

BART FISCAL YEAR BUDGET

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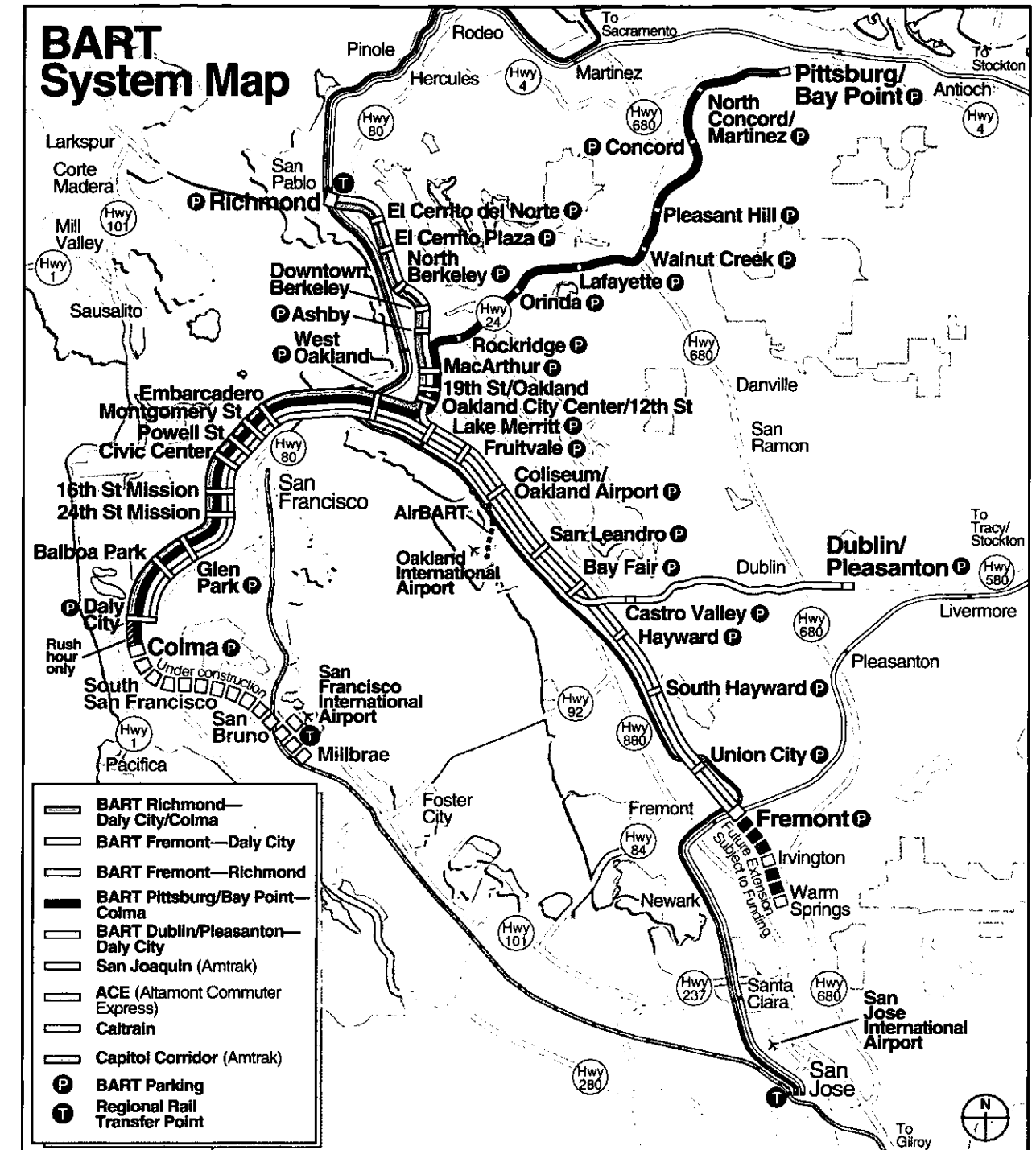
SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT

Setting the Pace for
Bay Area Transit



800 Madison Street • P.O. Box 12688 • Oakland, California 94604-2688 • (510) 464-6000

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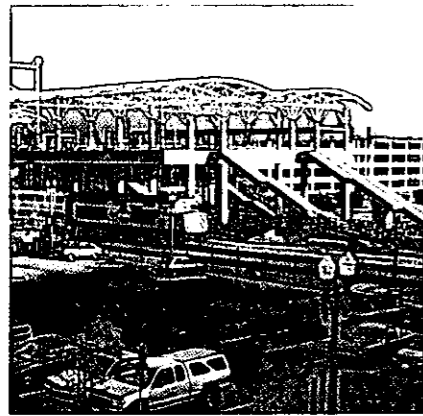


BART – Serving Bay Area Mobility

- o The \$1.5 billion original investment is valued at \$10 billion today.
- o Serves four Bay Area counties with 340,990 daily passenger trips; 99.2 million annually.
- o 95-miles of double track; 39 stations and 669 rail cars.
- o 700 train dispatches each weekday.

Line Miles

A Line – (Fremont to Lake Merritt)	24 miles
M Line – (Colma to Downtown Oakland)	22 miles
R Line – (Richmond to MacArthur)	12 miles
C Line – (Downtown Oakland to Pittsburg/Bay Point)	22 miles
L Line – (Bay Fair to Dublin/Pleasanton)	15 miles



West Bay Extensions

The West Bay Extensions Department oversees construction of BART's San Francisco Airport Extension Project.

Now under construction, this FTA Design-Build Turnkey Demonstration Project will bring rapid transit directly to San Francisco International Airport, greatly expand BART ridership, and make regional rail travel possible through an intermodal link with the Caltrain commuter rail service. The Project is valued at \$1.5 billion and is funded by local, state and federal agencies.

