918	(\$13,498,525)	(\$20,763,325)
Vacaville City Coach	\$14,892,237	\$53,770,147	\$28,828,999	\$13,936,761	(\$24,941,149)
VTA	\$2,071,013,190	\$3,495,406,504	\$3,350,352,384	\$1,279,339,193	(\$145,054,121)
WestCAT	\$46,728,910	\$92,458,728	\$19,112,327	(\$27,616,583)	(\$73,346,401)
WETA	\$1,218,121,078	\$1,442,291,641	\$560,283,811	(\$657,837,267)	(\$882,007,830)
<b>Grand Total*</b>	<b>\$30,070,576,369</b>	<b>\$47,049,507,561</b>	<b>\$17,947,579,137</b>	<b>(\$13,811,368,953)</b>	<b>(\$29,101,928,424)</b>
Clipper	\$397,198,361	\$568,174,067	\$419,605,102	\$22,406,741	(\$148,568,965)

\* The Total Transit Capital Shortfall number does not include surpluses (for operators with total revenue greater than estimated needs), assuming that surpluses from one operator cannot be used to offset remaining needs for other operators.

Attachment B

Plan Bay Area 2040 -- DRAFT 24-Year Transit Capital Maintenance Needs broken down by Score 16 vs Non Score 16

4/1/2016

Transit Capital Need - Maintain Current Condition						
Score 16						
Agencies	Vehicles	Fixed Guideway	All Other Score 16	Score 16 Total	Non Score 16	Transit Capital Need - Maintain Current Condition Total
AC Transit	\$ 1,169,597,576	\$ 20,029,871	\$ 144,880,864	\$ 1,334,508,311	\$ 2,760,896	\$ 1,337,269,208
ACE*	\$ 146,828,753		\$ 23,214,475	\$ 170,043,228	\$ -	\$ 170,043,228
BART	\$ 4,511,235,926	\$ 7,200,847,961	\$ 1,214,622,465	\$ 12,926,706,352	\$ -	\$ 12,926,706,352
CalTrain	\$ 921,561,766	\$ 1,004,547,259	\$ 62,303,948	\$ 1,988,412,973	\$ -	\$ 1,988,412,973
CCCTA County Connection	\$ 185,763,512		\$ 19,113,695	\$ 204,877,207	\$ -	\$ 204,877,207
Delta Breeze	\$ 2,442,367		\$ 92,713	\$ 2,535,080	\$ 102,200	\$ 2,637,280
Dixon	\$ 3,056,254			\$ 3,056,254	\$ -	\$ 3,056,254
ECCTA Tri Delta Transit	\$ 82,580,830		\$ 4,633,120	\$ 87,213,950	\$ -	\$ 87,213,950
FAST	\$ 52,451,050		\$ 2,152,502	\$ 54,603,553	\$ -	\$ 54,603,553
GGBHTD	\$ 361,555,890	\$ 67,442,802	\$ 91,989,659	\$ 520,988,351	\$ 17,164,524	\$ 538,152,874
LAVTA	\$ 90,213,100		\$ 5,839,569	\$ 96,052,669	\$ -	\$ 96,052,669
Marin Transit	\$ 77,590,971		\$ 1,970,971	\$ 79,561,942	\$ -	\$ 79,561,942
NCTPA	\$ 52,031,363		\$ 2,792,519	\$ 54,823,882	\$ 6,016,927	\$ 60,840,809
Petaluma Transit	\$ 16,871,165		\$ 1,412,270	\$ 18,283,435	\$ -	\$ 18,283,435
SamTrans	\$ 550,812,371		\$ 24,504,956	\$ 575,317,327	\$ -	\$ 575,317,327
Santa Rosa CityBus	\$ 52,183,056	\$ -	\$ 1,923,502	\$ 54,106,558	\$ 150,000	\$ 54,256,558
SCT	\$ 66,870,556		\$ 9,048,659	\$ 75,919,215	\$ -	\$ 75,919,215
SFMTA	\$ 5,012,990,603	\$ 2,464,169,860	\$ 417,187,294	\$ 7,894,347,757	\$ 1,016,147	\$ 7,895,363,904
SMART	\$ 95,195,459	\$ 295,416,995	\$ 155,996	\$ 390,768,449	\$ 29,443,905	\$ 420,212,354
SolTrans	\$ 95,933,582		\$ 7,057,399	\$ 102,990,981	\$ 2,911,440	\$ 105,902,421
UCT	\$ 23,791,240		\$ 1,346,203	\$ 25,137,443	\$ -	\$ 25,137,443
Vacaville City Coach	\$ 13,470,749		\$ 1,421,489	\$ 14,892,237	\$ -	\$ 14,892,237
VTA	\$ 1,400,281,630	\$ 517,854,462	\$ 149,782,607	\$ 2,067,918,699	\$ 3,094,491	\$ 2,071,013,190
WestCAT	\$ 46,113,294		\$ 615,616	\$ 46,728,910	\$ -	\$ 46,728,910
WETA	\$ 1,009,498,243	\$ 112,230,018	\$ 390,816	\$ 1,122,119,078	\$ 96,002,000	\$ 1,218,121,078
<b>Grand Total</b>	<b>\$ 16,040,921,307</b>	<b>\$ 11,682,539,228</b>	<b>\$ 2,188,453,304</b>	<b>\$ 29,911,913,839</b>	<b>\$ 158,662,530</b>	<b>\$ 30,070,576,369</b>
Clipper		\$ 303,563,855	\$ 93,634,507	\$ 397,198,361		\$ 397,198,361

