

BART FISCAL YEAR BUDGET • 2001

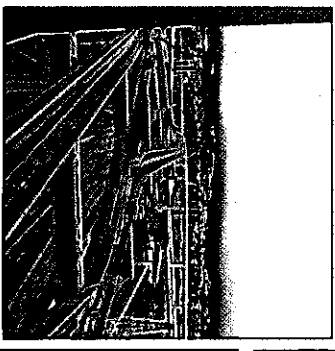
MEETING THE TRANSPORTATION  
DEMANDS OF THE GROWING BAY AREA



SYSTEM EXPANSION • SYSTEM RENOVATION • CUSTOMER SERVICE



ADVANCED TECHNOLOGY • SYSTEM RELIABILITY & SAFETY



9700 2500

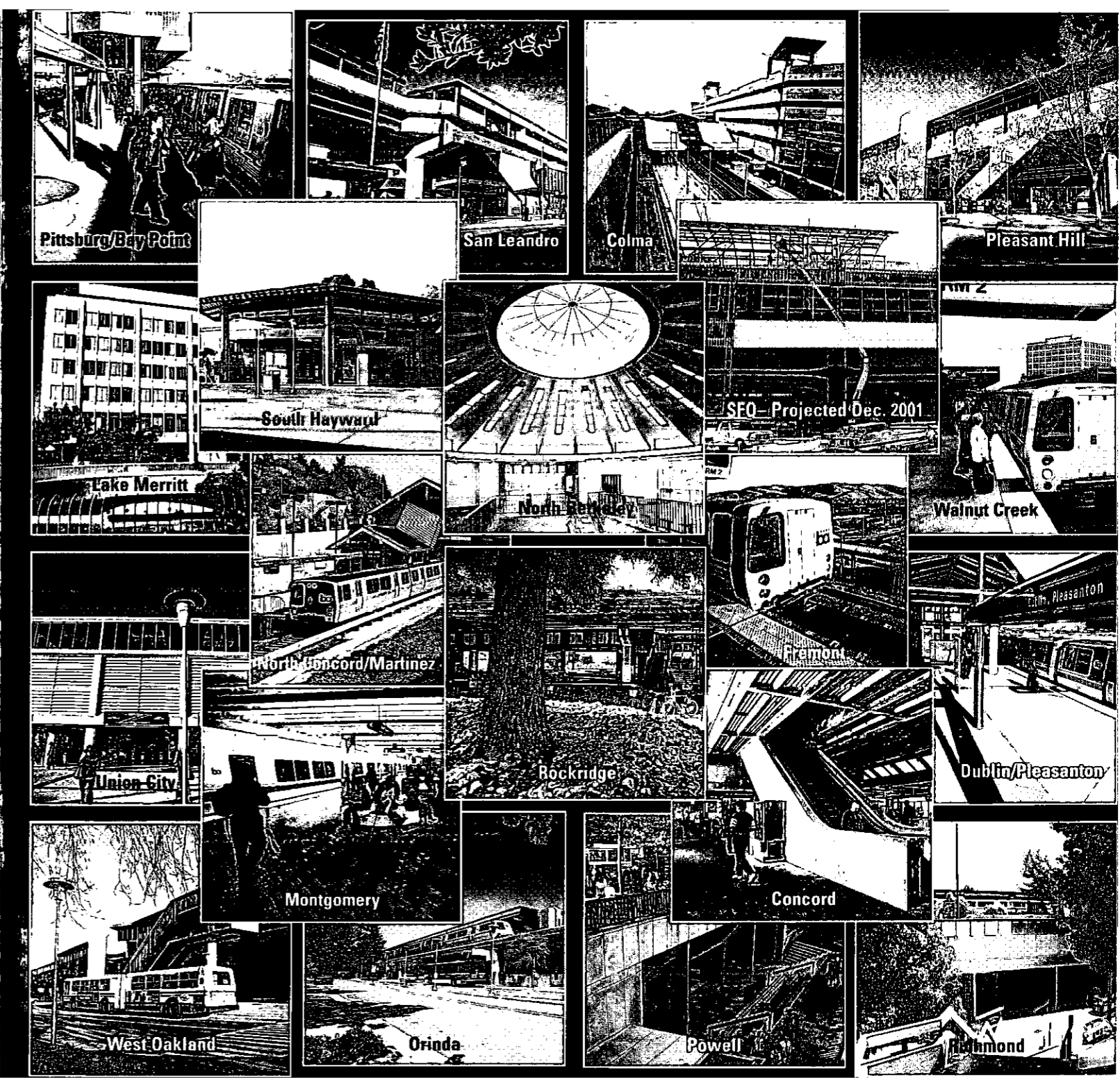
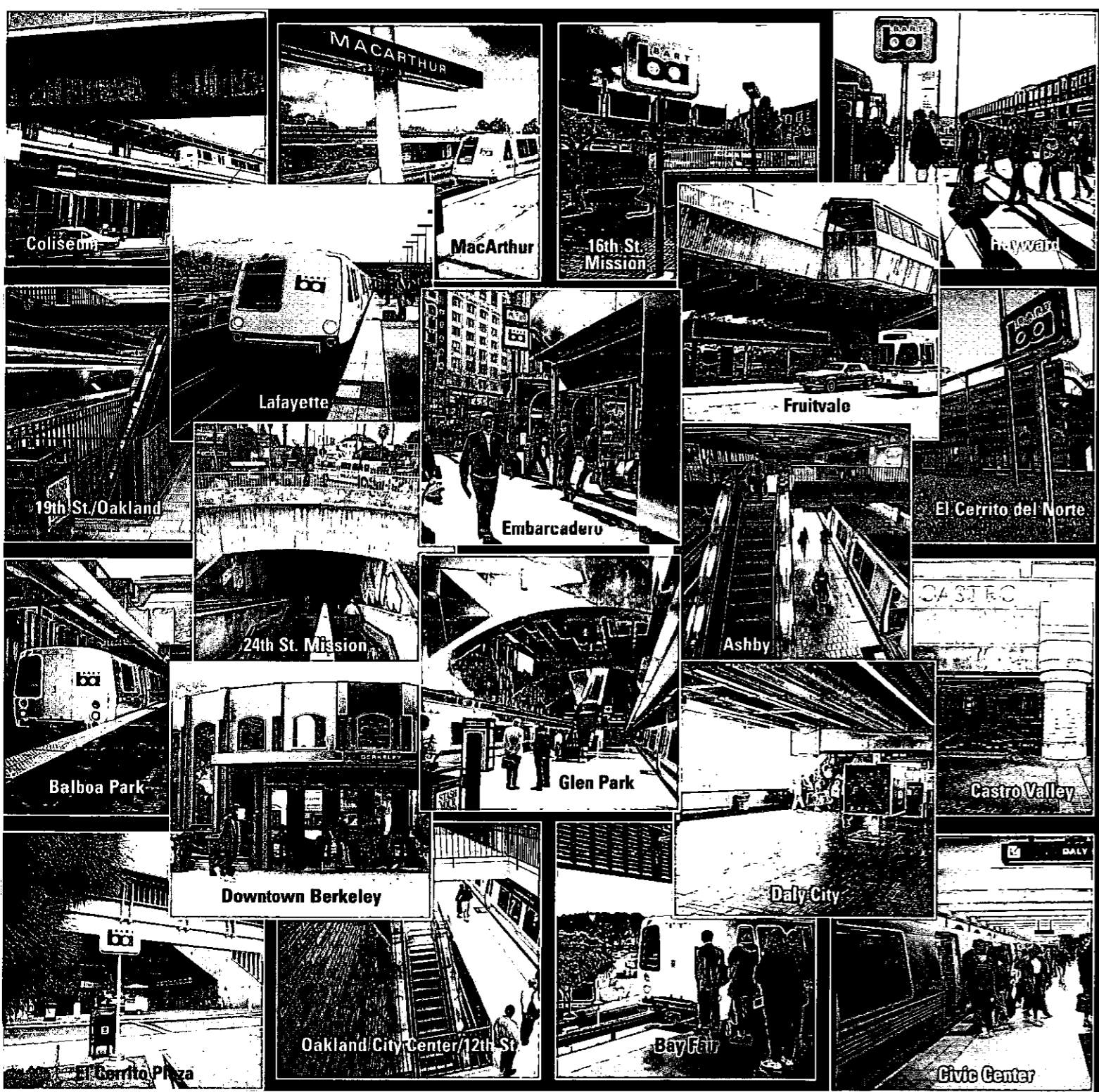