The extension consists of 7.5 miles of new mainline track from the existing Colma Station south to the new Millbrae Intermodal Station, plus 1.2 miles of track serving the airport. Subway stations are being built in South San Francisco and San Bruno, while the airport station is elevated and linked to SFO's new International Terminal. The new Millbrae terminus is at-grade to permit easy cross-platform transfers with Caltrain.

More than \$800 million in construction contracts have been awarded for the extension. Work is well advanced on the main line and three station design-build contracts. The first of these, the Millbrae intermodal station, is projected to be completed in September 2001. BART is targeting a revenue operations date of July 1, 2002, with a planned reevaluation of that date in the spring of 2002.

Summary of Budget • FY 2002

Operating Labor	\$ —	FTE Staff	38.0
Operating Non-Labor	\$ —	Operating	—
Operating Total	\$ —	Capital/Reimb.	38.0
Capital/Reimb. Labor	\$ 4,423,789		

Capitol Corridor

The mission of the BART Capitol Corridor staff is to provide professional railroad administrative management for the Capitol Corridor Joint Powers Authority (CCJPA). BART has been providing the management support for the CCJPA since its inception in 1996, and has been directly responsible for managing the train service since 1998.

Under BART management, the Capitol Corridor ridership has increased some 50 percent in the last fiscal year. The Capitol Corridor is now the third busiest intercity rail corridor in the nation, and continues to be the fastest growing. Some \$65 million of capital work is currently programmed in cooperation with the Union Pacific Railroad, Amtrak and the State of California. Hourly service along the corridor is the service goal (at least 32 trains per day, 6am-10pm). A new joint intermodal Amtrak/BART train station was dedicated on July 19, 2001 at Richmond.

Summary of Budget • FY 2002

Operating Labor	\$ —	FTE Staff	8.0
Operating Non-Labor	\$ —	Operating	—
Operating Total	\$ —	Capital/Reimb.	8.0
Capital/Reimb. Labor	\$ 1,188,924		



table of contents

From the General Manager	4
Financial Highlights	6
Adopted Budget	9
Sources and Uses	10
Capital Budget	11
Board of Directors	12
BART Organization	13
Departments	14
BART System Map	19



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Following three years of accelerated growth in ridership, the economy is now cooling off and, while ridership remains at record levels, the surge has apparently ended. Consequently, BART's Fiscal Year 2002 Operating Budget plays on three themes: Caution, Customers and Capital.

Caution

A variety of uncertainties lie ahead:

- o An anticipated slowdown in both ridership and sales tax growth, the two sources of operating revenue for BART.
- o New labor contracts and rising employee benefit costs.
- o A potentially large increase in electric power costs because of the volatility of the energy markets and increased demand in the Pacific Northwest, where BART procures 96 percent of the electricity required to operate the fleet of electric-powered trains and their support services.

Customers and Employees

Customers are the primary emphasis in next year's budget, because customer service is the real key to success in all of BART's Strategic Plan focus areas, and well-trained, customer-conscious employees make it all happen.

While it will be challenging to continue to improve on the high ridership the system has been experiencing, and to build on the positive feedback in the recent customer survey (nearly 80 percent approval), it is nevertheless important that we not sit back and rest on our accomplishments, but continue to strive for improvement.

Customer-related initiatives in FY02 include:

- o Improvements to the BART Web site.
- o Funding station cleanliness and facility repairs.
- o Labor for ticket exchange windows.
- o Overall technology improvements.
- o Development of comprehensive station plans, including transit-oriented development and station-area planning for Balboa Park, Pleasant Hill, Union City and other stations.
- o Reorganization of Rolling Stock to provide more efficient operations and improvements in vehicle availability.
- o Employee-related activities and initiatives including a strong training program, and more emphasis on employees as marketeers.

Office of Operations

The mission of Operations is to provide high-quality service to BART riders by delivering safe, clean, reliable and economical rapid transit service. It is the goal of the Office of Operations to continue to deliver the highest quality customer service even as BART ridership increases beyond current record levels of over 340,000 riders per weekday. The departments comprising the Office of Operations include Maintenance and Engineering, Operations Liaisons, Operations Training and Development, Rolling Stock and Shops and Transportation and System Service. These departments continue to strive for improved customer service while juggling the enormous challenges of system expansion in parallel with critical system rehabilitation programs. The major goals of Operations for Fiscal Year 2002 include achieving specific targets for on-time performance (train and customer), vehicle reliability, station equipment availability (AFC, elevators, escalators), station appearance, employee development and continued planning for the integration of BART's San Francisco Airport/Millbrae Extension.



Summary of Budget • FY 2002

Operating Labor	\$ 191,123,791	FTE Staff	2,575.0
Operating Non-Labor	\$ 31,055,361	Operating	2,376.5
Operating Total	\$ 222,179,152	Capital/Reimb.	198.5
Capital/Reimb. Labor	\$ 17,947,296		

Transit System Development

The mission of Transit System Development (TSD) is to satisfy customer needs by building quality capital projects that expand and renovate BART safely, on schedule and within budget. In Fiscal Year 2002, Transit System Development will be pursuing the management of projects for the renovation, improvement and modernization of stations, shops, structures, systems and automatic fare collection equipment, the rehabilitation of the original 439 A- and B- cars, and the seismic retrofit of local street and road overcrossings.

TSD is also nearing completion of the Advanced Automatic Train Control (AATC) system design. When complete, the AATC system will increase passenger-carrying capacity, as well as improve vehicle fleet utilization and schedule-keeping reliability.