\*ACE uses fixed guideway assets in the San Francisco Bay Area owned by Union Pacific. The fixed guideway costs for ACE are covered by an annual fee paid to Union Pacific which has been included in ACE's operating needs assessment

Transit Capital Need - SGR						
Score 16					Non Score 16	Transit Capital Need - SGR Total
Agencies	Vehicles	Fixed Guideway	All Other Score 16	Score 16 Total		
AC Transit	\$ 1,164,757,664	\$ 37,280,510	\$ 160,395,477	\$ 1,362,433,650	\$ 1,571,098,219	\$ 2,933,531,869
ACE*	\$ 146,605,524		\$ 30,268,704	\$ 176,874,228	\$ 114,004,489	\$ 290,878,717
BART	\$ 4,511,235,926	\$ 7,040,318,398	\$ 1,278,943,844	\$ 12,830,498,168	\$ 5,290,331,886	\$ 18,120,830,054
CalTrain	\$ 921,243,085	\$ 1,997,409,352	\$ 139,372,526	\$ 3,058,024,962	\$ 576,235,453	\$ 3,634,260,415
CCCTA County Connection	\$ 185,763,512		\$ 21,079,090	\$ 206,842,602	\$ 56,176,137	\$ 263,018,740
Delta Breeze	\$ 2,442,367		\$ 99,559	\$ 2,541,926	\$ 6,527,291	\$ 9,069,218
Dixon	\$ 3,056,254			\$ 3,056,254	\$ 4,497,334	\$ 7,553,588
ECCTA Tri Delta Transit	\$ 82,580,830		\$ 7,586,600	\$ 90,167,430	\$ 43,949,756	\$ 134,117,185
FAST	\$ 52,451,050		\$ 3,977,919	\$ 56,428,969	\$ 38,080,731	\$ 94,509,700
GGBHTD	\$ 361,357,394	\$ 156,509,680	\$ 94,127,856	\$ 611,994,930	\$ 378,144,852	\$ 990,139,781
LAVTA	\$ 90,213,100		\$ 10,242,812	\$ 100,455,912	\$ 82,695,691	\$ 183,151,603
Marin Transit	\$ 77,590,971		\$ 3,366,485	\$ 80,957,456	\$ 66,455,137	\$ 147,412,593
NCTPA	\$ 52,031,363		\$ 4,437,677	\$ 56,469,039	\$ 25,696,600	\$ 82,165,639
Petaluma Transit	\$ 16,871,165		\$ 2,671,411	\$ 19,542,576	\$ 12,486,218	\$ 32,028,794
SamTrans	\$ 550,233,751		\$ 43,679,626	\$ 593,913,377	\$ 614,182,193	\$ 1,208,095,570
Santa Rosa CityBus	\$ 52,183,056	\$ -	\$ 3,238,348	\$ 55,421,404	\$ 16,687,791	\$ 72,109,195
SCT	\$ 66,870,556		\$ 12,704,763	\$ 79,575,319	\$ 117,868,792	\$ 197,444,112
SFMTA	\$ 4,998,394,623	\$ 3,724,844,857	\$ 460,025,476	\$ 9,183,264,955	\$ 3,481,206,148	\$ 12,664,471,104
SMART	\$ 95,195,459	\$ 424,930,563	\$ 188,529	\$ 520,314,550	\$ 108,537,048	\$ 628,851,599
SolTrans	\$ 95,933,582		\$ 8,179,255	\$ 104,112,837	\$ 135,425,985	\$ 239,538,822
UCT	\$ 23,791,240		\$ 1,753,010	\$ 25,544,249	\$ 6,857,993	\$ 32,402,243
Vacaville City Coach	\$ 13,470,749		\$ 1,197,675	\$ 14,668,424	\$ 39,101,723	\$ 53,770,147
VTA	\$ 1,400,115,388	\$ 662,484,394	\$ 231,582,268	\$ 2,294,182,049	\$ 1,201,224,455	\$ 3,495,406,504
WestCAT	\$ 46,113,294		\$ 1,226,743	\$ 47,340,037	\$ 45,118,691	\$ 92,458,728
WETA	\$ 1,011,783,259	\$ 262,601,449	\$ 634,267	\$ 1,275,018,976	\$ 167,272,665	\$ 1,442,291,641
<b>Grand Total</b>	<b>\$ 16,022,285,161</b>	<b>\$ 14,306,379,202</b>	<b>\$ 2,520,979,918</b>	<b>\$ 32,849,644,281</b>	<b>\$ 14,199,863,280</b>	<b>\$ 47,049,507,561</b>

