

# Annual Operating and Capital Budget

Fiscal Year July 1, 2004 through June 30, 2005



## Peninsula Corridor Joint Powers Board

San Carlos, California

A Joint Exercise of Powers Agreement among:

City and County of San Francisco  
San Mateo County Transit District  
Santa Clara Valley Transportation Authority



**Cover Photo:**

Ceremony to herald the arrival of Caltrain's first Baby Bullet locomotive held at the Burlingame Caltrain Station  
April 4, 2003.



**PENINSULA CORRIDOR JOINT POWERS BOARD**

**ANNUAL BUDGET  
FOR THE FISCAL YEAR BEGINNING JULY 1, 2004**



**The Peninsula Corridor Joint Powers Board Adopted the  
Operating Budget June 3, 2004 and the Capital Budget July 1, 2004**

**Approved by the Santa Clara Valley Transportation Authority January 30, 2004**

**Approved by the San Mateo County Transit District June 9, 2004**

**Authorized Spending by the City and County of San Francisco August 1, 2004**

**Finance Division  
George Cameron, Acting Chief Financial Officer**

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FISCAL YEAR 2005 BUDGET  
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## BUDGET GUIDE

The PENINSULA CORRIDOR JOINT POWERS BOARD (“JPB”) fiscal year begins July 1 and ends June 30. The Annual Operating and Capital Budget report contains an abundance of information regarding the JPB. To assist the reader in locating subjects of interest, this Reviewer’s Budget Guide has been provided to help in understanding how this budget document is structured. Please note that the terms “JPB” and “Caltrain” are used interchangeably throughout the remainder of this guide.

### DOCUMENT ORGANIZATION

The FY2005 JPB Budget has five major sections: Introduction, Financial Plan, Division Budgets, Capital Budget, and Supplemental Information.

The **Introduction** contains the Budget Message for the JPB. Included are: FY2005 Budget Highlights; a detailed description of The Reporting Entity and its Services; a service area map; the overall Organization Chart; a listing of the Board of Directors, Citizens Advisory Committee, and key staff members; a listing of Major Accomplishments in JPB Evolution; a Special Projects and New Programs discussion; the Caltrain Vision statement; the JPB’s Goals; an FY2005 Executive Budget Summary of the operating budget, and the Distinguished Budget Presentation Award for the FY2004 Annual Operating and Capital Budget.

The **Financial Plan** contains the FY2005 Operating Budget in much greater detail than the Executive Summary Budget. The JPB revenues and expenses are presented in more detail showing resources allocated to expense categories and major programs. Explanations of all major revenue sources and expense justifications are included in this section.

The **Division Budgets** are presented including the organizational structure, department responsibilities and objectives for FY2005, and the department staffing requirements. The amount and percent of budget change is indicated on the department financial budget presentations.

The **Capital Budget** for FY2005 is presented showing major capital programs and capital replacement, including sources of funding for all capital purchases. Each program is also examined in terms of its impact on the operating budget, if any.

The last section is **Supplemental Information**. Included in this category are the Personnel Summary, Demographic Data, Train Ridership, Average Weekday Ridership, Train Passenger Fares, Farebox Recovery, On-time Performance, Equipment Availability, Fare Rail Structure, and a Glossary.

The following pages include the Budget Planning and Development Process, Budget Amendment Procedure, Budget Assumptions for FY2005, the Budget Preparation Calendar, and the Board Resolutions.

## **BUDGET PLANNING AND DEVELOPMENT PROCESS**

The JPB's annual budget is adopted by the JPB Board of Directors, which has the authority to amend the adopted budget. The budget outlines the expected funding sources and uses that represent the JPB's year-long commitment to transportation projects and services. The JPB's budget process is designed to identify goals and objectives and allocate resources accordingly. Operating revenues and expenses are budgeted on the accrual basis. Capital expenditures and grant reimbursements are budgeted on a project basis. Projects are budgeted in their entirety when approved and spread over the anticipated expenditure dates. Progress is monitored and controlled through exception reporting and variance analysis. Depreciation and amortization are not budgeted.

Because capital projects can require a significant initial investment and potential commitment of operating funds in the future, projects are given careful consideration before being programmed in the capital budget. Before a project is approved as part of the capital budget, it is evaluated, scored and ranked consistent with the goals and objectives set forth in the Capital Improvement Program (CIP) and the Short Range Transit Plan (SRTP).

It is the JPB's policy to secure the maximum amount of external funds possible and to spend these funds prior to relying on internal funds for capital projects. The approved FY2005 Capital Budget is \$73,652,835. The Budget includes federal and state funding of \$59,551,243 and local match requirement of \$10,277,623. Per Member local match requirement is \$3,425,874. Additional amounts of \$2,798,969 (San Mateo) and \$170,000 (Santa Clara) are required to fund area specific station improvement, electrification and grade separation match requirements. In addition, \$855,000 is available from a SF MUNI/TJPA grant for the Transbay Terminal EIS/EIR project. This project does not require a member agency contribution.

Santa Clara Valley Transportation Authority (SCVTA) has elected to use federal section 5309 Urbanized Area (UA) funds in lieu of its local match requirement. The San Mateo County Transportation Authority (TA) in turn will use these federal funds to finance ongoing improvements in South San Francisco and provide the required local match for the FY2005 program on behalf of VTA. The federal fund swap also will provide sufficient capacity to provide the local match for the federal programming.

The Capital Improvement Program includes capital projects that are evaluated and ranked by the Peer Review Committee (PRC), comprised of staff from each division, prior to being programmed into the Capital Budget. Once the PRC has reviewed each of the projects, a complete budget is presented to the Capital Committee, which is comprised of Chief Officers. The Capital Committee then reviews the budget and makes a recommendation to the Executive Director. Once the Executive Director has reviewed and approved the capital budget, it is presented to the Board of Directors for final approval. The FY2005 Capital Budget was adopted by the Board of Directors on July 1, 2004.

The Operating Budget is prepared from the bottom up to arrive at division-level and then company-level budgets. Organization (ORG) Units are the smallest cost units in the JPB, which in turn roll up to a departmental-level and then to divisional-level budgets. Organization and Department budgets are prepared and reviewed first by department management before being submitted to the Finance Division's Budget Department for analysis. The Budget Department conducts an extensive review of the requested budgets, validates current and projected expenditures, and identifies outstanding issues for consideration during reviews with the Chief Officers. All new programs must include a justification in order to remain in the



budget. The Finance Budget Department then meets with each Organization Manager to review the budget requests and adjust the amounts to be included in the recommended budget.

The completed Division budgets are then reviewed at the policy level by the Chief Officers and the Executive Director for appropriateness of service levels and programs to assure they meet JPB goals and objectives for the upcoming budget year. This review of budget requests may result in adjustments in order to maximize JPB resources. After these budget adjustments are included, the Executive Director will conduct a final review from which a proposed budget is then prepared. The proposed budget is then reviewed by the executive staff of the JPB partners and subsequently formally presented to the Board. Informal meetings are scheduled with individual Board members to discuss the proposed operating budget after which a final proposed budget is presented to the Board for adoption in June.

The Operating and Capital budgets were first presented to the Board of Directors at a public meeting on May 6, 2004. The Board of Directors formally adopted the Fiscal Year 2005 Operating Budget on June 3, 2004 and the Capital Budget on July 1, 2004.

### **BUDGET AMENDMENT PROCEDURE**

The budget may be amended during the fiscal year following formal adoption. Procedures for implementing changes follow very closely with the budget development process itself. That is, proposed amendments must be submitted to the Board of Directors along with appropriate documentation outlining the justification for the request.