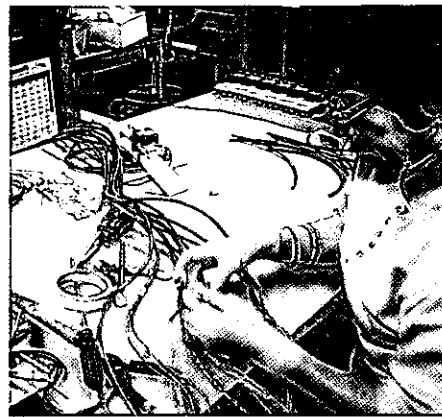
TSD is providing engineering support for the Environmental Impact Report for the Warm Springs Extension.

It is projected that during Fiscal Year 2002, TSD will have approximately 80 percent of the Phase I, 10-year renovation program underway.

Summary of Budget • FY 2002

Operating Labor	\$ 87,459	FTE Staff	94.0
Operating Non-Labor	\$ 15,540	Operating	1.0
Operating Total	\$ 102,999	Capital/Reimb.	93.0
Capital/Reimb. Labor	\$ 10,612,930		





Office of Transit System Compliance

The mission of the Office of Transit System Compliance is to ensure that the District is in full compliance with major state and federal procedures and regulations that provide for equal employment opportunity, disadvantaged business enterprise participation and system safety. Additionally, Transit System Compliance assures the provision of independent, value-added audit services to District management. The Office includes three departments: Internal Audit, System Safety and Civil Rights.

Summary of Budget • FY 2002

Operating Labor	\$ 4,083,164	FTE Staff	50.0
Operating Non-Labor	\$ 829,299	Operating	43.0
Operating Total	\$ 4,912,463	Capital/Reimb.	7.0
Capital/Reimb. Labor	\$ 642,716		

Office of External Affairs

The Office of External Affairs provides a vital link between BART and its public, including the patrons, communities and policymakers who comprise this diverse and vibrant transit region. The OEA serves the District and its interests by securing funding support for many critical services and initiatives, delivering marketing and customer service programs that meet the needs of our ridership, and providing timely information dissemination to the news media, transit agencies, the general public and federal, state and local authorities. OEA programs include Customer Services, Government and Community Relations, Marketing and Research and Media and Public Affairs.

Summary of Budget • FY 2002

Operating Labor	\$ 4,392,377	FTE Staff	55.5
Operating Non-Labor	\$ 4,156,487	Operating	55.5
Operating Total	\$ 8,548,864	Capital/Reimb.	—
Capital/Reimb. Labor	—		

Police

The BART Police Department is dedicated to ensuring the safety of the District's customers, employees and their property. Through partnerships with employee groups, business owners, community leaders, school districts and local law enforcement, the BART Police Department is proactively addressing the transit system's crime and quality-of-life issues. The Department is committed to providing highly visible uniformed patrols and other police services and applying the latest technology to its crime-prevention programs. Department values include: fair and impartial enforcement of laws, maintaining the respect of employees, the public and other governmental agencies, providing courteous and professional customer service, supporting training, career development and state-of-the-art performance evaluation methods and being receptive to new ideas and constructive change.

Summary of Budget • FY 2002

Operating Labor	\$25,413,859	FTE Staff	281.5
Operating Non-Labor	\$ 802,454	Operating	267.0
Operating Total	\$26,216,313	Capital/Reimb.	14.5
Capital/Reimb. Labor	\$ 1,123,422		



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Capital

Several essential renovation projects will continue during the year, including:

- o A- and B-car renovation.
- o Elevator and escalator overhaul projects, including replacing elevators at the MacArthur BART Station.
- o Accessibility improvements for people with disabilities.
- o Modernization of the Richmond train washer.
- o Continued modernization and enhancements of Automatic Fare Collection equipment.
- o Enhancement of the Concord streetscape and the 16th/Mission southwest plaza, construction of the intermodal and parking elements of the Fruitvale transit village, maintenance shop expansion, and development of West Dublin/Pleasanton Station.

This will also be the first full year in which the District implements its seismic retrofit program, including:

- o Completion of a vulnerability study.
- o Completion of an implementation strategy.
- o Start of engineering design.
- o Development of the first construction contracts.

Early project implementation work will also be started for both the Warm Springs Extension and the Oakland Airport Connector project.

San Francisco Airport Extension Staffing

The opening and operation of the four-station, 8.7-mile extension to San Francisco International Airport is scheduled for Fall, 2002. A number of positions will be brought on for training purposes before the opening of the extension and are included in the FY02 capital headcount. They will become part of the Operating Budget in FY03 with the opening of airport service.

Conclusions/Outlook

BART resisted the urge to add excessive amounts of ongoing operating expenses during the boom period of the past few years, leaving the District in sound financial condition for the anticipated slowdown in FY02. Nevertheless, we need to be cautious until the full effects of the economic slowdown are known.

Tom Margro



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BART's Operating Budget for Fiscal Year 2002 totals \$367.9 million, a 9 percent increase over FY01's \$337.5 million Revised Operating Budget, excluding \$57 million in debt service and \$26 million in capital allocations.

Overview

Because of the slowing growth in the economy, the Adopted Operating Budget projects a modest 2.0 percent increase in total annual ridership, compared to a 6.8 percent actual increase in FY01 and an actual 12 percent increase in FY00, to an annual total of 99.22 million passenger trips in FY02. The higher base numbers created during the economic boom make it difficult to meet and exceed the previous years' month-to-month totals; in addition, more holidays will occur on weekdays during FY02. Nevertheless, average weekday ridership is expected to reach 340,990, compared to an actual weekday average of 331,586 in FY01.

