

# FINANCIAL PLAN STATUS REPORT

## *Initiatives Not Included in the September 2010 Financial Projection*

Initiative Descriptions and Savings Totals from October 2009 (Cumulative \$ in millions)	Annual Deficit Impact	1-YR FY 10/11	2-YR FY 10/11- 11/12	3-YR FY 10/11- 12/13	4-YR FY 10/11- 13/14	5-YR FY 10/11 - 14/15	10-YR FY10/11 - FY 19/20	Target First Board Action	Full Impleme nt Target	Status of Project to Date
<b>Sept 2010 Deficit Projection</b>		\$ (7)	\$ (13)	\$ (25)	\$ (45)	\$ (68)	\$ (262)			Because the Financial Plan is displayed between FY 10/11 - 19/20, the 5- and 10-year projected deficits represent the cumulative 4- and 9-year totals from the Sept. 10 projection plus the budgeted deficit for FY 10/11.
<b>PHASE 1</b>										
<i>Increased Efficiencies Through Technology</i>										
1 <b>New Banking Collections:</b> Money counts to be done by bank. May impact 2 FTEs.	\$ 0.2	\$ 0.2	\$ 0.4	\$ 0.6	\$ 0.9	\$ 1.1	\$ 2.3	Jun 2010	Oct 2010	COMPLETED. As of October 2010, an additional 2 FTEs laid off . 4 FTEs affected in total.
2 <b>Further Reliance on Automated Information for Transit Customers:</b> Utilize automated info systems like 511 or Google Transit. May impact 5 FTEs.	\$ 0.5	-	\$ 0.5	\$ 1.0	\$ 1.6	\$ 2.1	\$ 5.2	2011		UNDERWAY. Staff developing options.
3 <b>Continue Reducing Manual Collection of Tolls:</b> Reduces the number of staffed lanes based on current traffic patterns. May impact 4 FTEs.	\$ 0.2	\$ 0.2	\$ 0.4	\$ 0.6	\$ 0.9	\$ 1.1	\$ 2.3	Jun 2010	Jun 2011	UNDERWAY. Reduced 2 vacant FTEs FY 09/10 Budget. The FY 11/12 Budget will reduce an additional 2 vacant FTEs to complete the initiative.
4 <b>Implement All Electronic Tolling:</b> Numbers presented represent net savings after expenses. May impact 35 FTEs.	\$ 1.8	-	-	\$ 1.9	\$ 3.8	\$ 5.7	\$ 16.3	Apr 2010	Sept 2012	UNDERWAY. Board approved development of strategic implementation plan to be brought back for Board Decision in Fall 2010.

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5 <b>Automate Ferry Revenue Collection:</b> Install ticket machines. May impact 7 FTEs.	\$ 0.6	-	\$ 0.6	\$ 1.3	\$ 1.9	\$ 2.6	\$ 6.2	Feb 2010	Jul 2011	UNDERWAY. Board awarded contract to purchase ticket machines. Installation projected early 2011. Discussions ongoing with bargaining unit regarding pending RIF.
6 <b>Replace Existing Ferry Terminal Gangways and Piers:</b> Increase operating efficiency. May impact 2 FTEs.	\$ 0.3	-	-	-	\$ 0.3	\$ 0.6	\$ 2.3	Sept 2009		UNDERWAY. Design consultant awarded and preliminary design work underway.
7 <b>Implement Moveable Median Barrier:</b> May impact 9 FTEs in lane management; may need new FTEs for system operation.	TBD	-	-	\$ -	\$ -	\$ -	\$ -	Sept 2008	2013	UNDERWAY. Board awarded initial environmental study and preliminary design. Environmental study to be complete in 2010. Operational impacts will be assessed Spring 2011.
8 <b>Complete Implementation of ACIS Project:</b> Project will eliminate need for casual traffic checkers, but may require additional staff elsewhere.	TBD	-	-	\$ -	\$ -	\$ -	\$ -	Nov 2008	2012	UNDERWAY. Analysis of potential cost savings to be done after FDR in Spring of 2011.
9 <b>Eliminate Duplicative Bus Service and Bus/Ferry Trips with Low Ridership:</b> Respond to Upcoming Sonoma County Changes: Staff impacts to be determined via Hastus	\$ 1.1	\$ 1.1	\$ 2.3	\$ 3.5	\$ 4.7	\$ 6.0	\$ 12.8	April 2010	Sept 2010	COMPLETED. Bus Changes Completed. Savings to be incorporated into next year's projections. Ferry changes combined with Initiative 13.