## BUDGET ASSUMPTIONS FOR FISCAL YEAR 2005

WAGES AND BENEFITS	Wages and benefits are calculated by the Budget Department based the San Mateo County Transit District (SamTrans) salary ordinance. SamTrans serves as the administrative partner of JPB and, as such provides staffing services to the JPB. Due to the leveling off of the economic downturn, there was a 4 percent wage increase budgeted for FY2005.
STAFFING CHANGES	Additions and deletions in staffing levels are prepared by organization managers with chief officer approval. A copy of each request is submitted with the division budget, with a copy sent directly to the Human Resources Department. There were no new operating positions added in FY2005. Due to the economic slowdown, the Board approved in April 2004 the elimination of and transfer involving 60 current positions. Of the 60 affected positions, 37 were eliminated and 27 were either transferred or reclassified as capital positions.
FARE INCREASE	No fare increases in FY2005. The previous fare increase was implemented on July 1, 2002. A Proof-of-Payment (POP) program (see page 41) and revenue-neutral fare structure change commenced September 22, 2003.
SERVICE CHANGES	Caltrain weekday service levels were increased from 76 to 86 trains effective June 7, 2004, with the additional trains running as Caltrain Express Baby Bullet service. Upon completion of extensive capital improvements, weekend service resumed June 5, 2004 after nearly a two-year hiatus.
OTHER EXPENSES	Organization managers prepared estimated expenses for the FY2005 budget year. Budget requests reflected anticipated "usage" at "current" prices. An explanation and analysis justifying the requests was prepared for each line item expense showing how the cost was determined. Worksheets were provided for each organization using Excel software and the PeopleSoft Budget Module. Summary Organization Line Items and a Detail Line Item Worksheet template for expense line items were provided on diskette for convenience.
CAPITAL EXPENDITURES	Estimated levels of capitalized expenditures were determined by each organization manager for organization expenses (labor and materials) to be included as part of a Capital Project cost. Worksheets for allocations were provided.

## BUDGET PREPARATION CALENDAR FOR FY2005

<u>DATE</u>	<u>ACTIVITY</u>
December 17, 2003	Reviewed Business Plan and Budget Process at Chief's meeting
January 30, 2004	Budget packages were distributed to all departments
February 13, 2004	All divisions, except Operations, submit the FY2005 Budget Detail Line Item Worksheets
February 17, 2004	Project managers prepared and submitted capital project requests
February 18, 2004 through March 8, 2004	Peer Review Committee scored capital project requests
March 4, 2004	All divisions submit Wage Distribution Report
March 4, 2004 through March 10, 2004	Budget Department meets with Cost Center Managers
February 20, 2004	Operations submits the FY2005 Budget Detail Line Worksheets
March 19, 2004	Rail Services Department to present any service level changes to the Staff Coordinating Council (SCC) for consensus
February 4, 2002 through February 18, 2002	Project managers revised capital project requests and provided additional information as needed
March 10, 2004 through March 12, 2004	Prepare Budget Presentation Report
March 10, 2004	Peer Review Committee reviewed final FY2004 Capital Budget Proposal
March 12, 2004	Submit Budget to Chief Financial Officer (CFO) for review
March 13, 2004 through March 16, 2004	Update Budget based on CFO review
March 16, 2004	Submit Draft Budget to CEO & Chiefs for review
March 17, 2004 through March 19, 2004	CEO and Chiefs review and approve the proposed FY2005 Operating Budget

March 19, 2004	Rail Services Department to present any service level changes to the Staff Coordinating Council (SCC) for consensus
April 16, 2004	Review Draft JPB FY2005 Operating Budget with SCC partners for consensus
April 19, 2004 through April 23, 2004	Budget Department communicates the final proposed FY2005 Operating Budget to the Cost Center Managers
April 24, 2004 through April 28, 2004	Final Budget Preparation Package
April 29, 2004	Mail Budget to JPB Board Members
May 6, 2004	JPB Board Meeting and Public Presentation of Budget
May 7, 2004 through May 28, 2004	Individual meetings with Board Members
May 30, 2004	Prepare Final Budget Package
June 3, 2004	FY2005 Operating Budget Approved by Board
June 10, 2004 through June 15, 2004	Budget Department distributes Approved Operating Budget Detail to Cost Center Managers
July 1, 2004	FY2005 Capital Budget Approved by Board

**RESOLUTION NO. 2004 - 20**

**BOARD OF DIRECTORS, PENINSULA CORRIDOR JOINT POWERS BOARD  
STATE OF CALIFORNIA**

**\* \* \***

**ADOPTION OF FISCAL YEAR 2005 OPERATING BUDGET IN THE AMOUNT OF  
\$73,879,880; AND A CAPITAL CONTINGENCY FUND OF \$1,010,000**

**WHEREAS**, the Joint Powers Agreement requires approval of an operating budget each year; and

**WHEREAS**, the adoption of an operating budget is necessary for obtaining both Federal and State funds to support the Peninsula Commute Service operation; and

**WHEREAS**, the Executive Director has prepared and presented an operating budget for Fiscal Year 2005 in the amount of \$73,879,880, which sets forth the projected revenues and expenses associated with the Peninsula Commute Service; and

**WHEREAS**, following review and deliberation, Staff Coordinating Council has recommended adoption of the operating budget as presented by the Executive Director; and

**WHEREAS**, Staff Coordinating Council also recommends approval of a Capital Contingency Fund of \$1,010,000 to cover infrastructure repairs and improvements along the right of way between San Francisco and Gilroy; and

**WHEREAS**, Staff Coordinating Council also recommends the elimination of the Farebox Capital Fund Set Aside for FY2005.

**NOW THEREFORE, BE IT RESOLVED** that the Peninsula Corridor Joint Powers Board approves the Fiscal Year 2005 operating budget for the Peninsula Corridor Joint Powers Board in the amount of \$74,889,880, which amount includes a \$1,010,000 Capital Contingency Fund, and approves member agency apportionments for Fiscal Year 2005 that increases

members' operating contribution by two percent over the amounts adopted for Fiscal Year 2004;  
and

~~BE IT FURTHER RESOLVED that said action creates no precedent for subsequent  
calculation of operating or capital shares which may be recommended by the Peninsula  
Corridor Joint Powers Board associated with administration or operation of Caltrain rail  
service; and~~

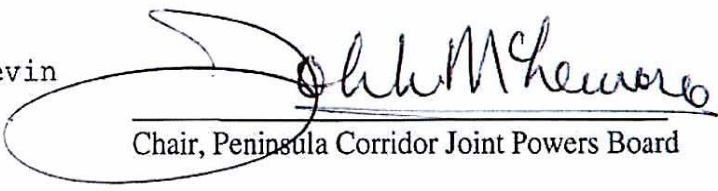
**BE IT FURTHER RESOLVED** that the Executive Director is requested to forward a  
copy of the Fiscal Year 2005 budget to member agencies of the Peninsula Corridor Joint Powers  
Board for approval at the earliest practicable date.

Regularly passed and adopted this 3rd day of June 2004, by the following vote:

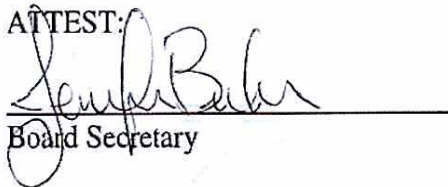
**AYES:**Burns, Cisneros, Gage, Hartnett, Lloyd, Yeager, McLemore

**NOES:**None

**ABSENT:**Maxwell, Nevin

  
Chair, Peninsula Corridor Joint Powers Board

ATTEST:

  
Board Secretary

**RESOLUTION NO. 2004 – 23**

**PENINSULA CORRIDOR JOINT POWERS BOARD  
STATE OF CALIFORNIA**

\* \* \*

**ADOPTING FISCAL YEAR 2005 CAPITAL BUDGET  
IN THE AMOUNT OF \$73,652,835**

**WHEREAS**, the Joint Powers Agreement dated October 18, 1991, as amended, requires the Peninsula Corridor Joint Powers Board (JPB) to develop and approve a capital budget to complement the strategic planning process; and

**WHEREAS**, the Executive Director has prepared and presented to the Peninsula Corridor Joint Powers Board a Capital Budget for Fiscal Year 2005 in the amount of \$73,652,835, as more particularly set forth in Attachment A; and

**WHEREAS**, the local match funding requirement for the proposed Capital Budget is \$10,277,623 in Fiscal Year 2005; and

**WHEREAS**, the contribution required from each member agency to fully satisfy its local match funding requirement is \$3,425,874; and

**WHEREAS**, additional amounts of \$2,798,969 from San Mateo County Transit District (SamTrans) and \$170,000 from Santa Clara Valley Transportation Authority (VTA) are required to fund area-specific station improvement projects; and

**WHEREAS**, due to cash flow concerns the City and County of San Francisco will provide \$2,179,208 of its Fiscal Year 2005 local match in Proposition K allocation through the San Francisco County Transportation Authority in Fiscal Year 2005, with the remaining \$1,246,666 forthcoming in Proposition K allocation in Fiscal Year 2006; and

**WHEREAS**, SamTrans will provide the full amount of its \$6,224,843 Fiscal Year 2005 local match and area-specific contribution through the San Mateo County Transportation Authority; and

**WHEREAS**, VTA has elected to use \$3,595,874 in Federal Section 5309 funds in lieu of local funds to satisfy its Fiscal Year 2005 local match and area-specific contribution by transferring these funds to the San Mateo County Transportation Authority which, in turn will use the Federal Section 5309 funds to finance on-going improvements at South San Francisco and then provide the required local match and area-specific contribution for the Fiscal Year 2005 Capital Budget on behalf of VTA.