Based on actual average trip lengths of 13 miles, total passenger miles are projected to increase to 1.29 billion from the FY01 actual of 1.26 billion. Consequently, net rail revenue is projected to increase to \$215.8 million, versus FY01's \$212.9 million. Paratransit revenue is projected to remain steady at \$0.4 million.

Other operating revenue for FY02 includes \$4.0 million from fiber optics leases, \$2.6 million from advertising, \$2.2 million from concessions, and \$1.6 million from other miscellaneous sources for a total of \$10.4 million.

BART's 75 percent share of the 1/2 cent sales tax levied in the three BART counties (Alameda, San Francisco and Contra Costa), is expected to rise \$3.5 million to \$195.2 million compared to FY01's actual of \$191.6 million. Total tax and financial assistance is projected to be \$215.3 million in FY02, a \$6.1 million increase over FY01's actual \$209.2 million.

BART's rail farebox ratio is expected to drop to 60.7 percent (from a high of 66.5 percent in FY01), with an operating ratio of 64.1 percent (down from 71 percent in FY01), due largely to the dramatic increases in power costs brought on by the energy crisis that hit California and the Pacific Northwest and operating costs to serve new passengers. Cost per passenger mile is expected to rise to 27.6 cents from FY01's actual of 25.3 cents.

The Adopted FY02 Operating Budget reflects increased train lengths on several routes during various times of the day to better match service with demand. BART's train-sizing plan will continue to evolve and be revised regularly based on feedback from operations personnel and customers, along with measurable train loads.

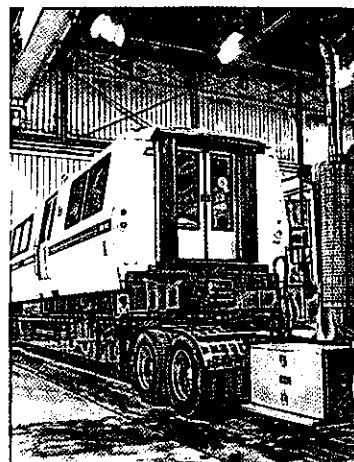
The FY02 Operating Budget supports:

- o 507 vehicles making up 57 trains on line during weekday peak periods.
- o 534 total vehicles in service, including spares.
- o 2,090 million total car hours.
- o 2.8 million paratransit trips in the District's three counties.

The "high water" headcount totals 3,598 positions, including 3,140 in operating, an increase of 19, and 458 in capital/ reimbursable, an increase of 74.

Expanding Ridership Services

The FY02 Budget expands ridership services significantly. Over the past two years BART has increased car hours 8 percent in the form of longer trains and additional service. Additional trains will be lengthened for FY02 and there will be a full year of the improvements initiated this fiscal year. Five additional police officers will be added to help ensure that our response time remains as fast as is possible. Five staff will be added to help meet the needs of Treasury's increasing workload. Seed money to begin shuttle programs, operating funding for the Berkeley Bike Station and staff support for access programs are part of our efforts to improve access to our stations. In total, these and other programs to expand ridership services will add \$1.7 million to the FY02 operating budget.



Controller-Treasurer (Finance)

The Office of the Controller-Treasurer consists of three divisions: Controllershship, Treasury and Insurance. The mission of the Controllershship Division is to prepare all financial reports and related documentation, process payroll and related accounts, pay bills, assure general ledger accuracy, and monitor and revise the Financial Management System in cooperation with Information Systems. Treasury collects and reports passenger revenue from Automatic Fare Collection (AFC) equipment in stations, off-site ticket sales and the "Tickets-to-Go" program, services AFC equipment with change, bills and ticket stock, invests funds, deposits and maintains accounts for all the revenue and investment securities, and issues financial security investments in support of the District's capital funding needs. Insurance administers claims against the District, determines appropriate property and casualty coverage, and reviews contracts and insurance certification for compliance.

Summary of Budget • FY 2002

Operating Labor	\$ 9,400,195	FTE Staff	136.0
Operating Non-Labor	\$ 9,115,648	Operating	133.0
Operating Total	\$ 18,515,843	Capital/Reimb.	3.0
Capital/Reimb. Labor	\$ 250,083		

Office of Planning & Budget

The mission of the Office of Planning & Budget is to provide the planning and analytical resources BART needs to plan for the future, coordinate customer access, and find and budget funds for the capital and operating resources to support these plans. Four departments support this mission: Planning, Customer Access, Capital Development and Control and Operating Budgets and Analysis.

Summary of Budget • FY 2002

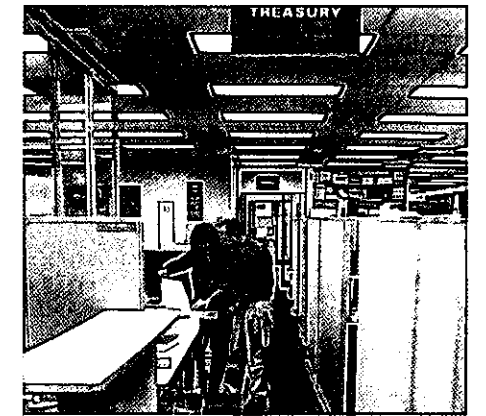
Operating Labor	\$ 7,080,307	FTE Staff	80.0
Operating Non-Labor	\$ 45,232,556	Operating	67.0
Operating Total	\$ 52,312,863	Capital/Reimb.	13.0
Capital/Reimb. Labor	\$ 1,201,257		

Office of Administration

The mission of the Office of Administration is to provide BART with support services that allow the District to operate in an efficient and effective manner. Administration manages human resources, training and development, labor/management relations, real estate assets, information technology and the procurement process.