Clipper		\$ 433,297,592	\$ 134,876,475	\$ 568,174,067		\$ 568,174,067
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\*ACE uses fixed guideway assets in the San Francisco Bay Area owned by Union Pacific. The fixed guideway costs for ACE are covered by an annual fee paid to Union Pacific which has been included in ACE's operating needs assessment

**DRAFT Plan Bay Area 2040 Transit Operating Needs Assessment (Dollars are in Millions)**

Transit Operator	24 Year Total Service Levels (all modes, in revenue vehicle hours)	24 Year Total Costs (all modes)	24 Year Total Revenue (all modes)	24 Year Total Operating Shortfall
ACE	1,117,485	\$1,300	\$1,221	(\$78)
AC Transit	40,513,851	\$13,445	\$13,445	
BART	49,139,746	\$32,654	\$32,654	
Caltrain	5,286,000	\$5,484	\$5,484	
CCCTA	7,125,552	\$1,093	\$1,058	(\$34)
City of Dixon	186,291	\$46	\$46	
ECCTA	5,307,150	\$536	\$536	
City of Fairfield	2,287,392	\$355	\$355	
GGBHTD	6,908,679	\$3,915	\$3,915	
LAVTA	3,366,264	\$522	\$522	
Marin Transit	6,059,722	\$1,071	\$1,070	(\$1)
NCPTA	2,647,608	\$310	\$291	(\$19)
City of Petaluma	710,836	\$82	\$82	
City of Rio Vista	96,000	\$15	\$10	(\$4)
SFMTA	91,585,085	\$35,236	\$35,236	
SamTrans	16,272,000	\$6,331	\$5,039	(\$1,292)
SMART	245,316	\$713	\$713	
City of Santa Rosa	2,481,912	\$536	\$536	
Solano County Transit	2,623,440	\$455	\$360	(\$95)
Sonoma County Transit	3,069,116	\$473	\$473	
Union City Transit	2,245,249	\$211	\$181	(\$31)
City of Vacaville	1,120,654	\$226	\$198	(\$28)
VTA	49,893,621	\$15,734	\$15,734	
WCCTA	2,578,325	\$312	\$264	(\$48)
WETA	404,701	\$1,413	\$1,346	(\$67)
<b>TOTAL</b>	303,271,995	\$122,465	\$120,769	(\$1,697)*

\*Represents total shortfall of all operators. Note that surpluses from one operator cannot be transferred to other operators.