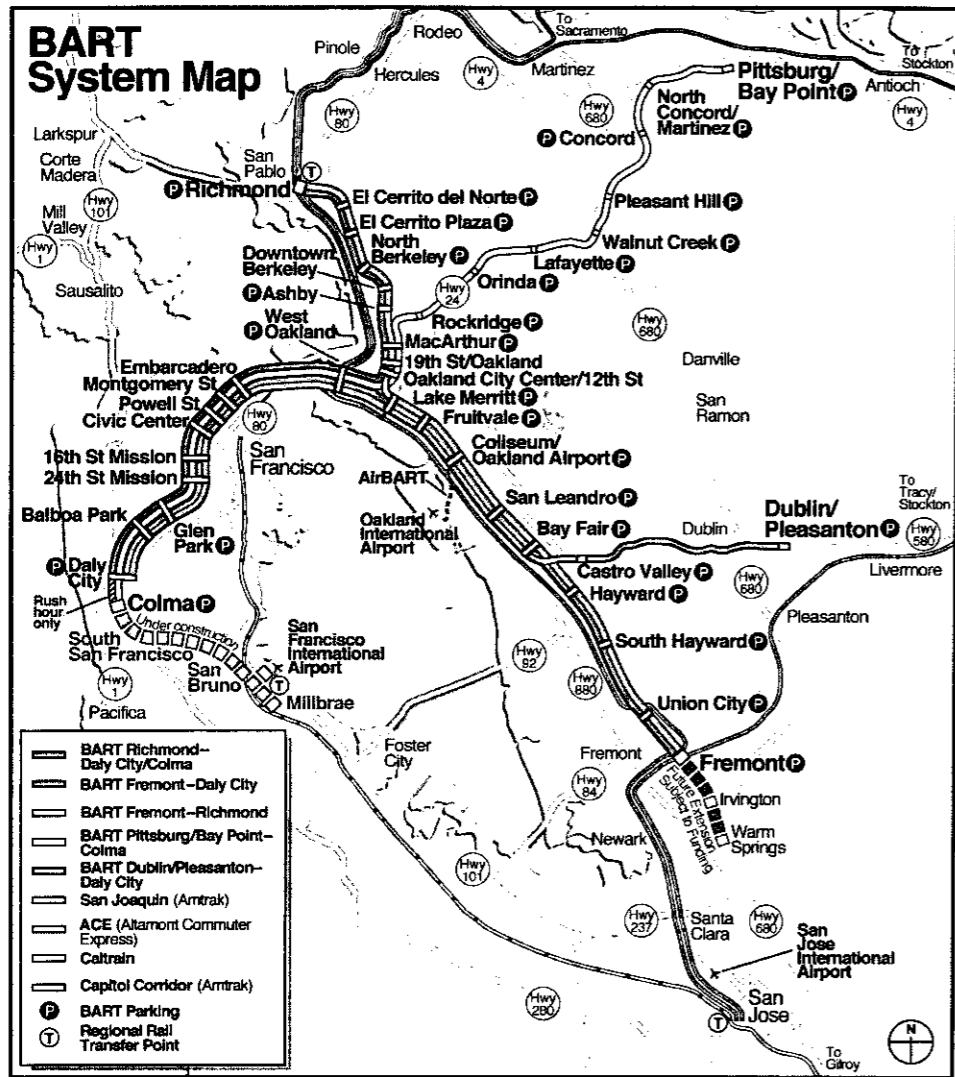
800 Madison Street  
P.O. Box 12688  
Oakland, California 94604-2688  
(510) 464-6000

Printed on Recycled Paper

SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT







**BART – Serving Bay Area Mobility**

- The \$1.5 billion original investment is valued at \$10 billion today.
- Serves four Bay Area counties with 325,000 daily passenger trips; 94.9 million annually.
- 95-miles of double track; 39 stations and 669 rail cars.
- 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 Concord)	22 miles
L Line – (Bay Fair to Dublin/Pleasanton)	15 miles



TABLE OF CONTENTS

GENERAL MANAGER'S MESSAGE	2-3
BOARD OF DIRECTORS	4
ADOPTED OPERATING BUDGET	5
OPERATING BUDGET SOURCES AND USES	6
CAPITAL BUDGET	7
FINANCIAL HIGHLIGHTS	8-10
SYSTEM RENOVATION	11
SYSTEM EXPANSION	12
CAPITOL CORRIDOR	13
BART ORGANIZATION	14
EXECUTIVE OFFICES/ DEPARTMENTS	15-23
SYSTEM MAP	24

SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT  
800 MADISON STREET • OAKLAND, CA 94604-2688  
510-464-6000





**WORKING TO MEET THE TRANSPORTATION NEEDS OF THE BAY AREA**

With the Bay Area's economy racing ahead at breakneck speed, BART's role as the backbone of regional transportation gives rise to exceptional challenges:

- Maintaining and improving the high standards of customer service and system proficiency that we have established – on-time performance, reliability, safety, economy and efficiency – in the face of growing, record ridership.
- Simultaneously continuing with the \$1.3 billion Systemwide Renovation Program.
- Advancing the four-station, 8.7-mile extension to San Francisco International Airport, including the shared station with Caltrain at Millbrae.
- Planning strategic long-term growth to areas not currently served by BART but that are crucial to the Bay Area's burgeoning economy.