**NOW, THEREFORE, BE IT RESOLVED** that the Peninsula Corridor Joint Powers Board adopts the Fiscal Year 2005 Capital Budget in the amount of \$73,652,835, as set forth in Attachment A, with the understanding that as to the local match funding requirement, the three member agencies will each contribute \$3,425,874 in the manner recited above; and

**BE IT FURTHER RESOLVED** that, in addition to the local match contribution specified above, to fund area-specific station improvements SamTrans will further contribute \$2,798,969, and VTA will further contribute \$170,000 in the manner recited above; and

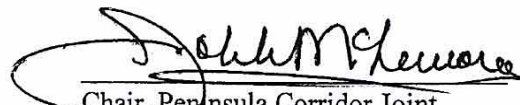
**BE IT FURTHER RESOLVED** that the Board of Directors of the Peninsula Corridor Joint Powers Board authorizes the Executive Director to take such additional actions as may be necessary to give effect to this resolution.

Regularly passed and adopted this 1<sup>st</sup> day of July 2004, by the following vote:


AYES: Burns, Cisneros, Gage, Hartnett, Lloyd, Nevin, Yeager, McLemore

NOES: None

ABSENT: Maxwell

  
Chair, Peninsula Corridor Joint  
Powers Board

ATTEST:

  
Board Secretary





## **Peninsula Corridor Joint Powers Board**

### **Section One**

#### **INTRODUCTION**

- **Budget Message**
- **FY2005 Budget Highlights**
- **The Reporting Entity and its Services**
- **Service Area Map**
- **General Organization Chart**
- **Board of Directors, Citizens Advisory Committee**
- **Executive Staff & Officers**
- **Major Accomplishments in JPB Evolution**
- **Special Projects and New Programs**
- **The Caltrain Vision**
- **Goals, Guiding Principles & Policies**
- **Accomplishments**
- **FY2005 Executive Budget Summary**
- **Distinguished Budget Presentation Award**



BOARD OF DIRECTORS 2004

JOHN L. MCLEMORE, CHAIR  
MICHAEL D. NEVIN, VICE CHAIR  
MICHAEL T. BURNS  
JOSE CISNEROS  
DON GAGE  
JIM HARTNETT  
ARTHUR L. LLOYD  
SOPHIE MAXWELL  
KEN YEAGER

MICHAEL J. SCANLON  
EXECUTIVE DIRECTOR

DATE: September 9, 2004

TO: Government Finance Officers Association

SUBJECT: FY2005 Budget

We are pleased to transmit the Adopted Budget for the Peninsula Corridor Joint Powers Board for Fiscal Year 2005. It's a document that encompasses the reality of today's challenging economy, yet provides the means to build on a decade of energy and vision by the policymakers of Caltrain's sponsors and operators – the City and County of San Francisco, Santa Clara Valley Transportation Authority (VTA), and San Mateo County Transit District (SamTrans).

This budget provides the means to continue Caltrain's pattern of more convenient ticketing, passenger-friendly amenities and easier station access. Even with constraints imposed by the continuing economic slowdown, we continue to grasp the opportunities provided by major rebuilding projects, including the Baby Bullet and electrification. We look forward to serving you during the years ahead, and to becoming the mode of choice for thousands of new patrons along the Peninsula Corridor.

Sincerely,

A handwritten signature in blue ink, appearing to read "MJ Scanlon", is written over a horizontal line.

Michael J. Scanlon  
Executive Director

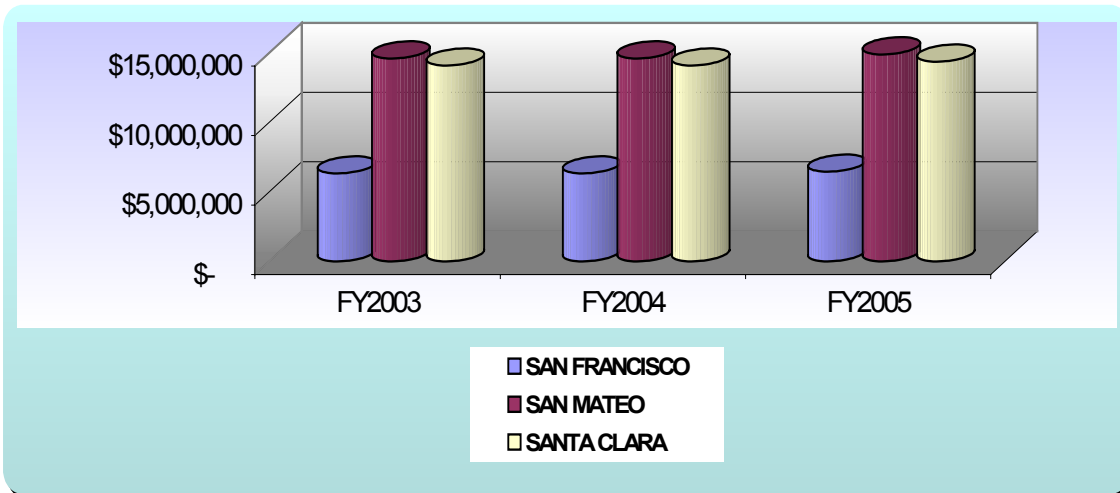
## FY2005 BUDGET HIGHLIGHTS

The operating budget for FY2005 totals \$74,889,880, an increase of \$2,885,100, or 4.0 percent above the previous year projection. The operating budget includes a Capital Contingency Fund of \$1,010,000 covering service between San Francisco and Gilroy. Due to the current economic times, the Farebox Capital Fund set aside of \$1,128,000 has been suspended for FY2005.

The FY2005 Capital Budget is \$73,652,835. The Budget includes federal and state funding of \$59,551,243 and local match requirement of \$10,277,623. Per Member local match requirement is \$3,425,874. Additional amounts of \$2,798,969 (SM) and \$170,000 (SC) are required to fund area specific station improvement, electrification and grade separation match requirements. In addition, \$855,000 is available from a SF MUNI/TJPA grant for the Transbay Terminal EIS/EIR project: this project requires no member agency contribution.

### PENINSULA CORRIDOR JOINT POWERS BOARD MEMBER AGENCY OPERATING EXPENSE CONTRIBUTIONS 2% INCREASE FROM FY2004

COUNTY	FY2003	FY2004	FY2005
SAN FRANCISCO	\$ 6,337,070	\$ 6,337,070	\$ 6,463,812
SAN MATEO	14,615,780	14,615,780	14,908,096
SANTA CLARA	14,104,750	14,104,570	14,386,662
<b>TOTAL CONTRIBUTIONS</b>	<b>\$ 35,057,420</b>	<b>\$ 35,057,420</b>	<b>\$ 35,758,570</b>



## **Caltrain**

The JPB acquired the former Southern Pacific rail corridor in 1991 and currently operates 86 weekday trains carrying about 30,000 average weekday passengers at the end of FY2004. The weekend train service recently was restored after the CTX construction project was completed. At the time the Baby Bullet express service was also launched increasing weekday service from 76 to 86 trains. The San Mateo County Transit District provides administrative staff for the JPB and oversees the Operating Agreement with Amtrak, the National Railroad Passenger Corporation, which has been retained to operate the Caltrain system.