# Needs Assessments

Regional Advisory Working Group

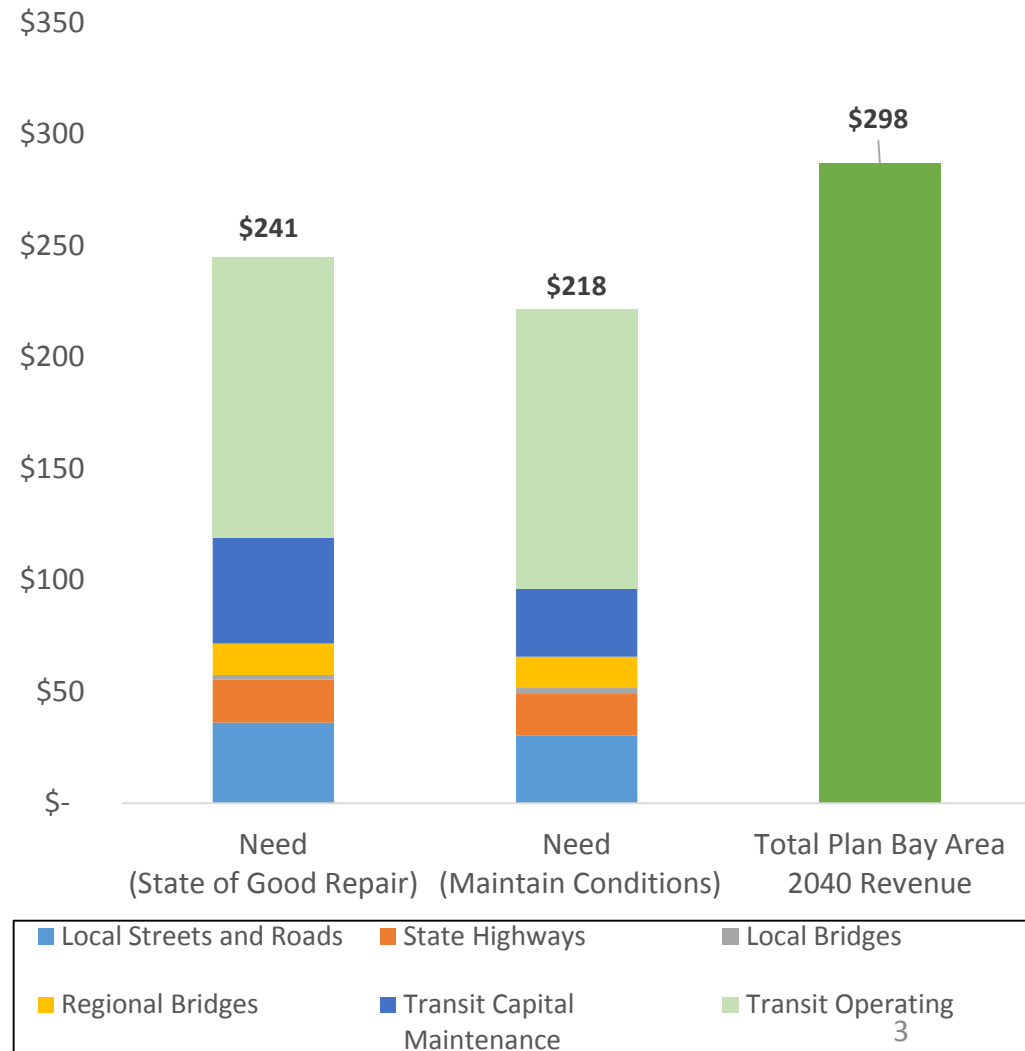
Theresa Romell  
April 5, 2016

- Draft estimation of costs and available revenues for the preservation of the existing transportation system including:
  - Transit operating
  - Transit capital maintenance
  - Local Street and Road (LS&R) capital maintenance
  - State Highway maintenance and operations
  - Local and Regional Bridges
- Assessments for LS&R and Transit capital maintenance include:
  - Cost to maintain existing conditions
  - Cost to meet a State of Good Repair
- Transit operating assessment estimates the cost to maintain existing service levels
- Estimation methodologies and draft results provided at Partnership working groups and the Partnership Technical Advisory Committee