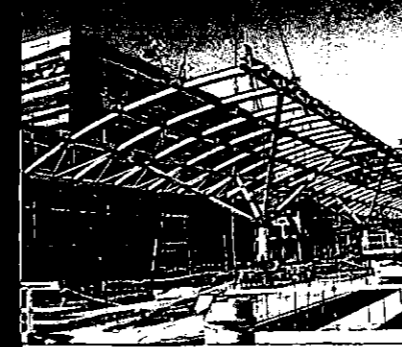
Ridership on BART has skyrocketed in the economic boom, climbing 12 percent in the past year to an average, at the beginning of FY01, of more than 325,000 passenger trips each weekday – more than 40,000 additional riders each Monday through Friday. We conservatively project a 4.2 percent increase this fiscal year – to 94.9 million passengers traveling 1.2 billion passenger miles.

Drawing on the increases in farebox and sales tax revenue brought by the ridership and strong economy, our \$337 million Operating Expense Budget for Fiscal Year 2001:

- Increases the base Operating Budget for expenses related to higher ridership.
- Targets investments to increase efforts in system performance and customer service.
- Increases allocations to the capital program.
- Invests for the future in vehicle reliability, technology and system capacity.

These expenditures and investments are crucial now if BART is to Meet the Transportation Needs of the Bay Area tomorrow.

To address the dramatic increase in ridership, three additional commute-hour train dispatches will be added to the schedule, an afternoon dispatch in September and a morning and an evening dispatch in February.



**WEST BAY EXTENSIONS**

The West Bay Extensions Group oversees construction of the BART San Francisco Airport (SFO) Extension Project, which will add 8.7 miles of new revenue service track and four new stations to the BART System.

Now under construction, the BART-SFO Extension will bring rapid transit to the "front door" of the nation's fifth busiest airport, greatly expand BART ridership on the San Francisco Peninsula, and make regional rail travel possible in the Bay Area 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 BART Colma Station south to the new BART Millbrae Intermodal Station, plus 1.2 miles of east-west track serving the airport. Most of the new line is being built underground. 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 \$700 million in construction contracts have been awarded for the extension. Work is well advanced on the main line and the Millbrae and Airport stations. The contract for the San Bruno Station was awarded in June 1999, and the contract for the South San Francisco Station was awarded in FY2000. The project is scheduled for completion in December 2001.

**Summary of Budget • FY 2001**

Operating Labor	\$ —
Operating Non-Labor	\$ —
Operating Total	\$ —
Capital/Reimb. Labor	\$ 5,139,810
FTE Staff	47.0
Operating	—
Capital/Reimb.	47.0



## POLICE

The BART Police Department is dedicated to ensuring the safety and security of District customers, employees and their property; and is committed to the prevention of criminal activity through highly visible police presence and vigorous enforcement of laws and regulations throughout the District.

Values of the Police Department include: a fair and impartial enforcement of laws; maintaining the respect of District employees, the public, and other governmental and criminal-justice agencies; providing friendly and courteous service; creating an atmosphere of ownership; supporting training, career development, and modern equipment and methods to continuously and objectively evaluate performance; and being receptive to new ideas and constructive changes.

Operating Labor	\$23,348,725
Operating Non-Labor	\$ 766,316
Operating Total	\$24,115,041
Capital/Reimb. Labor	\$ 77,476
FTE Staff	263.0
Operating	262.0
Capital/Reimb.	1.0

## TRANSIT SYSTEM DEVELOPMENT



The mission of Transit System Development is to satisfy our customers' needs by building quality Capital Projects that expand and renovate BART safely, on schedule and within budget. In FY2001, Transit System Development will be pursuing:

- Management of projects for the renovation, improvement and modernization of stations, shops and structures, systems, and automatic fare collection equipment.
- Project management and engineering required for the rehabilitation of the original 439 A and B cars.
- Advanced Automatic Train Control (AATC) project as it achieves completion of system design. When complete, the AATC system will increase passenger carrying capacity, as well as improve vehicle fleet utilization and schedule keeping reliability.
- Seismic retrofit of local streets and roads overcrossings.

It is projected that during FY2001, TSD will have approximately 80% of the Phase 1, 10-year Renovation Program underway.

Operating Labor	\$ 78,000
Operating Non-Labor	\$ 15,088
Operating Total	\$ 93,088
Capital/Reimb. Labor	\$7,104,708
FTE Staff	65.0
Operating	1.0
Capital/Reimb.	64.0



Continuing on the tack established in FY00, the Operating Budget focuses on the seven key areas outlined in the Strategic Plan that was developed in conjunction with BART's myriad stakeholders, including community outreach and employee task forces, in producing budget priorities:

- Longer trains during peak hours to meet heavy commuter demands.
- Additional car hours to accommodate additional dispatches and increased ridership at PacBell Park and special events.
- Additional employees in operations, police, fare equipment maintenance, revenue vehicle engineering, information technology, telecommunications and human resources.
- Monitoring progress through our biennial Customer Satisfaction Survey.

The capital side of the FY01 ledger includes nearly \$54 million in additional expenditures over FY00 spending, ranging from seismic retrofit engineering, to new train destination signs, to expansion and improvements at our maintenance facilities, to improvements in station accessibility.

Following the Strategic Plan, the budget also allows BART to continue its development of public and private partnerships in station area planning. This includes the redesign of the 16th Street Station Plaza and access improvements at the Balboa Park Station in conjunction with neighborhood revitalization.

The Operating Budget for Fiscal Year 2001 is prudent and balanced, weighing immediate needs with long-term investments. It will serve BART and the people of the Bay Area well in the coming year while continuing to lay the foundations for the future.

*Tom Margro*





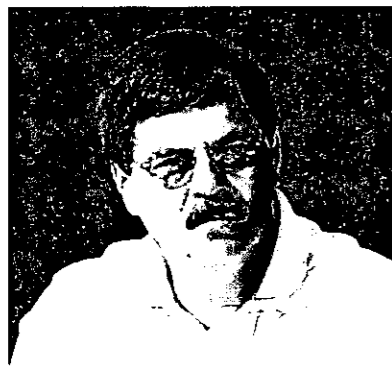
**THOMAS M. BLALOCK • PRESIDENT**  
District 6 • Alameda County



**WILLIE B. KENNEDY • VICE- PRESIDENT**  
District 7 • San Francisco-Alameda-  
Contra Costa Counties



**DAN RICHARD**  
District 1 • Contra Costa County



**JOEL KELLER**  
District 2 • 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



**JAMES FANG**  
District 8 • San Francisco County



**TOM RADULOVICH**  
District 9 • San Francisco County



## OFFICE OF OPERATIONS

The Office of Operations is the front-line organization responsible for delivering superb, reliable, safe rapid transit service to the San Francisco Bay Area. The Office of Operations continues to meet the challenges of serving the welcomed but unexpectedly high number of daily patrons while accommodating rapid changes in technology. Faced with the dynamic growth in the Bay Area and the extension of the BART routes, the Office of Operations strives for a standard of excellence that is recognized throughout the transportation industry.