The FY2005 priority is to comply with a continuing member agency consensus mandating a minimal 2 percent increase in present local subsidies, despite ever-rising fuel and insurance costs and an increase in service levels late in the fiscal year. There are seven key objectives that will highlight activities during FY2005:

- Evaluate Phase 1 express train service and alter timetable accordingly
- Adjust service levels to accommodate one additional round trip express during the rush hour
- Evaluate POP fare collection process and incorporate recommended modifications
- Alleviate parking shortages at stations and implement an enhanced parking revenue collection system
- Monitor performance of Translink card interface devices (CIDs) installed at 34 stations
- Commence service life expansion program on nineteen Separate Head End Power units
- Improve locomotive compatibility by installation of modified brake valve

**Service Levels** - From FY1999 to FY2000 Caltrain expanded service to meet a growing average weekday ridership that increased 11.9 percent during FY2000 and increased another 9.2 percent in FY2001. FY2001 was the first full year of service for SBC Park, which opened in March 2000. SBC Park is home to the San Francisco Giants baseball team. There will be many other events at SBC Park during FY2005, including music concerts, public gatherings, and other programs. In FY2003 Caltrain experienced a 16.7 percent decline in ridership due to the weekend shutdown, which commenced July 6, 2002 and the continuing economic slowdown. FY2004 ridership continued the downward trend as Caltrain carried 8,049,600, passengers. Due to the implementation of Baby Bullet service and the return of weekend service, ridership in FY 2005 is projected to increase 15.3 percent to 9,281,600 passengers.

## **FY2005 Budget Strategy**

The number of weekday trains was increased in September 2000 from 68 to 78 and then to 80 trains in March 2001. The number of trains was reduced to 76 effective August 26, 2002 to contain costs because of the need to avoid increasing member agency subsidies. In June 2004 weekday service increased from 76 to 86 trains with the implementation of the Baby Bullet service and Sunday service was increased from 20 to 30 trains. The FY2005 Capital Budget is \$73,652,835. It includes federal and state funding \$59,551,243, local match requirements of \$10,277,623, and other/local funding of \$2,798,969 (SM) and \$170,000 (SC).

## **Bicycles & Transit**

Nearly 2,000 bicyclists a day, with bicycles in tow, climb aboard Caltrain, making it the premier railroad in the nation providing service to bicyclists. Each gallery car train has a minimum of one car that provides space for 32 bikes, and each Baby Bullet train set has space for 16 bike slots. Caltrain also has 1200 lockers available for rental at most Caltrain stations. This year the JPB will construct a premier BikeStation storage facility at it's San Francisco station. The success of the

Caltrain bicycle service was highlighted in a Federal Transportation Administration publication "Bicycles & Transit."

### **Insurance**

Premium increases and ancillary costs contributed to an increase of \$95,250, or 2.7 percent from the FY2004 projected expense of \$3,476,000 to the FY2005 budget of \$3,571,250, which reflects conditions confronting transit properties across the country. As in FY2004, earthquake insurance is not included in FY2005 insurance plan.

### **SBC Park Services**

Baseball service for games at SBC Park near the San Francisco Caltrain Terminal began with the Giants' home exhibition game in March 2000. Projected costs of approximately \$1.6 million less offsetting fares of approximately \$0.7 million are included in the FY2005 budget. The net cost is divided equally among the three partners. There are typically 4,000 to 6,000 passengers for each Giants game at SBC Park. With the implementation of higher service levels on the weekdays, the cost of providing service to SBC park has decreased due to the need for fewer special event trains.

### **Challenges for the Future**

We are keenly aware that JPB resources must be accurately targeted to meet increasing local and regional mobility demands. JPB coordination efforts with adjoining transit agencies, including the Municipal Railway in San Francisco, SamTrans in San Mateo County, VTA in Santa Clara County, and the Dumbarton Express Service, are designed to respond to this wide-ranging market. On June 22, 2003 the BART Extension to SFO commenced service, which includes an intermodal station in Millbrae linking the Caltrain, BART and SamTrans bus service. San Francisco, San Mateo, and Santa Clara counties are three of the most affluent communities in California. To preserve their quality of life, area residents look to the JPB to provide convenient and accessible mobility to work, school and recreation, and to offer effective alternatives to driving. To provide cost-effective local transportation, and to link all the counties, major communities with the greater Bay Area, the JPB must continue to offer effective leadership, to carefully manage limited resources, and to set wise priorities to increase ridership and productivity. The aggregate population of the three counties served by Caltrain increased an estimated 8.3 percent in the five years from 1995 to 2000, and is projected to increase another 4.4 percent by 2005.

### **Long-Range Planning**

Our planning cornerstone for the century ahead is the Caltrain Strategic Plan, which provides for upgrades to the aging infrastructure, sets the stage for service expansion, and programs dramatic capital improvements, such as electrification, a Downtown Extension in San Francisco, and expanded Baby Bullet service.

### **Electrification**

Environmental assessment and preliminary engineering are underway for the Caltrain Electrification Program. Technical studies are being conducted to identify rolling stock specifics, traction power requirements, and delivery and distribution facilities.

### **Downtown San Francisco Extension Project**

Environmental studies for the proposed Downtown extension are being conducted in conjunction with the San Francisco Transbay Terminal Project. The studies include an Environmental Impact Report/Environmental Impact Study (EIR/EIS) to examine various alignment options to the proposed Transbay Terminal from the current San Francisco Caltrain Terminal. The JPB and the City and County of San Francisco are co-lead agencies for the completion of the EIR/EIS.

## THE REPORTING ENTITY AND ITS SERVICES

### **Service**

The JPB is responsible for the Caltrain service on the San Francisco Peninsula and south into Santa Clara County. Caltrain is a rail transit system that has been a central part of Peninsula communities for more than 140 years. The rail line currently extends from San Francisco 77 miles south to the City of Gilroy serving 34 stations. Spanning three counties - San Francisco, San Mateo and Santa Clara - Caltrain connects the counties and acts as a vital link for multiple transit properties and 19 cities.

### **Organization and Management**

Beginning in 1980, the California Department of Transportation's (Caltrans) Rail Management and Rail Operations branches administered a purchase-of-service agreement with the Southern Pacific Transportation Company (SP), under which SP operated the service. Caltrans' responsibilities included contract administration, planning, marketing, customer service, engineering and design, fare and schedule-setting, and performance monitoring.

In 1987, representatives of the City and County of San Francisco, the San Mateo County Transit District (SamTrans) and the Santa Clara County Transportation Agency (SCCTA) formed the Peninsula Corridor Study Joint Powers Board to transfer responsibility for the rail service from the state to the local level. The SCCTA became an independent authority in 1995 when the Santa Clara Valley Transportation Authority (VTA) was established. In July 1991, a Joint Powers Agreement, signed by the three partners, stipulated the JPB membership and powers, specified financial commitments for each member, established the San Mateo County Transit District as the managing agency and detailed other administrative procedures. San Mateo County Transit District has three major components to its oversight function:

- Direct oversight of the operating contract.
- Support functions provided by staff.
- Liaison by staff of affiliated JPB agencies individually and through the JPB's Staff Coordinating Council (SCC).

The JPB acquired the rail corridor right of way between San Francisco and San Jose (the "Mainline") and perpetual trackage rights between San Jose and Gilroy (the "Gilroy Extension") from Southern Pacific Transportation Company in December 1991, with contributions provided by San Mateo County Transit District, the San Mateo County Transportation Authority, the Santa Clara Valley Transportation Authority, and the California Transportation Commission. The JPB holds title to portions of the mainline located in the City and County of San Francisco and Santa Clara County, and the JPB and SamTrans are tenants in common to all right of way property located in San Mateo County. Gilroy Extension track usage rights are covered under a use agreement with the Union Pacific Railroad, which purchased Southern Pacific. The JPB assumed a new and expanded role in July 1992, as the operation and administration were transferred from Caltrans to the JPB. After a competitive bid, the JPB selected the National Railroad Passenger Corporation (Amtrak) as the contract operator of the service. The Amtrak contract was extended and Amtrak was eventually the successful bidder for a new five-year cost-plus basis service agreement effective November 11, 2001.

## **Peninsula Corridor Joint Powers Board**

The Peninsula Corridor Joint Powers Board includes nine members representing their respective Member Agencies as follows:

### **Representing the City and County of San Francisco**

An appointment of the Mayor; an appointment of the Board of Supervisors; and an appointment of the San Francisco Public Transportation Commission.

### **Representing San Mateo County Transit District**

Member of the San Mateo County Transit District Board designated by Board; Member of San Mateo County Transit District Board appointed by San Mateo County Board of Supervisors; and Member of San Mateo County Transit District Board appointed by Cities Selection Committee of the Council of Mayors of San Mateo County.