# Regional Needs Summary

- State of Good Repair Need = \$241 Billion
- Maintain Existing Conditions Need = \$218 Billion
- Total Draft Revenue Forecast for Plan Bay Area 2040 = \$298 Billion
- Approximately 15% of Plan revenue is expected to be “discretionary”

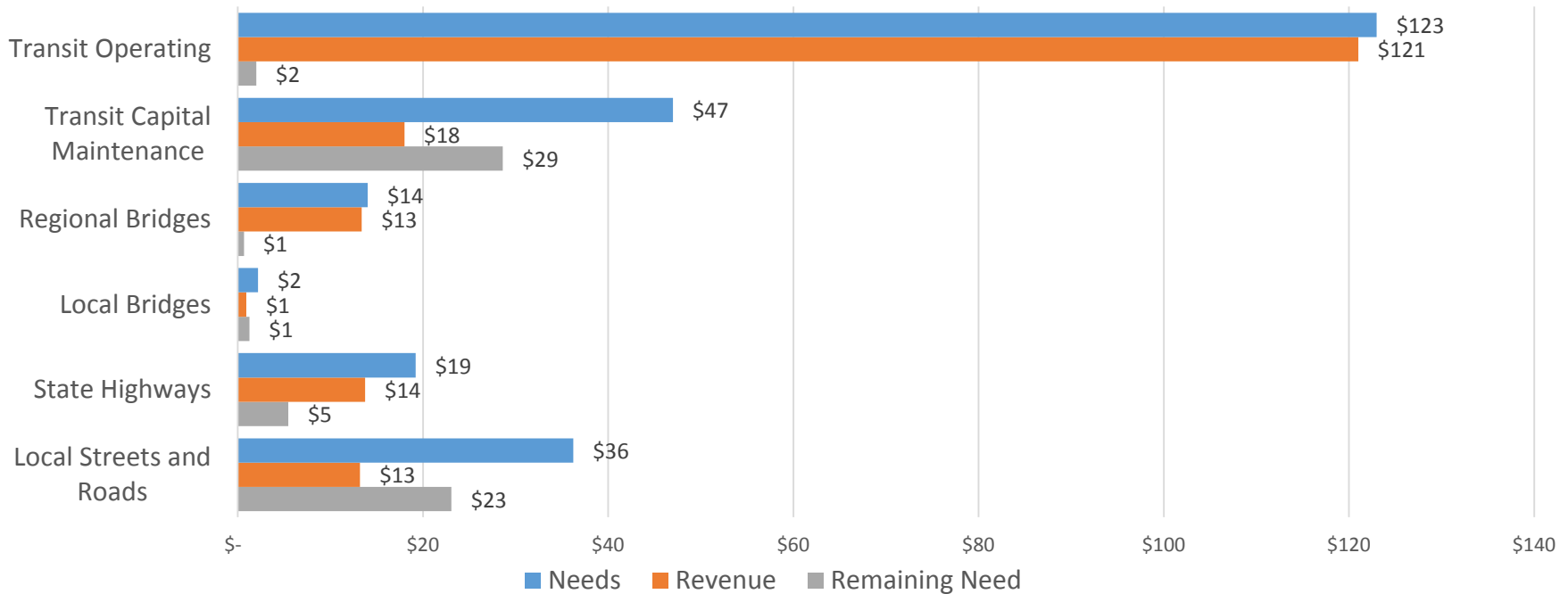
Draft Plan Bay Area 2040 Operations and Maintenance Needs Financial Envelope (In Billions)





# Regional Needs Summary

Plan Bay Area 2040 24-Year Transit Operating &  
State of Good Repair Capital Maintenance Needs  
(In Billions)



- Total “State of Good Repair” Remaining Need = \$61 Billion (shown above)
- Total “Maintain Existing Conditions” Remaining Need = \$40 Billion

- On an annualized basis, as compared to 2013 Plan Bay Area:

Mode	Needs	Revenue
Local Streets & Roads	-5%	+2%
State Highways	0%	+15%
Transit Operating	+25%	+28%
Transit Capital	+18%	0%

- Staff continues to work with stakeholders to refine the needs assessments
- Updates will be brought to Committees/Partnership as significant changes are made
- Needs assessments will remain “draft” until shortly before adoption of Plan Bay Area 2040 to account for:
  - Updated information on available revenue
  - Input from stakeholders