The Office of Operations continues to play a key role at ever-occurring, critical junctures in BART's history and development. For the first twenty years, BART maintained a high standard of providing safe, clean, efficient rail service, which today moves more than 325,000 passengers per weekday. To meet the challenges of the 21st century, BART initiated several bold, diverse projects: construction of long awaited extensions to the original system adding over thirty miles to 71- mile railroad; a \$1 billion-dollar rehabilitation program; and application of leading-edge technology to enhance BART service. The office is faced with concurrent system expansion and rehabilitation of obsolete facilities requiring new and augmented service, operational safety, service reliability, station and facilities maintenance and aesthetics, and vehicle and track maintenance. The Operations Department supports quality job performance by providing continuous technical and professional development training to all Operations employees. Operations is a leader in taking an active approach to improving the quality of the work environment, thereby enhancing the quality of service provided to the District's customers and the well-being of our employees.

The Operations Department's goals include meeting average weekday ridership target of 325,000 customers per day, maintaining daily customer on-time target of 94%, maintaining vehicle mean-time between incidents at 1,300 hours, maintaining the operating infrastructure, station equipment, and a clean and attractive station environment.

### Summary of Budget • FY 2001

Operating Labor	\$177,736,870
Operating Non-Labor	\$ 32,199,286
Operating Total	\$209,936,156
Capital/Reimb. Labor	\$ 15,036,549
FTE Staff	2,528.3
Operating	2,354.3
Capital/Reimb.	174.0





## OFFICE OF CIVIL RIGHTS

The mission of the Office of Civil Rights is to develop and coordinate the full implementation of the District's programs to assure Equal Employment Opportunity (EEO), Disadvantaged Business Enterprise (DBE) participation and equity in the provisions of transit services and related benefits (Title VI), in compliance with local, state and federal procedures and regulations.

Operating Labor	\$ 952,766
Operating Non-Labor	\$ 190,883
Operating Total	\$ 1,143,649
Capital/Reimb. Labor	\$ 160,185
FTE Staff	14.0
Operating	12.0
Capital/Reimb.	2.0



## OFFICE OF EXTERNAL AFFAIRS

The mission of the Office of External Affairs is a vital link between BART, its riders and its many publics to advocate, communicate and secure funding support for this District's services and initiatives. Additionally, External Affairs coordinates bus and paratransit services, ensures compliance with the Americans With Disabilities Act, and positions BART as a transit leader in the Bay Area region, as well as the transit industry.

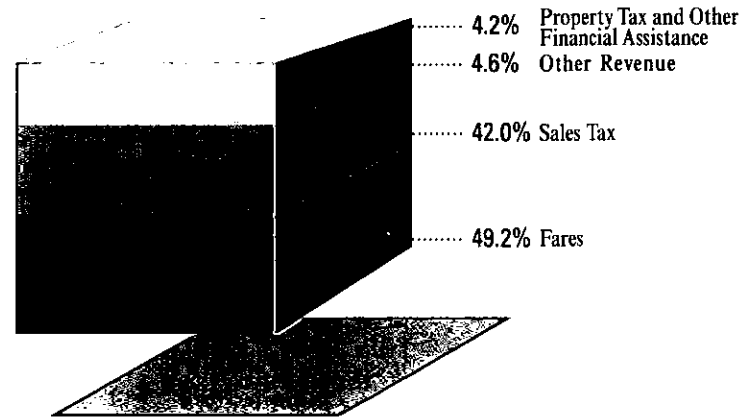
Operating Labor	\$ 4,600,921
Operating Non-Labor	\$ 16,304,217
Operating Total	\$ 20,905,138
Capital/Reimb. Labor	\$ —
FTE Staff	61.0
Operating	61.0
Capital/Reimb.	—

### ADOPTED OPERATING BUDGET INCOME STATEMENT (\$THOUSANDS)

	FY00 Adopted Budget	FY00 Revised Budget	FY01 Adopted Budget
<b>REVENUES</b>			
Net Rail Revenue	\$ 174,500.0	\$ 184,500.0	\$ 200,062.7
Paratransit	500.0	500.0	425.0
Net Passenger Revenue	\$ 175,000.0	\$ 185,000.0	\$ 200,487.7
Interest Revenue	7,500.0	8,500.0	9,000.0
Other Operating Revenue	8,083.5	9,083.5	9,686.2
<b>TOTAL OPERATING REVENUE</b>	<b>\$ 190,583.5</b>	<b>\$ 202,583.5</b>	<b>\$ 219,173.9</b>
<b>EXPENSES</b>			
Net Labor	\$ 221,191.5	\$ 226,616.5	\$ 239,805.3
Express Bus Service	2,309.0	2,309.0	2,855.5
Shuttle Service	105.0	105.0	0.0
ADA Paratransit Services	6,430.0	6,430.0	6,622.9
Purchased Transportation	3,184.6	3,184.6	3,358.6
Traction & Station Power	18,000.0	18,000.0	17,705.0
Other Non-Labor	56,132.1	58,807.1	66,637.0
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 307,352.2</b>	<b>\$ 315,452.2</b>	<b>\$ 336,984.3</b>
<b>OPERATING DEFICIT</b>	<b>\$ (116,768.7)</b>	<b>\$ (112,868.7)</b>	<b>\$ (117,810.4)</b>
<b>TAX &amp; FINANCIAL ASSISTANCE</b>			
1/2¢ Sales Tax (75%)	\$ 159,165.0	\$ 159,165.0	\$ 170,955.2
Property Tax	15,200.0	15,200.0	15,912.0
State Transit Assistance (STA)	0.0	0.0	0.0
TDA & Other Assistance	703.7	703.7	1,224.8
<b>TOTAL TAX &amp; FIN. ASSISTANCE</b>	<b>\$ 175,068.7</b>	<b>\$ 175,068.7</b>	<b>\$ 188,092.0</b>
<b>DEBT SERVICE &amp; ALLOCATIONS</b>			
Operating Reserve Allocation	\$3,200.0	\$3,200.0	\$0.0
Debt Service Allocations	(52,700.0)	(46,300.0)	(50,481.6)
Capital & Other Allocations	(8,800.0)	(19,100.0)	(19,800.0)
<b>TOTAL DEBT SVC. &amp; ALLOC.</b>	<b>\$ (58,300.0)</b>	<b>\$ (62,200.0)</b>	<b>\$ (70,281.6)</b>
<b>FINANCIAL RESULT (DEFICIT)</b>	<b>\$ 0.0</b>	<b>\$ 0.0</b>	<b>\$ 0.0</b>
Rail Farebox Ratio	59.1%	60.8%	61.7%
Farebox Ratio	56.9%	58.6%	59.5%
Operating Ratio	62.0%	64.2%	65.0%
Average Weekday Ridership	282,700	298,758	325,000
Passenger Miles (000)	1,071,700.0	1,133,042.3	1,226,083.7
Rail Cost/Passenger Mile	27.56¢	26.78¢	26.44¢