### **Representing the Santa Clara Valley Transportation Authority**

A member of VTA Board of Directors representing the City of San Jose or the County of Santa Clara, as appointed by the VTA board; A member of VTA Board of Directors representing the County of Santa Clara or a city in Santa Clara County other than the City of San Jose, as appointed by the VTA Board; and the County of Santa Clara's representative to the Metropolitan Transportation Commission.

The Agreement establishing the JPB expired in 2001. However, the Agreement continues on a year-to-year basis while a new agreement is being developed.

## **San Mateo County Transit District Administration**

The original staffing for the JPB was based on findings of the Administrative Management Study performed in 1990 by Andersen Consulting. This has evolved over time and currently the San Mateo County Transit District's Executive Department and five Divisions provide a complete and responsive team for the oversight of rail capital projects, operating issues, legal and insurance support, and administration of the activities of the JPB.

## **Rail Transportation Department**

The Rail Transportation Department is part of the Operations Division of San Mateo County Transit District and is responsible for the day-to-day operation of Caltrain. Headed by the Rail Director, the department provides direct oversight of the contract operator, which includes equipment maintenance, operational services, fare collection only at stations, and right of way activities.

## **Rail Support Staff**

San Mateo County Transit District's provide staff for planning, marketing, customer service, accounting and financial support, fare and schedule setting, engineering and performance monitoring. They also undertake personnel recruitment, budget and grant administration, short-and-long term planning, communications and public outreach, Board support, and capital project implementation along the right of way.

## **Amtrak**

Through an operating agreement with the JPB, Amtrak provides train service on the corridor between San Francisco and Gilroy. Amtrak also is responsible for the maintenance, repair and cleaning of equipment and property, and provides police and sheriff services. Additionally, Amtrak is responsible for revenue collection and must submit various financial and operational reports to



the JPB, as set forth in the contract. Amtrak also periodically conducts on board ridership counts and other passenger surveys, as needed.

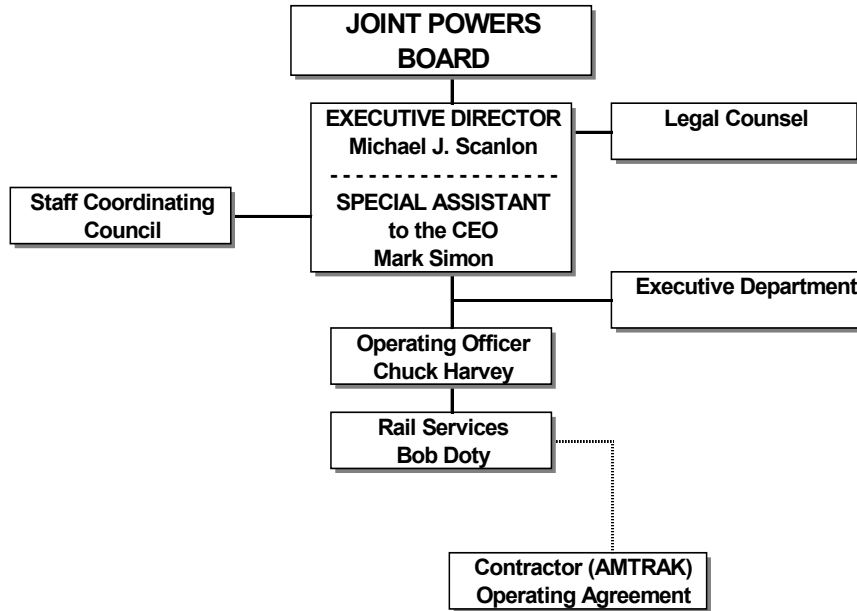
**Citizens Advisory Committee**

To insure public involvement, the JPB established a Citizens Advisory Committee (CAC) comprised of three representatives from each of the JPB counties. The CAC's principal function is to assist the JPB by articulating the interests and needs of transit users and potential patrons. The CAC also is responsible for relaying information to its constituents.



# PENINSULA CORRIDOR JOINT POWERS BOARD

## ORGANIZATION CHART



## JPB SUPPORT STAFF

Administration George Cameron	Communications Rita Haskin	Development Ian McAvoy	Finance (acting) George Cameron	Operations Chuck Harvey
<ul style="list-style-type: none"> <li>* Human Resources</li> <li>* Information Technology</li> <li>* Contracts &amp; Procurement</li> <li>* DBE Compliance</li> <li>* Safety and Risk Management</li> <li>* TVM Software Support</li> </ul>	<ul style="list-style-type: none"> <li>* Marketing</li> <li>* Public Information</li> <li>* Media Relations</li> <li>* Communications Administration</li> <li>* Customer Service Center</li> <li>* Distribution</li> </ul>	<ul style="list-style-type: none"> <li>* Engineering</li> <li>* Planning</li> <li>* Grants &amp; Capital Management</li> <li>* Capital Project Management &amp; Construction</li> <li>* Construction</li> <li>* Development Administration</li> </ul>	<ul style="list-style-type: none"> <li>* Finance Administration</li> <li>* Finance and Budget</li> <li>Audit</li> <li>Budget</li> <li>Treasury</li> <li>Ticket Vending Machine</li> <li>*Accounting</li> <li>Payroll</li> <li>G/L &amp; A/P</li> <li>Capital Accounting</li> </ul>	<ul style="list-style-type: none"> <li>* Rail Services</li> <li>* Shuttles</li> <li>* ADA Programs</li> <li>* Quality Assurance &amp; Management Analysis</li> <li>* TVM Program Maintenance</li> <li>* Operations Administration</li> <li>* Facilities</li> </ul>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 BOARD OF DIRECTORS**

**Representing City and County of San Francisco:**

Michael Burns  
Jose Cisneros  
Supervisor Sophie Maxwell

**Representing San Mateo County Transit District:**

Jim Hartnett  
Arthur Lloyd  
Supervisor Mike Nevin, Vice Chair

**Representing Santa Clara Valley Transportation Authority:**

Don Gage  
John McLemore, Chair  
Ken Yeager

**CITIZENS ADVISORY COMMITTEE**

**San Francisco:**

Bruce Balshone                      John F. Hronowski                      Michael Kiesling

**San Mateo:**

Paul Bendix                      Gerald Graham                      A. Sepi Richardson

**Santa Clara:**

Michael Blackman                      Mike Rodriguez                      Brian P. Wilfley

## **EXECUTIVE DIRECTOR**

Michael J. Scanlon

## **DIVISION OFFICERS**

George Cameron – Chief Administrative Officer

George Cameron – Acting Chief Financial Officer

Ian McAvoy – Chief Development Officer

Chuck Harvey – Chief Operating Officer

Rita Haskin – Chief Communications Officer

## **GENERAL COUNSEL**

Hanson, Bridgett, Marcus, Vlahos & Rudy

David J. Miller

Joan Cassman

## MAJOR ACCOMPLISHMENTS IN JPB EVOLUTION

The Peninsula Corridor Joint Powers Board has been committed to continuing the Caltrain tradition of serving communities and improving the quality of service for patrons. Examples of this commitment are evident by the following JPB accomplishments.

**Right of Way Acquisition:** The JPB purchased the 51.4 mile railroad right of way from Southern Pacific Transportation Company in December 1991 at a cost of \$212 million.

**Rail Management:** The JPB took over operation of Caltrain from Caltrans, contracted with Amtrak to operate the service, added service, opened a layover yard in Gilroy, extended weekday service to Gilroy and added six trains during the off-peak, for a total of 60 trains per day in July 1992.

**Ponderosa Project:** Caltrain began the \$58 million Ponderosa Project in March 1999 and completed it in May 2001. Caltrain installed 18 state-of-the-art warning devices for vehicles and pedestrians, installed 17 new grade crossings and enhanced 15 signal systems, reconstructed or upgraded 12 bridges or culverts, completely reconstructed 12 miles track and replaced wood ties through 16 miles of track, built four new stations and upgraded two others, provided 12 universal crossovers and four storage (siding) tracks, and installed 78,000 tons of ballast, 17,000 concrete ties and 50,000 linear feet of new rail. The project also included work on tunnels in San Francisco, and improvements at the Mountain View station as part of the new multimodal transit center, with a connection to the Santa Clara Valley light rail.