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<i>Transit Service Changes and Fare Increases</i>										
10 <b>Generally Reduce Bus Budget:</b> Staff impacts would be determined via Hastus.	\$ 2.0	-	-	\$ 2.1	\$ 4.2	\$ 6.3	\$ 18.2	TBD		Analysis to occur in 2012.
11 <b>Close Ferry Service during December Holiday period:</b> Assumes two week closure and reliance on buses.	\$ 0.3	-	-	\$ 0.3	\$ 0.6	\$ 1.0	\$ 2.7	TBD		UNDERWAY. Topic will be included in the discussion with Coalition Spring 2011.
12 <b>Fare Increase on Regional Buses for Local Trips:</b> Assumes 10% increase in Marin-only trips on regional bus routes.	\$ 0.1	\$ 0.1	\$ 0.2	\$ 0.3	\$ 0.4	\$ 0.5	\$ 1.2	TBD		Initiative to be worked on in conjunction with Initiative #25 in FY 10/11.
13 <b>Reduce Ferry Fare Discount for Translink riders from 40% to 30%:</b> Gradually reduce discount to match Bus discount rate of 20%.	\$ 0.5	\$ 0.5	\$ 1.0	\$ 1.6	\$ 2.1	\$ 2.7	\$ 5.8	Oct 2010	Jan 2011	UNDERWAY. Public Hearing occurring October 2010 and includes changes to Ferry Service.
14 <b>Further Reduce Ferry Fare Discount for Translink riders from 30% to 20%:</b> Gradually reduce discount to match Bus discount rate of 20%.	\$ 0.5	-	\$ 0.5	\$ 1.0	\$ 1.6	\$ 2.1	\$ 5.2			Initiative to be worked on in conjunction with Initiative #25 in FY 10/11.
15 <b>Charge for Parking at Larkspur Ferry:</b> Assumed at \$2/day. No staff impacts included.	\$ 0.9	-	\$ 0.9	\$ 1.8	\$ 2.7	\$ 3.6	\$ 8.1	TBD		Research of equipment and design options underway.

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<i>Districtwide Reductions</i>										
19 <b>Freeze ATU Employee Salaries for 18 Months:</b> Match salary freeze for Coalition and Non-Represented staff.	\$ 0.8	\$ 0.8	\$ 1.7	\$ 2.6	\$ 3.6	\$ 4.6	\$ 10.0	Sept 2010	Nov 2010	COMPLETED. ATU negotiations completed. Salary frozen 12 months plus savings in other areas. Savings to be incorporated into next year's projections.
20 <b>Winter Holiday Furloughs for Administrative &amp; Operational Staff, as Possible:</b> Reduce functions between Christmas and New Year's.	TBD	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Mar 2011	Jun 2011	UNDERWAY. Topic will be included in the discussion with Coalition Spring 2011.
<i>OTHER</i>										
21 <b>Negotiate Lower Rent for New SF Bus Lot:</b> New lot becomes available FY 11/12.	\$ 0.7	\$ -	\$ 0.7	\$ 1.4	\$ 2.1	\$ 2.8	\$ 6.7	Dec 2009	TBD	COMPLETED. Negotiations completed in 2010. Savings to be incorporated into next year's projections.
22 <b>Implement Expanded Bridge Concession Opportunities:</b> Implement concessions that expand possibilities for the visitor experience at the Bridge.	\$ 9.0	-	-	-	\$ 9.0	\$ 18.0	\$ 63.3			Decision suspended due to conflicts from Main Cable Project and Seismic Retrofit Project.
<b>SUBTOTAL PHASE I</b>	\$ 19.4	\$ 2.9	\$ 9.3	\$ 20.0	\$ 40.3	\$ 60.9	\$ 168.8			