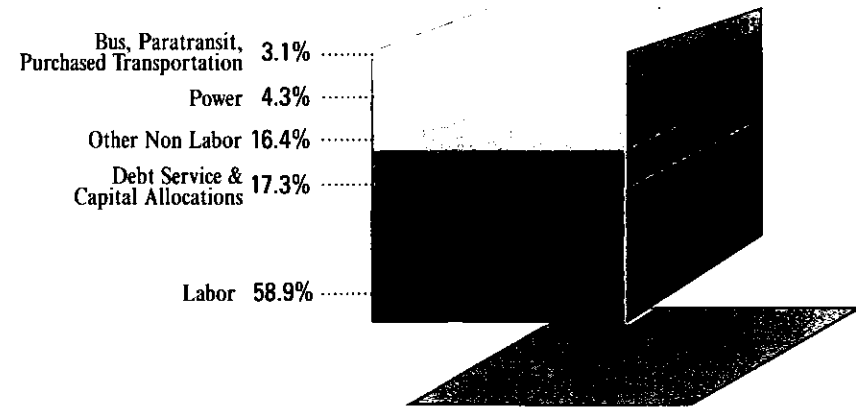
**SOURCES OF FUNDS**

\$407.3 (\$ Millions)



**USES OF FUNDS**

(\$ Millions) \$407.3



**CAPITOL CORRIDOR**

The mission of The Capitol Corridor team is to provide reliable, timely and professional administrative support to The Capitol Corridor Joint Powers Authority (CCJPA) in its management of The Capitol Corridor service. The CCJPA Board of Directors consists of sixteen members representing the eight counties of the Corridor (Placer, Sacramento, Yolo, Solano, Contra Costa, Alameda, San Francisco, and Santa Clara) and members of the BART Board of Directors represent the three counties of the District.

BART is designated as the managing agency for the CCJPA and, as such, has established a Capitol Corridor management staff.

The Capitol Corridor service consists of seven daily round trips in the 172-mile rail corridor between Auburn and San Jose that parallels Interstates 80, 680 and 880. The trains are operated by Amtrak and are extended through a dedicated feeder bus system serving Eureka, Monterey, Santa Barbara, Santa Cruz, Grass Valley, Carson City and Reno, Nevada.

**Summary of Budget • FY 2001**

Operating Labor	\$	—
Operating Non-Labor	\$	—
Operating Total	\$	—
Capital/Reimb. Labor	\$	795,000
FTE Staff		7.0
Operating		—
Capital/Reimb.		7.0





## OFFICE OF ADMINISTRATION

The mission of the Office of Administration is to facilitate the organization by providing outstanding support services which allow the District to operate in an efficient and effective manner. Administration creates, maintains and enhances District capabilities through the management of human resources, training and development, labor/management relations, real estate assets, information technology and the procurement process in a way that enhances individual and collective value to the District.

Operating Labor	\$16,540,202
Operating Non-Labor	\$15,595,038
Operating Total	\$32,135,240
Capital/Reimb. Labor	\$ 1,202,348
FTE Staff	223.5
Operating	209.5
Capital/Reimb.	14.0

## OFFICE OF BUDGET & BUSINESS MANAGEMENT



The mission of the Office of Budget and Business Management is to provide the planning and analytical resources BART needs to:

- Plan for the future
- Find and budget for resources to support these plans
- Mitigate financial and operational risks
- Investigate technological advances

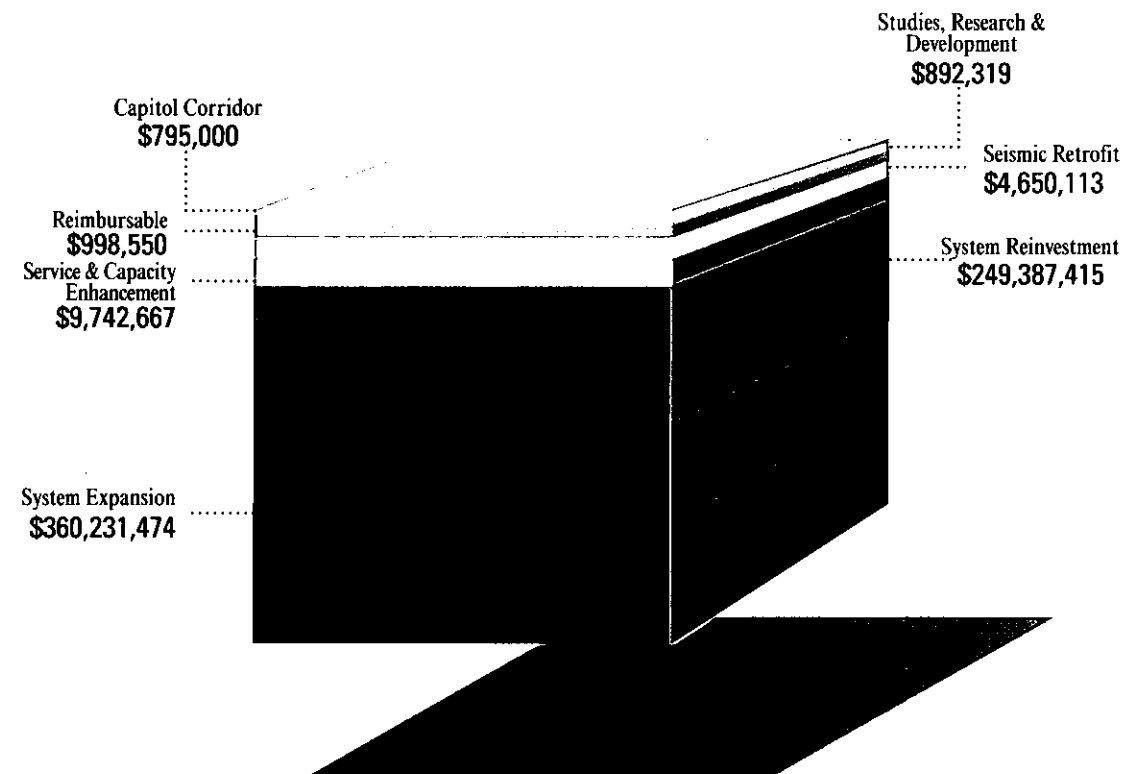
Five departments support this mission: Planning, Research and Development, Capital Development and Control, Operating Budgets and Analysis, Internal Audit, and System Safety.