**CTX Project:** Due to the CTX construction project weekend service was shutdown July 6, 2002 and resumed in June 2004. Caltrain installed a concrete turnout in San Francisco, 19 turnouts in San Francisco, Bayshore/Brisbane, Colma Creek and Millbrae, installed four crossovers in the areas of San Francisco, Bayshore/Brisbane and Millbrae, placed 62,020 tons of ballast in San Francisco, Bayshore/Brisbane, Colma Creek, Millbrae, San Mateo and Belmont. The project also included signal work, crossing upgrades, construction of Colma Creek bridge, construction of new Bayshore and Lawrence stations, Centralized Traffic Control system installation, new passing tracks, and renovation of the Brisbane Bridge.

**Special Event Service:** Beginning in 1993, Caltrain began providing special event service to the new HP Pavilion, home of the San Jose Sharks hockey team. Starting in March 2000, Caltrain added two event trains to serve SBC Park, home of the San Francisco Giants baseball team. Event trains are provided for annual events such as the Martin Luther King Freedom Train, Fireworks, and New Years.

**Los Angeles Earthquake Relief:** Caltrain leased eight rail cars to the Los Angeles Metrolink system immediately following the January 1994 Northridge earthquake.

**Service Levels:** The JPB doubled Gilroy service to four round trips each weekday and opened the new Capitol station in February 1994. Caltrain also increased service to 66 weekday and 28 Saturday trains in July 1997. Caltrain introduced a Weekend Pass in September 1993, credit card and ATM use to purchase tickets in July 1995, and a discounted off-peak ticket in July 1996. In FY1999, weekday service was increased to 68 trains. The number of weekday trains was increased to 78 September 24, 2000 and then to 80 trains on April 29, 2001. During special events, such as baseball games, two additional train sets are operated. Commencing July 6, 2002 weekend Caltrain service was temporarily shutdown with one track being used on Thursday and Friday nights to provide construction crews access to the mainline to perform extensive upgrades to the railroad. In August 2002, the number of weekday trains was reduced from 80 to 76 due to

the economic slowdown. On June 5, 2004, Caltrain resumed weekend service and added 10 new Baby Bullet express trains which increased the number of weekday trains from 76 to 86 which is a total increase of 30 percent since 1997 and the highest service level in the railroad's 140-plus year history. Caltrain's Baby Bullet express service allows passengers to travel between San Jose and San Francisco in 57 minutes, a savings of 39 minutes compared to travel via a local train. Caltrain is able to run the Baby Bullet trains due to completion of extensive track and signal work upgrades as part of the CTX service.

**Bikes-on-Board Program:** Bike accessibility was expanded in November 1995 to include one car on every train, which provides space for 32 bikes. Now, about 2,000 bicyclists a day with bikes climb aboard Caltrain making it the premier railroad in the nation providing service to bicyclists. Each train has at least one 16-bike car, most have a 32-bike car, and an increasing number of trains have two cars, providing up to 64 spaces. The Baby Bullet express service currently provides one 16-bike car. The success of the Caltrain bicycle service has been highlighted in a Federal Transportation Administration publication "Bicycles & Transit."

**Americans With Disabilities (ADA) Programs:** Station upgrades are larger-scale projects that include constructing outside boarding platforms and proceeding with full Americans with Disabilities Act (ADA) accessibility. ADA elements include the installation of detectable warning tiles at platform edges, a visual messaging system, and rubberized pedestrian crossings. These projects improve the safety, attractiveness, speed, and operation of the Caltrain system. Also, each gallery car train is equipped with an onboard wheelchair lift.

**Caltrain Shuttles:** Caltrain incrementally increased the number of shuttle routes from seven in 1992 to 25 in 1996, resulting in a growth from 700 to 2,400 shuttle riders per day. The average weekday ridership during FY2002 was 3,899. In FY2003, shuttle weekday ridership increased slightly to 3,926. Weak economic conditions have reduced the demand for shuttles, and wherever possible shuttles have been combined to meet the demand. There were 40 shuttles in FY2003 and 32 in the FY2004 budget. The current budget

**Asset Acquisition:** The State of California transferred to the JPB ownership of rolling stock in December 1996 and stations and other property in June 1997.

**Parking Expansion:** Parcels were purchased from the San Mateo County Transportation Authority in February 1997 for parking expansion and other improvements at selected stations.

**Visual Identity:** Caltrain unveiled a new logo and colors in July 1997.

**San Francisco Station:** The San Francisco station renovation was completed in FY1999 making it more aesthetically pleasing and accessible to people with disabilities, as well as to make a better connection with the San Francisco Muni Metro light rail line.

**San Antonio Station:** The San Antonio station in Mountain View was opened in FY1999.

**Rapid Rail Program:** The Board of Directors approved the Rapid Rail program in May 1999, which will provide comprehensive rail improvements over the next decade.

**Passenger Cars:** In October 1999, the first of 20 new passenger cars went into service. The new rail cars are fully ADA compliant and equipped with wheelchair lifts.

**Ticket Vending Machines:** With the exception of the Paul Avenue and Stanford train stations, Ticket Vending Machines have been installed at all stations with each station having a minimum of two machines. The TVM's now account for approximately 63 percent of the Caltrain ticket sales.

**Exterior Train Advertising:** In May 2004, Caltrain initiated an exterior train advertising demonstration program for a one-year term. As many as three wrapped trains can be in operation at one time in which Caltrain will receive 50 percent of the net advertising revenue generated under terms of the pilot program.

## **SPECIAL PROJECTS AND NEW PROGRAMS**

### **Attracting New Riders to Caltrain**

The JPB Board of Directors approved a long term 20-year Strategic Plan in FY2005. The JPB conducted a Market Demand Study in 1997 to test various Caltrain improvements against market conditions. Overall, the 1997 study revealed that Caltrain has the ability to make incremental improvements, which should more than double present daily ridership by the year 2017. The following factors contribute to this growth:

**Population:** If no transportation improvements were to be implemented in the San Francisco Bay Area by 2017, Caltrain's average weekday ridership would still increase by 4,300 due to increase in population.

**Regional Rail Connections:** Bay Area transit agencies are moving forward with rail programs that will link with Caltrain. Some of the connections have been completed, others are in some form of development or construction. These connections are with the San Francisco Muni Light Rail (N Judah line completed), the Bay Area Rapid Transit District (BART) completed June 22, 2003, VTA light rail (connections at Mountain and Tamien stations completed), the Altamont Commuter Express (ACE, connection at San Jose Diridon station completed), and Capitol Corridor Intercity Rail (connected at San Jose).

**Service Level:** An increase from 60 to 86 weekday trains, including Express Baby Bullet Service, with 30 minute headway's in the off-peak, would attract an additional 2,300 daily trips.

**Run-Time Reductions:** Speeding up the trains by 15 percent would increase average weekday ridership by 4,000.

**BART Connections:** A multimodal station in Millbrae opened for service on June 22, 2003, which provides service for Caltrain, BART and SamTrans.

**Parking Expansion:** Parking lots at many Caltrain stations were full in 1997. If parking could be expanded, ridership would rise in relationship to the additional parking provided.

### **Rolling Stock**

An aggressive rolling stock rehabilitation program has been completed for Caltrain's 29 locomotives and 124 cars. Twenty of the locomotives were purchased in 1985 and 1987 and required replacement or rehabilitation of most major components at approximately mid-life, which was finished by the end of 1999. Three new diesel-electric locomotives were put into service in FY2000, and in 2003 six new locomotives and 17 bi-level Bombardier cars were put into service in preparation for the Caltrain Express Baby Bullet service commencing in June 2004. As a result of



the overhaul, fuel usage has decreased from 3.31 gallons per mile to 3.02 for 4-car consists. Most trains now have 5-car consists and use 3.13 gallons per mile.

In FY2000 the JPB put into service 20 new high-capacity rail cars. The cars are equipped with ADA compliant automatic wheelchair lifts and bathrooms, and include the latest in rail car technology. The locomotives represented a substantial technical improvement over the current equipment. In FY2001 the JPB completed the overhaul of 73 bi-level passenger rail cars. These cars represent up to date equipment and comfort, such as high-back bucket seats and cup holders that are a direct result of a customer survey.

### **Right of Way Infrastructure**

A key component of customer satisfaction and safety is providing a smooth and comfortable ride on Caltrain. The JPB conducted an assessment of track conditions and identified the rehabilitation needs along the entire right of way.

**Track Rehabilitation:** A major program to rehabilitate and modernize the right of way from Gilroy to San Francisco will continue throughout the next 20 years. Improvements include replacing jointed rail with continuously welded rail, and tie replacement.