Summary of Budget • FY 2002

Operating Labor	\$ 17,408,185	FTE Staff	225.7
Operating Non-Labor	\$ 16,772,666	Operating	211.0
Operating Total	\$ 34,180,851	Capital/Reimb.	14.7
Capital/Reimb. Labor	\$ 1,323,167		





General Manager

The mission of the General Manager is to provide leadership and management oversight to ensure that the mission, goals and objectives of the District are accomplished. The Office of the General Manager focuses the District's attention towards the major objectives for Fiscal Year 2002: providing high-quality customer service, implementing the renovation of BART's 29-year-old system, expanding the system with the construction of the San Francisco Airport Extension, managing the Capitol Corridor Intercity Rail System, providing leadership on transportation issues concerning the Bay Area, and supporting the development and training of our employees to accomplish District goals.

Summary of Budget • FY 2002

Operating Labor	\$ 808,837	FTE Staff	5.0
Operating Non-Labor	\$ 282,746	Operating	5.0
Operating Total	\$ 1,091,583	Capital/Reimb.	—
Capital/Reimb. Labor	\$ —		



General Counsel (Legal)

The mission of the Office of the General Counsel is to promote and implement the District's overall goals by advancing and protecting the interests of the District through effective legal advice, advocacy and representation. This is accomplished by identifying and insisting on lawful action, proposing and carrying out effective, creative and timely solutions to legal problems, adhering to high ethical standards, and fostering a working relationship of mutual courtesy and respect.

Summary of Budget • FY 2002

Operating Labor	\$ 2,465,875	FTE Staff	25.0
Operating Non-Labor	\$ 685,445	Operating	21.0
Operating Total	\$ 3,151,320	Capital/Reimb.	4.0
Capital/Reimb. Labor	\$ 440,619		



District Secretary

The Office of the District Secretary acts as the official recorder of the District's business and provides accurate, timely and courteous service in responding to the District's Board of Directors, senior management, individual departments and the public. The Office provides support for and acts as a liaison to the District's Board of Directors, issues and maintains the Board records, and provides coordination for Board communication and special projects. The Office of the District Secretary performs prescribed contract administration, providing service to the building and contracting community. It is a service-oriented department, facilitating communication among many departments and serving as a conduit for District legal service, mail to Board members, Conflict of Interest Statements, contract protests and record requests. Further, it acts as the official recorder and coordinator of business conducted by the Capitol Corridor Joint Powers Board.

Summary of Budget • FY 2002

Operating Labor	\$ 925,053	FTE Staff	8.0
Operating Non-Labor	\$ 467,398	Operating	8.0
Operating Total	\$ 1,392,451	Capital/Reimb.	—
Capital/Reimb. Labor	\$ —		

ighlights

New Operating Initiatives for FY2002

All operating initiatives in the FY02 Operating Budget were evaluated within the context of the Strategic Plan. Because of current economic constraints, in comparison to prior years, departments were encouraged to fund new areas through reallocating existing resources. Reallocated funds total \$0.6 million for new initiatives in FY02.

Customer Experience Initiatives

Continuing BART's strong customer focus, \$0.5 million is allocated for website hosting, increased ticket exchange window labor, and station environment improvements including station maintenance expenses and the Art in BART program.

People of BART

Because the people of BART are so crucial to the District's operations, \$0.7 million in new initiatives will be undertaken in FY02, including:

- o Establishing a new electronic technical skill development program in Maintenance and Engineering.
- o Adding a technical training position in the Operations Training Department.
- o Establishing computer-based training delivery.
- o Establishing Transit System Compliance as an executive office, including one additional staff position.
- o Establishing an ergonomic chair program to ensure employee health.
- o Expanding recruitment efforts in Human Resources to meet hiring needs that have been affected by increasing retirement and the difficulty in filling technical positions.
- o Redeploying within the Training Department to present new programs related to customer service, stewardship, building community, and fostering community-based problem solving and enhancing leadership capabilities.

Physical Infrastructure Initiatives

Physical infrastructure initiatives total \$1.6 million and include:

- o Funding of desktop application maintenance license.
- o Establishing an Information Technology disaster recovery site.
- o Increasing network software/technical support agreements.
- o Upgrading internet connection from T1 to T3.
- o Continuing the Business Advancement Plan.
- o Increasing leased space to provide for seismic retrofit and rail vehicles program staffing.
- o Reorganizing Rolling Stock & Shops as part of a focus on improving shop responsiveness, daily service goals and long term control car service performance. This reorganization adds three positions and will be funded by reallocating existing resources.
- o Increasing Maintenance and Engineering's general maintenance expense in order to sustain the infrastructure.
- o Funding the development of comprehensive station plans for Pleasant Hill, Balboa Park and Union City.
- o Updating the cost allocation plan to comply with state funding requirements.



Traction and Station Power

The extreme price volatility in the California electricity market has caused all electricity customers in the West to face prices far in excess of historic levels. BART will continue to receive many benefits from access to 74 MW of federal power, including 70 MW from the Bonneville Power Administration and 4 MW from the Western Area Power Administration. The remainder of BART's power needs, about 4 MW, are supplied by PG&E under bundled retail rates, as supplemental power. The FY02 Operating Budget anticipates a significant increase in the rates BART must pay to PG&E for supplemental power as well as increases in BART's federal power bill due to market price effects. The federal rates will still be less than half of the cost to purchase the same power from PG&E at bundled rates. The FY02 Operating Budget projects a \$28.7 million power bill, up from the \$14.7 million in the previous year's revised Operating Budget.

BART-SFO Extension

Now in its fourth year of construction, the ambitious extension of BART to San Francisco International Airport will add 8.7 miles of revenue service track and four stations to the existing BART system. The extension will bring rapid transit to the "front door" of the nation's fifth busiest airport, expand BART ridership on the San Francisco Peninsula, and make regional rail travel possible through an intermodal link with Caltrain commuter rail service via a shared platform at the Millbrae Station, just south of the airport. The \$1.5 billion project is funded by local, state and federal agencies, including a \$750 million Full Funding Grant Agreement from the federal government.