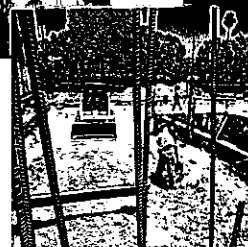
Operating Labor	\$ 8,620,350
Operating Non-Labor	\$22,010,431
Operating Total	\$30,630,781
Capital/Reimb. Labor	\$ 1,896,614
FTE Staff	109.0
Operating	89.0
Capital/Reimb.	20.0

CAPITAL BUDGET • FY 2001 PLANNED EXPENDITURES PROGRAM SUMMARY

## CAPITAL BUDGET

\$626,697,538





BART's Fiscal Year 2001 Operating Expense Budget totals \$337 million, a 6.8 percent increase over the FY 2000 Operating Expense Budget that was revised in mid-year to \$315.5 million. The original FY00 Operating Expense Budget totaled \$307.4 million, but an annualized 12 percent rise in ridership during the year, brought on chiefly by the economic boom in the San Francisco Bay Area and concomitant increase in traffic congestion, increased BART's day-to-day costs of delivering service. Still, the overall increase in operating expenses for FY01 totals just 9.6 percent over the original FY00 Operating Expense Budget.

To put the nearly unprecedented proliferation in patronage into perspective, BART begins the new fiscal year carrying more than 325,000 passengers each weekday – that's more than 40,000 additional passengers each weekday compared to the projections for last fiscal year. Single-day ridership seems to reach new records virtually every month, topping 350,000 passenger trips one Wednesday in mid-July. Only in the month following the 1989 Loma Prieta Earthquake, when BART operated 24 hours per day, did ridership reach these heights. BART currently operates 20 hours per weekday. BART's one-day record, some 357,000 passenger trips, set the day before the Bay Bridge reopened after the earthquake and the public could once again drive between Oakland and San Francisco, will likely fall sometime during this fiscal year.

The FY01 Operating Budget forecasts 94.9 million passengers traveling 1.23 billion passenger miles. Average weekday ridership is projected at 325,000 passengers, with an Operating Ratio of 65 percent and a cost of 26.44 cents per passenger mile.

Total Operating Revenues in the FY01 budget are projected at \$219.2 million, including \$200.5 million in Net Passenger Revenue (Rail and Paratransit), and \$18.7 million in Interest and Other Revenue. Total Financial Assistance (BART's 75 percent share of the 1/2-cent sales tax assessed in the three counties that comprise the BART District, property taxes, and other assistance) is forecast at \$188.1 million. The balance (\$70.3 million) will be applied to Debt Service, Capital, and Other Allocations.

To meet the surging demand in ridership, BART will increase operating staff to 3,106 – an increase of 38 new positions and 11 transfers from Capital to Operating. An additional 10 train cars will be put in service each morning, bringing the car count to 533, while three train dispatches will be added to the weekday commute, bringing the number of weekday dispatches to 700. Longer trains will be used as needed to accommodate special and sporting events – including about 5,000 passengers who take BART to each of the SF Giants' games at the new Pacific Bell Park.



## DISTRICT SECRETARY

The Office of the District Secretary acts as the official recorder of all 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 to and acts as a liaison to the District's Board of Directors, issues and maintains Board records, and provides coordination for Board communication, and special projects. The Office performs prescribed contract administration, providing service to the bidding 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 that business conducted by The Capitol Corridor Joint Powers Board.

Summary of Budget • FY 2001	
Operating Labor	\$ 879,150
Operating Non-Labor	\$ 561,065
Operating Total	\$1,440,215
Capital/Reimb. Labor	\$ —
FTE Staff	8.0
Operating	8.0
Capital/Reimb.	—



## CONTROLLER TREASURER (Finance)

The Office of 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/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," services AFC equipment with change, bills and ticket stock, invests funds, deposits and maintains accounts for all 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 2001	
Operating Labor	\$ 8,409,505
Operating Non-Labor	\$ 8,607,431
Operating Total	\$17,016,936
Capital/Reimb. Labor	\$ 238,788
FTE Staff	130.0
Operating	127.0
Capital/Reimb.	3.0



## GENERAL MANAGER

The mission of the Office of the General Manager is to provide strong 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 FY2001: providing high quality Customer Service, implementing the renovation of our 27-year-old-system, expanding our system with the construction of the San Francisco Airport Extension and management of The Capitol Corridor Intercity Rail System, providing regional leadership on transportation issues for the Bay Area, and supporting the development and training of our employees to accomplish our goals.

### Summary of Budget • FY 2001

Operating Labor	\$ 847,010
Operating Non-Labor	\$ 263,732
Operating Total	\$1,110,742
Capital/Reimb. Labor	\$ —
FTE Staff	6.0
Operating	6.0
Capital/Reimb.	—

## 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 interest of the District through effective legal advice, advocacy and representation. We accomplish this by identifying and insisting on lawful action, striving for the best in everything we do, proposing and carrying out effective, creative and timely solutions to legal problems, adhering at all times to high ethical standards, and by fostering a working relationship of mutual courtesy and respect.

### Summary of Budget • FY 2001

Operating Labor	\$ 2,254,509
Operating Non-Labor	\$ 665,487
Operating Total	\$ 2,919,996
Capital/Reimb. Labor	\$ 420,719
FTE Staff	25.0
Operating	21.0
Capital/Reimb.	4.0



As with the previous fiscal year's Operating Budget, the FY01 spending plan will follow the focus areas of BART's Strategic Plan:

**BART Customer Experience:** Increasing the reliability of Automatic Fare Collection equipment includes hiring seven technicians along with more frequent servicing of change and ticket vending machines; hiring eight station agents and two police personnel, and launching station- and car-cleaning programs. Rolling Stock staff will also be increased. The biennial customer satisfaction survey will be conducted.

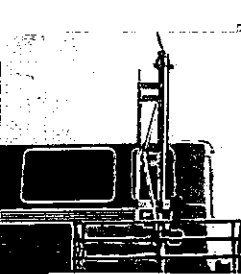
**Financial Health:** Computer network and PC support will be increased with on-call emergency technical services. Inventory systems will be enhanced and a business systems plan will be implemented.

**Transit Travel Demand:** An additional \$8.5 million will be spent to meet the increasing rise in ridership, including a continuation of the \$5.2 million added in mid-FY00 to meet the demands placed on the system by the new ridership, and an additional \$3.3 million to enhance overall system performance. The number of dispatches and lengths of trains will be increased, station agent coverage will be expanded, maintenance technicians and police will be hired, and BART's website ([www.bart.gov](http://www.bart.gov)), named by the American Public Transit Association the best transit website in North America in 1999, will be enhanced and expanded to accommodate increased use.

**Land Use and Quality of Life:** Station area planning will be enhanced with the hiring of a staff member. BART will host the "2001 Rail-Volution" conference. Community outreach will be organized to install art in BART stations — our "ART in BART" program.

**People of BART:** Employee development at BART is an on-going program. Training and safety programs will be increased, including a "Zero Tolerance" program to combat assaults against BART Station Agents. A Succession Plan will help prepare for the accelerating loss of long-term employees who are rapidly approaching retirement. Office space for the Human Resources Department will be expanded to improve disabled access and working conditions. Three new positions will be created in this area including one to be involved in safety and workers compensation issues.

**Building Partners for Support:** Outreach for major BART policy development will be amplified by the addition of a staff member to Planning, holding annual policy, land use and transportation forums, and launching a web page devoted to BART planning. Local youths will be enlisted at the 16th Street and 24th Street BART stations as part of BART's and San Francisco's joint "Adopt-a-Street" program.