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<b>PHASE II</b>										
<b>24A Negotiate Increased Cost Sharing for Health Benefit Plans for Non-ATU Employees:</b> Goal is \$800,000/yr through changes (i.e, cafeteria, 2-tier, dependent, etc.)	\$ 0.4	-	-	\$ 0.5	\$ 0.9	\$ 1.4	\$ 4.0	Mar 2011	Jun 2011	UNDERWAY. Topic will be included in the discussion with Coalition Spring 2011.
<b>24B Negotiate Increased Cost Sharing for Health Benefit Plans for ATU Employees:</b> Goal is \$800,000/yr through changes (i.e, cafeteria, 2-tier, dependent, etc.)	\$ 0.4	-	-	\$ 0.4	\$ 0.8	\$ 1.1	\$ 3.3	Sept 2010	Nov 2010	COMPLETED. ATU negotiations completed. Savings to be incorporated into next year's projection. Over 65 retiree health program will be developed by early 2011.
<b>25 Renew Transit Fare Increase Plan:</b> Annual 5% Fare Increases for Bus and Ferry Transit Fares:New plan would begin FY 11/12, once current plan expires.	\$ 0.5	-	\$ 0.5	\$ 1.0	\$ 1.6	\$ 2.1	\$ 5.4	Jan 2011	Jul 2011	UNDERWAY. Development of new plan to begin in Fall of 2010. Decision Spring of 2011. This will also include Initiative #14 and #12.
<b>26 Reduce Paratransit Services to More Stringently Comply with ADA Requirements:</b> Consider reducing scale of paratransit to match ADA requirements	TBD	-	\$ -	\$ -	\$ -	\$ -	\$ -	TBD		UNDERWAY. Discussions with Marin Transit in joint effort to streamline the program.
<b>27 Investigate Elimination of Comp Time for Tier II Exempt Employees:</b> Would affect approximately 50 FTEs	TBD	-	-	\$ -	\$ -	\$ -	\$ -	Mar 2011	Jun 2011	UNDERWAY. Expand initiative to include comp time for all employees. Topic will be included in the discussion with Coalition Spring 2011.
<b>SUBTOTAL PHASE II</b>	\$ 1.3	\$ -	\$ 0.5	\$ 1.8	\$ 3.2	\$ 4.7	\$ 12.7			

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<b>PHASE III</b>										
28 <b>Toll Increase to Occur 5 Years After Last Increase:</b> Assumes a \$1 toll increase in July 2013.	\$ 18.0	-	-	-	\$ 18.0	\$ 36.0	\$ 126.0	2013		Analysis on need would begin in late 2012.
29 <b>Annual Small Increment Toll Increase Program:</b> Begin annual indexing of tolls in FY 2014/15 to match proposed 5% transit fare percentage increases.	\$ 0.6	-	-	-	-	\$ 6.0	\$ 140.2	2014		Analysis on feasibility would begin in 2013.
30 <b>Implement Some Form of Partnership Program:</b> Develop partnership program that would involve all District operations.	\$ 1.0	-	-	\$ 1.0	\$ 2.0	\$ 3.0	\$ 8.0	Oct 2010	2012	UNDERWAY. Discussion underway with Golden Gate National Park Conservancy.
31 <b>Implement Sidewalk Access Fees:</b> Charge fees for pedestrians and bicycles on the Bridge once seismic projects impacting the sidewalks are done	TBD	-	\$ -	\$ -	\$ -	\$ -	\$ -			Discussion deferred due to conflicts from Main Cable and Seismic Retrofit projects.
32 <b>Close Satellite Bus Yard:</b> Close one of the North Bay Bus facilities (Novato or Santa Rosa)	TBD	-	-	-	-	\$ -	\$ -			Analysis in Spring 2012.
33 <b>Restructure Security Program:</b> Develop a coordinated partnership approach that reduces yearly operating costs.	TBD	-	\$ -	\$ -	\$ -	\$ -	\$ -			Analysis in 2011.
<b>SUBTOTAL PHASE III</b>	\$ 19.6	\$ -	\$ -	\$ 1.0	\$ 20.0	\$ 45.0	\$ 274.2			