The new line will extend BART 7.5 miles south from the Colma BART Station to the new terminus at Millbrae. An additional 1.2 miles of track will run east-west along an aerial "wy" structure to the elevated station at the new international terminal, Concourse H, in the airport.

With more than 80 percent of the civil construction complete, the underground shells of the two subway stations at South San Francisco and San Bruno are finished, and work is rapidly progressing on the above-ground portion of each station. The fabric roof at the joint BART-Caltrain station at Millbrae has been fully installed and the station has advanced to more than 80 percent overall completion. Track is being laid and the installation of systems is well underway. The BART station at San Francisco International Airport is nearly complete.

Capitol Corridor

Ridership on the Capitol Corridor trains continues to skyrocket. With an annual ridership growth rate of 50 percent, ridership on the corridor has more than doubled since BART assumed management responsibilities for the Amtrak-operated train service in 1998. Ridership in FY01 totaled 1.05 million, compared to 468,000 in FY98, the year before BART assumed management responsibilities for the service.

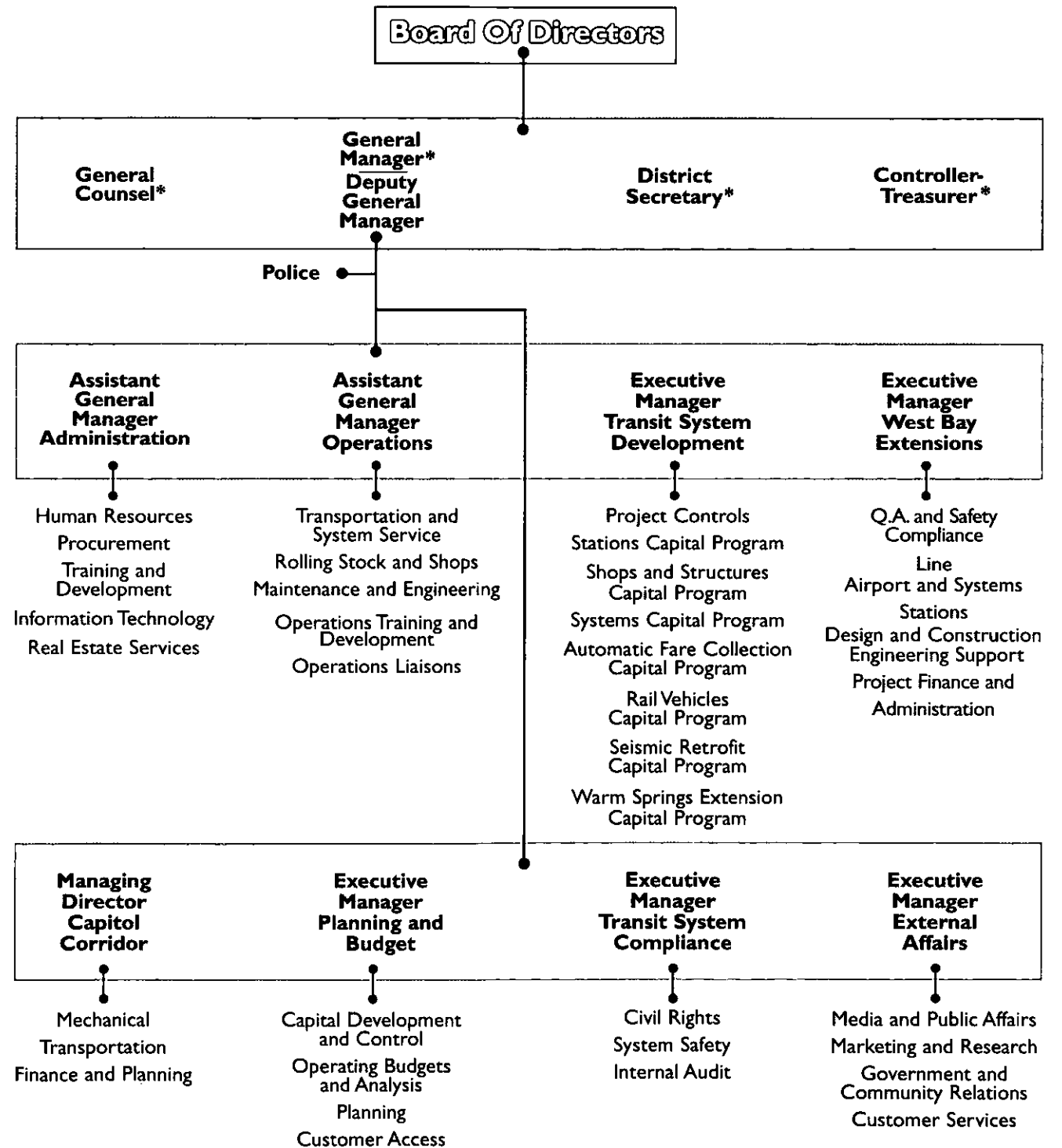
The Capitol Corridor offers over 170 miles of rail service between Auburn, north of Sacramento, and San Jose, with 16 stops along the way. Five dedicated feeder motor-bus lines radiate out from the fixed rail service, and provide transportation to the Napa Valley, northern Sacramento Valley, Lake Tahoe and the Sierra Foothills.