**Physical Infrastructure:** Seven positions will be added. Operations network security and maintenance will be enhanced. An optimal plan for future network architecture will go into development. Wayside train control rehabilitation will be increased, along with maintenance of the power distribution system, telecommunications and AFC equipment. Information Technology will provide weekend and night coverage for the MARIS vehicle maintenance system.

**Capital Expenditures**

The \$54 million increase in capital expenditures over FY00 expenditures includes seismic retrofit and continued work on BART's Systemwide Renovation Program, which will pass the halfway mark this year. New capital projects slated to begin in FY01 include, among other projects:

- Improving access at Glen Park and Balboa Park stations
- Redesigning the 16th Street/Mission Southwest Plaza
- Pedestrian and streetscape improvements at the Concord Station
- Improving access at the Coliseum/Oakland International Airport Station
- Replacing elevators at the MacArthur Station
- Replacing train destination signs
- Replacing worn platform edge tiles
- Expanding and improving maintenance facilities at the Hayward, Richmond and Daly City shops
- Constructing a train washer at the Daly City Yard

**Projects continuing in the FY01 Capital Budget include:**

- Overhaul of elevators and escalators
- Environmental assessment and preliminary engineering on the Oakland Airport Connector
- San Francisco International Airport extension
- A- and B-car renovation
- C1-car mid-life overhaul
- AFC modernization and near-term improvements
- Advanced Automatic Train Control
- Traction Power System renovation

BART enters Fiscal Year 2001 on sound financial footing. Ridership and revenues are rising, the operating ratio is increasing and the cost per passenger mile is falling. We are well poised to Meet the Transportation Needs of the Burgeoning Bay Area.



EXECUTIVE OFFICES/DEPARTMENTS

**Board Appointed Officers—** The Board appointed officers, which include the General Manager, General Counsel, Controller-Treasurer, and District Secretary, provide support and necessary controls to implement goals and operate and protect the interests of the District.

The BART system, directed by the General Manager, consists of the following Executive Offices/Departments:

**Administration—**Responsible for administration of the District's human resources, procurement, real estate, information technology and training.

**Budget and Business Management—** Responsible for management of the District's operating and capital budgets, internal audit, safety, and planning, research and development functions.

**Capitol Corridor—** Responsible for providing reliable, expedient and professional administrative support to The Capitol Corridor Joint Powers Board (CCJPB) in its management of The Capitol Corridor service.

**Civil Rights—** Responsible for oversight of the District's equal employment opportunity, affirmative action, and disadvantaged business enterprise programs.

**External Affairs—** Responsible for building and informing local and regional constituencies, generating capital funding, supporting legislative advocacy and promoting BART through marketing, customer service and community relations.

**Operations—** Responsible for system operations, maintenance and engineering of the operating railroad and its infrastructure.

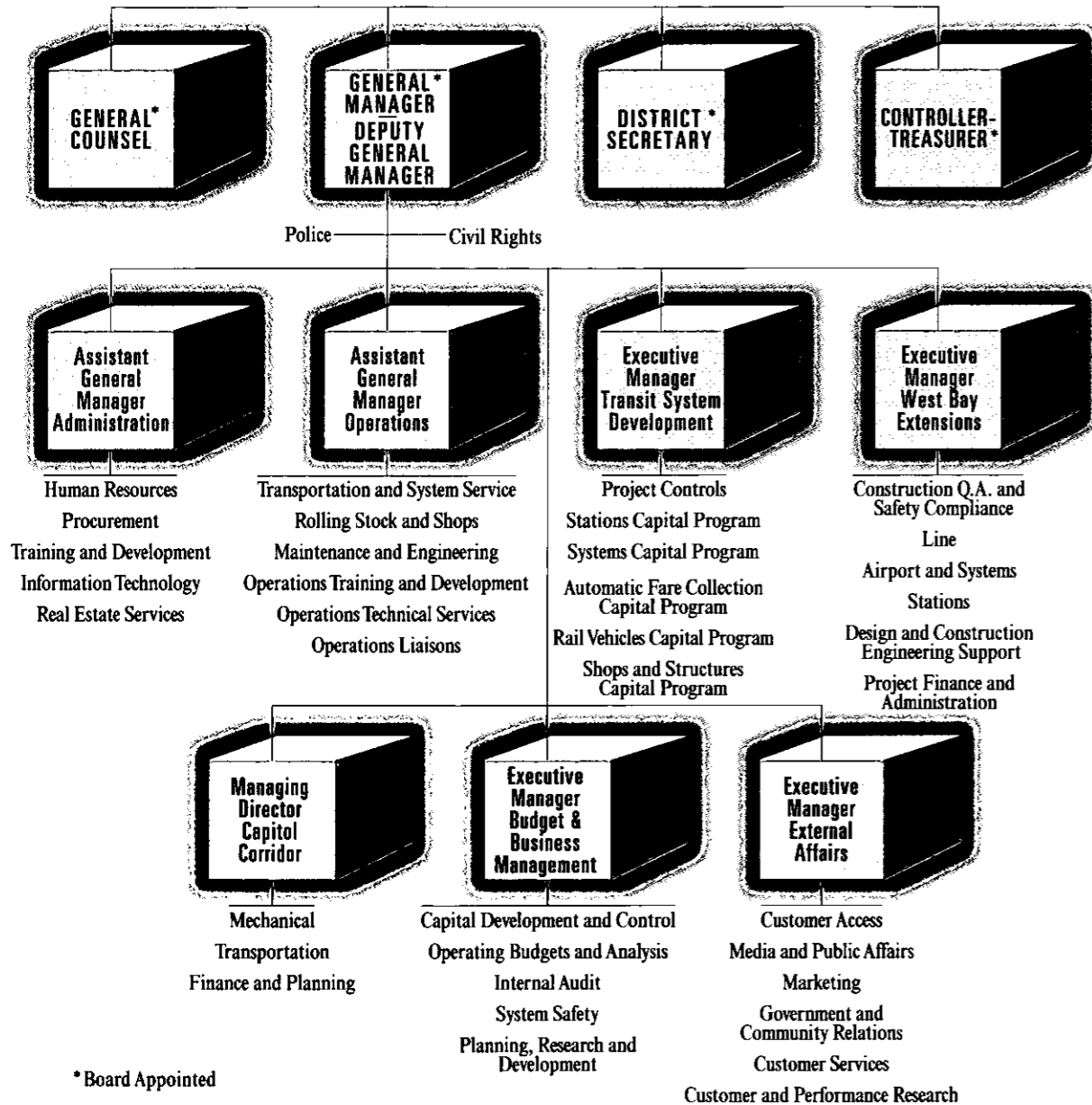
**Police—** Responsible for providing a safe and secure environment.

**Transit System Development—** Responsible for implementation of the District's capital facility, systems and vehicle projects.