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<b>COMPLETED INITIATIVES</b> (Cumulative \$ in millions)	Annual Deficit Impact	1-YR FY 10/11	2-YR FY 10/11- 11/12	3-YR FY 10/11- 12/13	4-YR FY 10/11- 13/14	5-YR FY 10/11 - 14/15	10-YR FY10/1 1 - FY 19/20	Target First Board Action	Full Implem ent Target	Status of Project to Date
<b>1 New Banking Collections: Money counts to be done by bank. May impact 3 FTEs.</b>	\$ 0.2	\$ 0.2	\$ 0.4	\$ 0.6	\$ 0.9	\$ 1.1	\$ 2.3	May 2010	June 2010	COMPLETED. Partially implemented in Budget FY 10/11; 2 vacant FTEs eliminated.
<b>3 Continue Reducing Manual Collection of Tolls:</b> Reduces the number of staffed lanes based on current traffic patterns. May	\$ 0.2	\$ 0.2	\$ 0.4	\$ 0.6	\$ 0.9	\$ 1.1	\$ 2.3	May 2010	June 2010	50% COMPLETE. Implemented in Budget FY 10/11; 2 vacant FTEs not filled.
<b>16 Adjust 10-Year Capital Plan:</b> Assumed longer timeframe to do projects or increased grant commitments to reduce Capital plan costs by 15%.	\$ 4.5	\$ 4.6	\$ 9.4	\$ 14.3	\$ 19.3	\$ 24.4	\$ 52.5	May 2010	June 2010	COMPLETED. Implemented in FY 10/11 Budget.
<b>17 Reduce Administrative Expense (Overhead):</b> Improve efficiency in administrative processes annually. Could impact 4 FTEs.	\$ 0.3	\$ 0.3	\$ 0.6	\$ 1.0	\$ 1.3	\$ 1.6	\$ 3.5	May 2010	June 2010	COMPLETED. Eliminated 5 FTEs (see FY 10/11 Budget.)
<b>18 Freeze Non-Represented and Officers an Additional 6 Months to Match Coalition:</b> An additional 6-months salary freeze for non-represented employees/Officers.	\$ 0.2	\$ 0.1	\$ 0.2	\$ 0.4	\$ 0.6	\$ 0.9	\$ 2.1	April 2010	April 2010	COMPLETED.
<b>23 Carpool Toll - Charge 50% of Cash Toll:</b> Under consideration on State Bridges.	\$ 1.2	\$ 1.2	\$ 2.4	\$ 3.6	\$ 4.8	\$ 6.0	\$ 12.0	Feb 2010	July 2010	COMPLETED. Implemented on July 1, 2010. Includes a multi-axle vehicle toll.
<b>Freeze Coalition Employees (18-month)</b>	\$ 1.0	\$ 1.5	\$ 3.1	\$ 4.8	\$ 6.4	\$ 8.1	\$ 15.5	June 2009	June 2009	COMPETED. This initiative completed prior of finalization of Financial Plan.
<b>Freeze Non-Represented and Officers (1-yr)</b>	\$ 0.4	\$ 0.4	\$ 0.9	\$ 1.3	\$ 1.8	\$ 2.3	\$ 4.3	June 2009	June 2009	COMPETED. This initiative completed prior of finalization of Financial Plan.
<b>TOTALS</b>	<b>\$ 8.0</b>	<b>\$ 8.6</b>	<b>\$ 17.4</b>	<b>\$ 26.6</b>	<b>\$ 35.9</b>	<b>\$ 45.5</b>	<b>\$ 94.6</b>			