The service was operated by Caltrans from 1991 to 1998 when the service was transferred to the Capitol Corridor Joint Powers Authority. The CCJPA is composed of six county transportation agencies along the corridor; BART represents the three BART counties on the CCJPA—Alameda, Contra Costa and San Francisco. When responsibility for the service was transferred from Caltrans to the CCJPA, BART was contracted to provide management services. Initially offering six trips per day between Sacramento and San Jose when the service was introduced in 1991, Caltrans, which had been managing the system, added the seventh and eighth daily trains. Right after BART and the CCJPA assumed responsibilities for the service, service was increased to 10 daily trains and then to 12 in February 1999. Today, 18 trains operate each day and will continue through FY 2002. The Capital Budget for FY 2002 is \$78 million and includes track improvements between San Jose and Oakland, along the Yolo Causeway (between Davis and Sacramento), and between Sacramento and Roseville, and upgrades at Emeryville, Great America/Santa Clara, and BART Richmond stations.



In advance of assuming management of the Capitol trains, BART and the CCJPA developed a comprehensive business plan and set long-term goals for improving the service. The overall service plan calls for incremental expansion to hourly service (32 daily trains) supported by \$365 million in capital improvements along the Union Pacific Railroad-owned corridor, including track and signal upgrades designed to reduce travel time by not having to slow trains through certain sections, an improved intermodal station at Martinez to strengthen bus/rail connections, an improved intermodal station at Richmond where BART and Amtrak connect, and the rebuilding of the Sacramento Station—California's third busiest passenger rail station. Funding came from state and regional sources.

BART Organization



*Board Appointed

BART Board of Directors

adopted operating budget

income statement (\$thousands)

	FY01 Adopted Budget	FY01 Revised Budget	FY02 Adopted Budget
REVENUES			
Net Rail Revenue	\$ 200,062.7	\$ 213,662.7	\$ 215,817.2
Paratransit	425.0	425.0	425.0
Net Passenger Revenue	\$ 200,487.7	214,087.7	216,242.2
Interest Revenue	9,000.0	9,000.0	9,270.0
Other Operating Revenue	9,686.2	13,186.2	10,409.9
TOTAL OPERATING REVENUE	\$ 219,173.9	\$ 236,273.9	\$ 235,922.1
EXPENSES			
Net Labor	\$ 239,805.3	\$ 242,210.3	\$ 258,515.5
Express Bus Service	2,855.5	2,855.5	0.0
Shuttle Service	0.0	0.0	160.0
ADA Paratransit Services	6,622.9	6,622.9	8,200.0
Purchased Transportation	3,358.6	3,358.6	3,776.6
Traction & Station Power	17,705.0	14,705.0	28,719.1
Other Non-Labor	66,637.0	67,732.0	68,559.9
TOTAL OPERATING EXPENSES	336,984.3	337,484.3	367,931.1
OPERATING DEFICIT	\$ (117,810.4)	\$ (101,210.4)	\$ (132,009.0)
TAX & FINANCIAL ASSISTANCE			
1/2¢ Sales Tax (75%)	\$ 170,955.2	186,755.2	195,159.2
Property Tax	15,912.0	16,712.0	17,380.5
State Transit Assistance (STA)	0.0	0.0	1,389.3
TDA & Other Assistance	1,224.8	1,224.8	1,406.1
TOTAL TAX & FIN. ASSISTANCE	\$ 188,092.0	\$ 204,692.0	\$ 215,335.1
DEBT SERVICE & ALLOCATIONS			
Debt Service Allocations	(50,481.6)	(48,181.6)	(57,014.9)
Capital & Other Allocations	(19,800.0)	(55,300.0)	(26,311.2)
TOTAL DEBT SVC. & ALLOC.	\$ (70,281.6)	\$ (103,481.6)	\$ (83,326.1)
FINANCIAL RESULT (DEFICIT)	\$ 0.0	\$ 0.0	\$ 0.0
Rail Farebox Ratio	61.7%	65.8%	60.7%
Farebox Ratio	59.5%	63.4%	58.8%
Operating Ratio	65.0%	70.0%	64.1%
Average Weekday Ridership	325,000	335,000	340,990
Passenger Miles (000)	1,226,083.7	1,274,689.1	1,290,233.5
Rail Cost/Passenger Mile	26.44¢	25.47¢	27.58¢



Willie B. Kennedy • President
District 7 • San Francisco-Alameda-
Contra Costa Counties



