

FINANCIAL PLAN

(Cumulative \$ in millions)

Estimated Forecast

Proposal	Time to Complete	Annual Deficit Impact	5-YR FY 10/11 - 14/15	Projected 10-YR FY 10/11 - FY 19/20	Assumptions: savings estimated to be "net" amount. Shading indicates projects not implemented. Each FTE estimate reflect possible FTEs impacted per proposal.
<u>Projected Deficit FY11 to FY20</u>			\$ (132)	\$ (417)	
<u>PHASE 1</u>					
<u>Increased Efficiencies Through Technology</u>					
1 New Banking Collections	0 Year	\$ 0.3	\$ 1.6	\$ 3.5	Money counts to be done by bank. May impact 3 FTEs.
2 Further Reliance on Automated Information for Transit Customers	1 Year	\$ 0.5	\$ 2.1	\$ 5.2	Utilize automated info systems like 511 or Google Transit. May impact 5 FTEs.
3 Continue Reducing Manual Collection of Tolls	0 Year	\$ 0.4	\$ 2.2	\$ 4.7	Reduces the number of staffed lanes based on current traffic patterns. May impact 4 FTEs.
4 Implement All Electronic Tolling	2 Years	\$ 1.8	\$ 5.7	\$ 16.3	Numbers presented represent net savings after expenses. May impact 35 FTEs.
5 Automate Ferry Revenue Collection	1 Year	\$ 0.6	\$ 2.6	\$ 6.2	Install ticket machines. May impact 7 FTEs.
6 Replace Existing Ferry Terminal Gangways and Piers	3 Years	\$ 0.3	\$ 0.6	\$ 2.3	Increase operating efficiency. May impact 2 FTEs.
7 Implement Moveable Median Barrier	2 Years	TBD	\$ -	\$ -	May impact 9 FTEs in lane management; may need new FTEs for system operation.
8 Complete Implementation of ACIS Project	2 Years	TBD	\$ -	\$ -	Project will eliminate need for casual traffic checkers, but may require additional staff
<u>Transit Service Changes and Fare Increases</u>					
9 Eliminate Duplicative Bus Service and Bus/Ferry Trips with Low Ridership: Respond to Upcoming Sonoma County Changes	0 Year	\$ 1.1	\$ 6.0	\$ 12.8	Staff impacts to be determined via Hastus.
10 Generally Reduce Bus Budget	2 Years	\$ 2.0	\$ 6.3	\$ 18.2	Staff impacts would be determined via Hastus.
11 Close Ferry Service during December Holiday period	2 Years	\$ 0.3	\$ 1.0	\$ 2.7	Assumes two week closure and reliance on buses.
12 Fare Increase on Regional Buses for Local Trips	0 Year	\$ 0.1	\$ 0.5	\$ 1.2	Assumes 10% increase in Marin-only trips on regional bus routes.
13 Reduce Ferry Fare Discount for Translink riders from 40% to 30%	0 Year	\$ 0.5	\$ 2.7	\$ 5.8	Gradually reduce discount to match Bus discount rate of 20%.
14 Further Reduce Ferry Fare Discount for Translink riders from 30% to 20%	1 Year	\$ 0.5	\$ 2.1	\$ 5.2	Gradually reduce discount to match Bus discount rate of 20%.
15 Charge for Parking at Larkspur Ferry	1 Year	\$ 0.9	\$ 3.6	\$ 8.1	Assumed at \$2/day. No staff impacts included.