**West Bay Extensions—** Responsible for management and development of the San Francisco Airport extension.

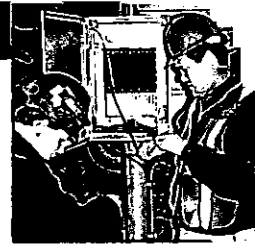
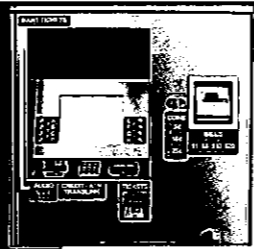


**BOARD OF DIRECTORS**



\* Board Appointed

BART ORGANIZATION



The District continues to advance System Renovation Projects as part of the on-going Capital Improvement Program. These projects are essential to maintain current levels of service in the face of an aging infrastructure as well as increase customer service quality in all its aspects.

SYSTEM RENOVATION

**Automatic Fare Collection**

As part of its Capital Improvement Renovation Program, BART is modernizing the automatic fare collection equipment in its core stations. The AFC modernization program will replace all ticket vending machines (TVM) and addfare machines (AFM), and will replace or upgrade the faregates at those stations. In addition to upgrading the hardware with more current technology, the modernization effort will support a regional smart card rollout, expanded ticket processing and change making requirements, and ensure that the ticket vending machines meet all of the Americans With Disabilities Act (ADA) requirements. The AFC Modernization Program is scheduled to be completed by 2003.

**Station Renovation**

BART stations continue undergoing substantial renovation with new and refurbished lighting systems, restrooms, and platforms at El Cerrito del Norte, Union City, Lafayette and Powell Street. Additionally, for enhanced bus-to-BART and bus-to-bus transfers, station intermodal facilities were recently constructed at Fremont and South Hayward stations. Parking lot accessibility improvements have also recently been completed at North Berkeley, San Leandro, Rockridge, Orinda, Lafayette, and Pleasant Hill stations

**Advanced Automatic Train Control**

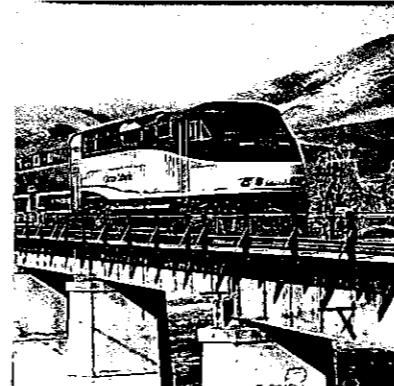
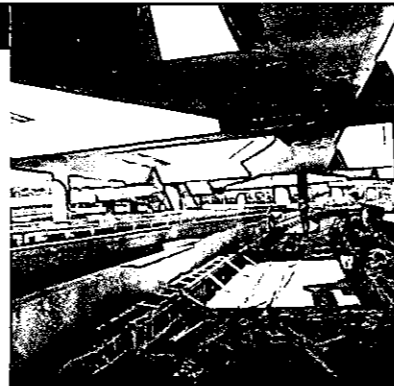
In a subway near Lake Merritt, BART Track and Structures crews have mounted Advanced Automatic Train Control (AATC) system radio antennas. Revenue service testing of the new system will begin this fiscal year. When complete, the AATC will permit more trains per hour to San Francisco and more effective train utilization while avoiding part of the cost of renewing existing train control equipment. These improvements to system performance are delivered through close collaboration among Systems Capital Program, Research and Development, and Train Control Engineering staff.

**Shops and Structures Renovation**

BART's shops and support facilities continue to undergo renovation with several projects in or near construction including the Hayward Traction Motor Repair Facility, renovation of the Concord Transportation Building, new Hayward Transportation Building, Concord Shop renovation and the renovation of the Richmond Yard Car Wash.

**Rail Vehicle Renovation**

The cornerstone of BART's systemwide renovation program is the rehabilitation of BART's 439 original A and B cars. January 1999 saw the first renovated A and B cars running in revenue service. As of the end of March 2000, 111 cars were accepted and placed in revenue service.



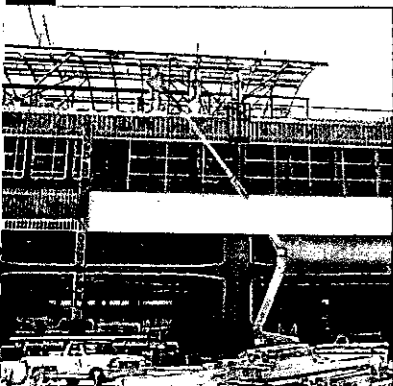
SYSTEM EXPANSION

**San Francisco International Airport Extension**

Now in its third year of construction, the BART San Francisco Airport (SFO) Extension Project will add 8.7 miles of new revenue service track and four new stations to the 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 the Caltrain commuter rail service. The \$1.5-billion project is funded by local, state and federal agencies.

The new line will extend the BART system 7.5 miles south from Colma to Millbrae with an additional 1.2 miles of track running east-west in an aerial "wye stub" serving the Airport. Most of the extension is underground with subway stations in South San Francisco and San Bruno, an elevated station at the Airport and a surface station at Millbrae, where BART links with Caltrain.

To date, more than 3.5 miles of subway box has been completed, stretching from the existing Colma Station tailtrack to the future San Bruno Station. The underground shells of the two subway stations are substantially completed. Construction of the elevated guideways serving the Airport is advancing. The Millbrae Station is taking shape. More than a mile of track has been laid and systems installation has begun. BART facilities at the Airport also are progressing. The Project is targeted for completion in December 2001.



CAPITOL CORRIDOR

The mission of the Capitol Corridor office is to provide professional railroad administrative management to the Capitol Corridor Joint Powers Authority (CCJPA) for the operation of inter-city passenger service between San Jose, Oakland and Sacramento/Auburn.

The CCJPA Board of Directors consists of sixteen members representing the eight contiguous counties and six transportation agencies of the Capitol Corridor (Santa Clara, Alameda, Solano, San Francisco, Contra Costa, Yolo, Sacramento and Placer). Six members of the BART Board of Directors represent the three counties of the District.

BART management for the CCJPA has accomplished a 32.7% increase in ridership in the last 12 months (state FY 99/00), while advancing the Capitol Corridor to the position of the fourth busiest inter-city passenger rail corridor in the nation and the fastest growing.

As of February 27, 2000, Capitol Corridor service consists of seven daily round trips along the 172-mile corridor between Auburn and San Jose, which parallels the congested I-80, I-880 and I-680 freeways. The trains are operated by Amtrak (by contract with CCJPA) and are extended through a dedicated feeder bus system serving Eureka, Monterey, Santa Barbara, Santa Cruz, Grass Valley, Carson City and Reno.

BART tickets are also sold in the food service car of every Capitol Corridor train. BART management has achieved a constructive working relationship with the CCJPA partners, including Amtrak, the Union Pacific Railroad and Caltrans to plan for further expansion of service and integration with local transit operators along the entire corridor.