**Bridge Rehabilitation:** This is a safety improvement project that is vital to the continued operation of Caltrain.

**Caltrain Measure A Plan (Santa Clara County):** The VTA released an Interim Report for the Caltrain Measure A Plan. This plan set priorities for Caltrain projects within Santa Clara County, including service enhancements and station facility improvements. On November 7, 2000, Santa Clara County voters approved Measure "A" by 70.4 percent. The measure includes: a Double Track to Gilroy, which is currently about 27 miles of single track; electrification from Palo Alto to Gilroy; and, connection between Caltrain and Dumbarton Rail Corridor.

**Station Improvement and Access Plan (San Mateo County):** The Station Improvement and Access Plan is a comprehensive planning and implementation effort focusing on Caltrain stations within San Mateo County. The plan will address many issues, including station improvements, access to stations, station area planning, and inter-agency/inter-organizational coordination and participation.

**San Mateo Land Use-Transportation Corridor Plan:** The JPB is currently working in partnership with the City of San Mateo on a Corridor Plan for a large portion of the city. The project area encompasses three Caltrain stations – Hillsdale, Bay Meadows and Hayward Park. The Corridor Plan addresses several interrelated issues, such as land use, traffic engineering, streetscape/urban design, and rail/station design. The plan will play a crucial role by linking existing and future transportation facilities to an area with enormous land use potential. The plan was approved by the City of San Mateo during FY2005.

## THE CALTRAIN VISION

The Caltrain Vision through 2023 is to:

***Become the preferred mode of travel along the Peninsula Corridor by:***

- **Providing passengers with a world-class travel experience**
- **Acting as a major catalyst for redevelopment and economic activity in communities along its route**
- **Playing a key role in mobility management along the Peninsula Corridor and in the Bay Area region as a whole**

Caltrain is a vital component of the Bay Area transportation system that will have an ever increasing impact at the individual, local and regional levels. For it to be *the preferred mode of travel along the Peninsula Corridor*, it must succeed and excel at these three levels.

At the individual level, *Caltrain must provide passengers with a world-class travel experience.* It should keep and attract passengers by offering convenient, efficient, pleasant, and economical service that is safe and secure. Riding Caltrain should allow people to enjoy a quality of life they cannot experience while driving in traffic.

At the local level, *Caltrain must act as a major catalyst for redevelopment and economic activity.* It must support existing communities along its route by serving the people that live, work, and play there. By keeping and attracting passengers, Caltrain will bring potential customers to local businesses near its stations. Caltrain must be a partner with the communities through which it travels to realize development opportunities and meet other common goals. Caltrain stations must be inviting and contribute to a community's sense of place.

At the regional level, *Caltrain must play a key role in mobility management.* It must offer people an attractive option to automobile travel while helping to achieve congestion relief and air quality goals. It must encourage the use of other alternative modes by facilitating seamless connections to local and regional transit systems, providing state-of-the-art facilities for bicycles and wheelchairs, and improving pedestrian access.

## **GOALS**

### **Guiding Principles & Policies**

The following Guiding Principles are designed to bring policy-makers and decision-makers one step closer to turning the Caltrain vision into reality. The Guiding Principles do not prescribe specific actions, but provide a policy framework for leading the Caltrain management team in a direction that will enable it to achieve its ultimate goals. They are:

- 1. Satisfy passengers and build ridership***
- 2. Invest wisely in system improvements***
- 3. Promote regional connectivity and cooperation with other transportation providers***
- 4. Partner with communities and broaden communications with the public***
- 5. Develop a solid financial foundation that ensures long-term sustainability***

Each of the Guiding Principles is explained further on the following pages with associated objectives, challenges, and opportunities.

## **GUIDING PRINCIPLE 1: Satisfy passengers and build ridership**

Without satisfied passengers, no part of the Caltrain vision can become a reality. To keep and attract riders, Caltrain must be convenient to use, pleasant to ride, and take people to places they want to go. Caltrain must be a competitive alternative to travelling by automobile by providing its passengers with a world-class travel experience.

### **SERVICE & PASSENGER AMENITIES**

Paramount to customer satisfaction is the quality of Caltrain service, which must be fast, frequent, reliable, and safe. Caltrain should accommodate a variety of travel needs, whether one is traveling a short distance to a neighboring town or traveling a great distance between counties. Trains should use modern, comfortable, and clean vehicles and technology to enhance operations, to provide passengers with information and amenities, and to enhance the public image of Caltrain.

### **STATION ACCESS & ENVIRONMENT**

Convenient station access and inviting station facilities are also important to the passenger experience. Stations play an important function, not only as the interface between rail service and the communities they serve, but as gateways to the Caltrain system. They should function as community meeting places and as landmarks that enhance the neighborhoods in which they are located. Caltrain stations should contribute to each community's sense of place. Station access for all passengers, including seniors and persons with disabilities, should be addressed by balancing the need for adequate parking facilities with the need for improved access for pedestrians, by transit, and by bicycle.

### **INFORMATION & FARE SYSTEM**

Information on the Caltrain route, station access, schedules, and fares should be easily obtained at stations, over the phone, via the Internet, or through other media. Real-time information on arrival and departure times should be made available to passengers and potential riders with the use of advanced technology. The fare payment process should be simplified and fare media should be universal to facilitate transfers between different transit operators.

### **MARKETING & SERVICE EVALUATION**

Passenger and public comments and suggestions are absolutely essential to improving Caltrain in the future. Customer input should be collected on a regular basis to evaluate service performance and measure customer satisfaction. Understanding the needs of current and potential markets along the corridor through outreach and other communication tools will enable Caltrain staff to identify and prioritize system improvements, to project future ridership, and to attract more passengers.

### **To satisfy passengers and build ridership Caltrain must:**

- Provide a flexible mix of local and express service that reflects the travel needs of Caltrain passengers.
- Reduce overall travel time with operational and platform improvements to facilitate faster boarding.
- Increase frequency of service.

- Provide or facilitate passenger amenities on board trains and at stations, such as Internet access, banking, dry cleaning, child care, and other “non-transit” services.
- Address station access needs with a balanced approach that includes coordinating service with connecting transit operators in San Francisco, San Mateo, and Santa Clara Counties; promoting walking, bicycling, carpooling, and carsharing to and from stations; improving access for persons with disabilities; and finding innovative and effective solutions for meeting parking demand.
- Create inviting stations that serve as landmarks and activity centers for the communities in which they are located.
- Provide complete, reliable, real-time information that is easily obtainable at transit stations, over the phone, via the Internet, or through other media.
- Implement a fare structure that is easy to understand and a universal fare medium that is easy to collect and transfer across transit providers.
- Understand current and potential markets along the Caltrain route to establish ridership targets, set service levels, and market Caltrain service to potential riders.
- Regularly conduct passenger market research to evaluate service performance, measure customer satisfaction, and improve service.
- Continually strive to improve the passenger experience and the Caltrain organization as a whole.

### ***Challenges***

- Building a solid financial foundation that ensures long-term, dedicated funding for substantial system and service improvements.
- Reshaping the public perception and brand image of Caltrain as a viable and preferred alternative to the automobile.

### ***Opportunities***

- Transit-Oriented Development (TOD) presents opportunities to build potential ridership by locating residences, businesses, and services near Caltrain stations.
- The proposed California High Speed Rail would present a number of opportunities for complementary capital improvements that will make Caltrain a more attractive transit system by improving service, improving Caltrain’s image, and increasing opportunities for regional connections.
- Planned capital programs and enhanced service improvements can enable Caltrain to serve the travel demands of current and potential riders and shape the public perception of Caltrain as a modern, fast, and reliable transportation mode.
- Amenities for Caltrain customers could be provided at low cost by providing an environment to attract private vendors that could provide services.

## **GUIDING PRINCIPLE 2: Invest wisely in system improvements**

### **FINANCIAL FEASIBILITY**

Investing wisely means that capital programs and service improvements must be balanced with market demand and financial feasibility. Capital projects must have longevity, and improvements overall must benefit a majority of users and prove effective in achieving Caltrain goals. Implementation of system improvements must be prioritized and measured against the availability of financial resources. The development of multiple funding scenarios will enable Caltrain to strategize the financing and implementation of improvements over the next 20 years.