Joel Keller • Vice-President
District 2 • Contra Costa County



Dan Richard
District 1 • Contra Costa County



Roy Nakadegawa
District 3 • Alameda-Contra Costa
Counties



Carol Ward Allen
District 4 • Alameda County



Peter W. Snyder
District 5 • Alameda-Contra Costa
Counties



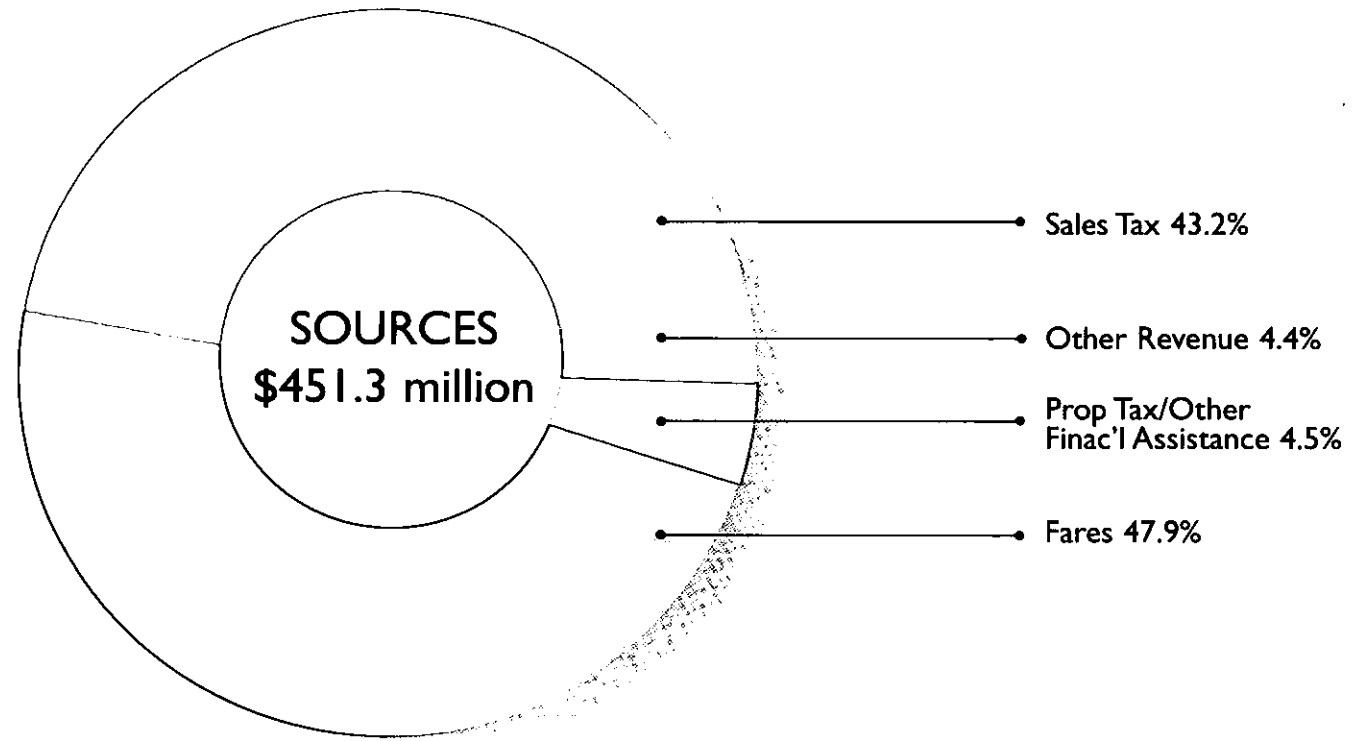
Thomas M. Blalock • President
District 6 • Alameda County



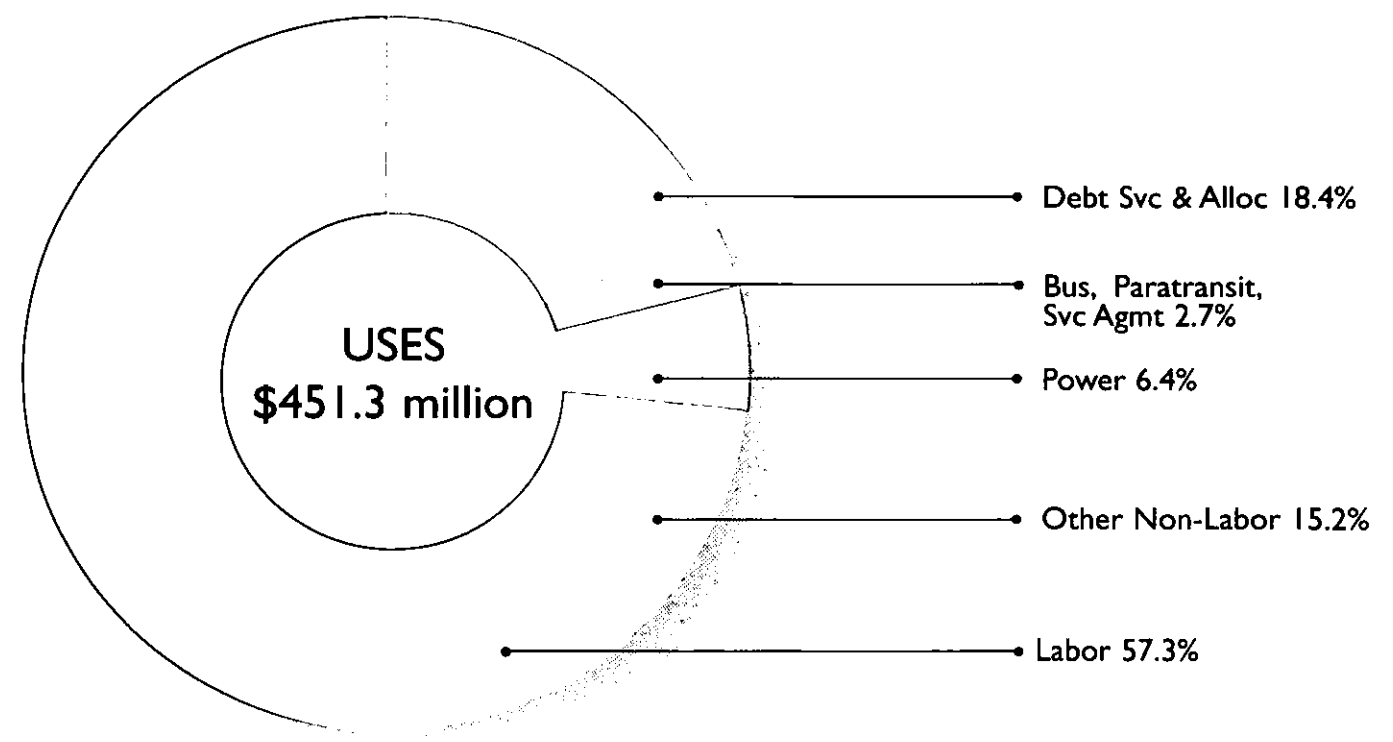
James Fang
District 8 • San Francisco County



Tom Radulovich
District 9 • San Francisco County



operating budget



capital budget