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<u>Districtwide Reductions</u>					
16 Adjust 10-Year Capital Plan	0 Year	\$ 4.5	\$ 24.4	\$ 52.5	Assumed longer timeframe to do projects or increased grant commitments to reduce Capital plan costs by 15%.
17 Reduce Administrative Expense (Overhead)	0 Year	\$ 0.6	\$ 3.3	\$ 7.0	Improve efficiency in administrative processes annually. Could impact 4 FTEs.
18 Freeze Non-Represented and Officers an Additional 6 Months to Match Coalition	0 Year	\$ 0.2	\$ 0.9	\$ 2.1	An additional 6-months salary freeze for non-represented employees/Officers.
19 Freeze ATU Employee Salaries for 18 Months	0 Year	\$ 0.8	\$ 4.6	\$ 10.0	Match salary freeze for Coalition and Non-Represented staff.
20 Winter Holiday Furloughs for Administrative & Operational Staff, as Possible	0 Year	TBD	\$ -	\$ -	Reduce functions between Christmas and New Year's.
<u>OTHER</u>					
21 Negotiate Lower Rent for New SF Bus Lot	1 Year	\$ 0.7	\$ 2.8	\$ 6.7	New lot becomes available FY 11/12.
22 Implement Expanded Bridge Concession Opportunities	3 Years	\$ 9.0	\$ 18.0	\$ 63.3	Implement concessions that expand possibilities for the visitor experience at the Bridge.
23 Carpool Toll - Charge 50% of Cash Toll	0 Year	\$ 1.2	\$ 6.0	\$ 12.0	Under consideration on State Bridges.
SUBTOTAL PHASE I		\$ 26.2	\$ 97.1	\$ 245.9	
<u>PHASE II</u>					
24 Negotiate Increased Cost Sharing for Health Benefit Plans for All Covered Individuals	2 Years	\$ 0.8	\$ 2.5	\$ 7.3	Goal is \$800,000/yr through changes (i.e, cafeteria, 2-tier, dependent, etc.)
25 Renew Transit Fare Increase Plan: Annual 5% Fare Increases for Bus and Ferry Transit Fares	1 Year	\$ 0.5	\$ 2.1	\$ 5.4	New plan would begin FY 11/12, once current plan expires.
26 Reduce Paratransit Services to More Stringently Comply with ADA Requirements	1 Year	TBD	\$ -	\$ -	Consider reducing scale of paratransit to match ADA requirements only.
27 Investigate Elimination of Comp Time for Tier II Exempt Employees	2 Years	TBD	\$ -	\$ -	Would affect approximately 50 FTEs
SUBTOTAL PHASE II		\$ 1.3	\$ 4.7	\$ 12.7	
<u>PHASE III</u>					
28 Toll Increase to Occur 5 Years After Last Increase	3 Years	\$ 18.0	\$ 36.0	\$ 126.0	Assumes a \$1 toll increase in July 2013.
29 Annual Small Increment Toll Increase Program	4 Years	\$ 0.6	\$ 6.0	\$ 140.2	Begin annual indexing of tolls in FY 2014/15 to match proposed 5% transit fare percentage increases.
30 Implement Some Form of Partnership Program	2 Years	\$ 1.0	\$ 3.0	\$ 8.0	Develop partnership program that would involve all District operations.
31 Implement Sidewalk Access Fees	4 Years	TBD	\$ -	\$ -	Charge fees for pedestrians and bicycles on the Bridge once seismic projects impacting the sidewalks are done
32 Close Satellite Bus Yard	4 Years	TBD	\$ -	\$ -	Close one of the North Bay Bus facilities (Novato or Santa Rosa)
33 Restructure Security Program	1 Year	TBD	\$ -	\$ -	Develop a coordinated partnership approach that reduces yearly operating costs.
SUBTOTAL PHASE III		\$ 19.6	\$ 45.0	\$ 274.2	

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SUMMARY					
TOTAL PROJECTED DEFICIT			\$ (132)	\$ (417)	
TOTAL ESTIMATED CHANGES - SAVINGS/REVENUES			\$ 147	\$ 533	
NET DEFICIT			\$ 15	\$ 116	
Possible FTEs Eliminated, Cumulative by Year*			69	69	

* Does not include Bus Operators, Servicers, Dispatchers, Bus Supervisors. In FY 2003/04 the Bus Division eliminated 22% of service and reduced 67 positions. A 10% reduction might result in a loss of approximately 30 positions. In addition, this plan does not include any additional FTEs due to new technology implementation.

I. COMPETED PROJECTS

Initiatives that have been completed in the prior year (FY 09/10) that are built into the new projection. This list will be Projects Completed in FY 09/10

Concept Title	Time to Complete	Annual Deficit Impact	5-YR FY 09/10- 13/14	Projected 10-YR FY 09/10 - 18/19	Assumptions: savings estimated to be "net" amount. Shading indicates projects not implemented. Each FTE estimate reflect possible FTEs impacted per proposal.
Freeze Coalition Employees (18-month)	0 Year	\$ 1.0	\$ 7.4	\$ 16.5	18-month salary freeze for all union employees except ATU.
Freeze Non-Represented and Officers (1-yr)	0 Year	\$ 0.4	\$ 2.2	\$ 4.8	12-month salary freeze for all non-represented employees and Officers.
TOTAL		\$ 1.4	\$ 9.6	\$ 21.3	