### **MARKET AWARENESS**

To provide the level of service that passengers seek from a world-class rail transit system, ongoing efforts to plan and implement system improvements must be complemented by market awareness. It is essential that regular market research be conducted to evaluate whether Caltrain is meeting the needs of its passengers and to plan for system improvements that will attract potential passengers.

### **SERVICE & CAPITAL IMPROVEMENTS**

The ability of Caltrain to provide enhanced service is inextricably linked to capital improvements, therefore service and capital improvements must be carefully coordinated. They must respond to market demand and be balanced with financial feasibility. Management of system capacity will be required in conjunction with capacity expansion in order to maximize use of the right-of-way and to avoid costly overbuilding.

### **THIRD PARTY INVOLVEMENT**

Involvement from partnering agencies or third parties, such as local government funding of route extensions or private investment in station improvements, allows Caltrain to stretch its dollars to fund more improvements. Working with other organizations requires more coordination to maximize the opportunities that result from pooling resources.

Investing wisely in the Caltrain system requires a balance between three equally important components: market demand, financial feasibility, and service and capital improvements.



## **To invest wisely in system improvements Caltrain must:**

- Balance service and capital improvements with market demand and availability of financial resources. Develop financial and capital improvement plans that consider various funding scenarios and subsequent plans of action.
- Develop standards and targets that are useful in monitoring the efficient and effective use of resources.
- Balance system rehabilitation and modernization projects to increase reliability, to deliver fast and frequent service, and to provide quieter, cleaner, and more comfortable trains. Expand and manage system capacity effectively to maximize use of the tracks without overbuilding.
- Find balanced and cost-effective solutions for improving station access for all passengers. Ensure that Caltrain passengers can access rail stations via transit, bicycle, or walking. Facilitate transfers by coordinating schedules with other transit operators and promoting increased feeder service to Caltrain stations. Encourage bicycling and walking to stations by providing related facilities and amenities. Balance the need for adequate parking facilities at stations where it is appropriate.
- Enhance stations to create transportation facilities that are “places” and integral parts of the communities in which they are located. Factor in the unique characteristics of stations when planning station facilities and access.
- Capitalize on opportunities presented by partnerships and third party investments to improve the system. These may include route extensions, station enhancements, or other system improvements that are funded by other organizations.

### ***Challenges***

- Challenges to implementing system improvements will include acceptance by the governing boards of the JPB partners and securing adequate and long-term funding to finance the improvements. Achieving consensus on priorities and funding.
- Another challenge to implementing system improvements will be to develop the public and private partnerships necessary to implement system improvements efficiently and effectively.

### ***Opportunities***

- Many of the planned improvements to the Caltrain system will enable Caltrain to be more efficient and to be compatible with other systems. Electrification, for example, would be one of the ways to allow Caltrain to be extended into downtown San Francisco and will be required to accommodate future High Speed Rail on the Caltrain route. It will also improve environmental quality by reducing noise and emissions.

### **GUIDING PRINCIPLE 3: Promote regional connectivity and cooperation with other transportation providers**

#### **MOBILITY & CONGESTION MANAGEMENT**

To serve regional objectives, Caltrain must be effective in alleviating traffic congestion, particularly along the Peninsula Corridor. As population and job growth occur over the next 20 years, continued low-density development patterns and the scarcity of affordable housing in urban centers will result in more automobile travel and more traffic. The problems that stem from traffic congestion challenge all Bay Area transportation providers to be proactive in finding a solution.

#### **INTERAGENCY COORDINATION**

To meet regional travel demands, the regional transportation system must function as one seamless system, rather than as multiple disjointed parts. An optimal regional system facilitates timed transfers, employs an integrated fare system, and delivers real-time information. The contribution that Caltrain makes to improve regional connectivity will assist in meeting regional goals related to congestion management, air quality, and land use. Coordinating with other transit providers to connect service and build intermodal facilities will allow Caltrain to better serve its passengers and the communities along its route.

#### **FREIGHT & GOODS MOVEMENT**

The Caltrain right-of-way provides the only freight rail access to the Peninsula and San Francisco. It plays a key role in goods movement and alleviating truck traffic congestion on local roads and highways. Understanding freight needs is essential for Caltrain to continue improving regional mobility and supporting local businesses.

### **To promote regional connectivity and cooperation with other transportation providers Caltrain must:**

- Maximize connectivity between Caltrain and regional transportation providers including ACE, Amtrak, Capitol Corridor, BART, VTA light rail, MUNI Metro, regional bus service, and airport connectors. Strategies include increasing feeder service to stations, coordinating schedules, developing fare agreements, and integrating public information. Minimize transfer time and total travel time of regional trips with timed transfers, an integrated fare system, and system improvements to facilitate quick boarding and alighting.
- Expand Caltrain service with network extensions to facilitate regional trips and to better serve Caltrain passengers. Service expansion could be achieved through partnerships with other agencies or by third party implementation.
- Provide transit transfer information at stations that is easy to follow and understand.



- Work with other transportation providers and local agencies to build adequate facilities for joint use between multiple transit operators. Factor track capacity needs of other transit providers and users of the Caltrain right-of-way.
- Capture an increasing percentage of the mode split of north-south trips made along the Peninsula corridor.

### **Challenges**

- The primary challenge to promoting regional connectivity is developing the interagency partnerships that are required to coordinate multiple transit systems so that they function seamlessly.
- Another challenge to promoting regional connectivity will be financing the capital and service improvements that must be made in order to facilitate seamless connections between transit systems.

### **Opportunities**

- Expansion projects at the Diridon Station in San Jose and the Transbay Terminal in San Francisco would facilitate direct connections between multiple transit operators (rail and bus).
- Several of the planned system improvements present opportunities for serving regional trips on Caltrain. These include extensions to downtown San Francisco, across the Dumbarton Bridge to the East Bay, and to Salinas and Monterey.
- By connecting with High Speed Rail, Caltrain will have an opportunity to serve riders that are traveling to and from the region.

## **GUIDING PRINCIPLE 4: Partner with communities and broaden communications with the public**

### **COMMUNITY RELATIONSHIPS**

The healthy relationships that Caltrain fosters with passengers, communities, businesses, local governments, other transit operators, policy makers, and its staff will ultimately affect the ability of Caltrain to achieve its goals. This requires regular communication within and outside of the organization, followed by consensus building and action.

### **SAFETY & SYSTEM IMPROVEMENTS**

Addressing system issues such as safety and management of track capacity benefit the public and other transportation providers as well as Caltrain and its passengers. Safety issues are critical as they affect passengers, operators, and people in the communities along the Caltrain route. Several system improvements, such as fencing and station/platform enhancements, can address immediate safety concerns. Some improvements, such as grade separations, can achieve multiple objectives in addition to increasing safety along the right-of-way, including reducing train noise. Programs in emergency preparedness, crime prevention, and system safety and security play important roles in making the Caltrain system safer.

**DEVELOPMENT  
PARTNERSHIPS**

Similarly, transit-oriented development (TOD) offers partnership opportunities, provides a mix of housing and services near the stations, and enhances the communities in which they are located. Development of strong working relationships with local government will enable Caltrain to be more effective in this arena. Partnering with local government and businesses to provide amenities and services for passengers would be another opportunity for Caltrain to work with other organizations to provide better service to its passengers.

**ENVIRONMENTAL  
STEWARDSHIP**

By investing in system improvements that reduce noise and air pollution, promoting transit use and walkable communities, and facilitating regional mobility, Caltrain helps to improve the environmental quality of local cities and the region.

**To partner with communities and broaden communications with the public Caltrain must:**

- Strive to improve relationships with cities and external agencies. Develop strong relationships with the public, policy makers, and Caltrain staff by conducting frequent outreach efforts and acting upon lessons learned from outreach. Develop an effective external affairs program.
- Find win-win solutions for community issues, such as safety, and train and construction noise.
- Manage corridor capacity to maximize and coordinate use of the tracks by multiple transportation operators.
- Continue to improve system safety and security as necessary and work with local jurisdictions and law enforcement to effectively implement safety measures. Support programs in emergency preparedness and crime prevention.
- Promote and create stations as public spaces. Present any station improvements, grade separations, and other route enhancements as part of a larger corridor plan.
- Maximize transit-oriented development opportunities along the Caltrain route. Work with member agencies in pursuing TOD in the individual counties. Work with local jurisdictions to support businesses by attracting people to the communities where stations are located.

**Challenges**

- A major challenge to partnering and broadening communications with the public and other transportation providers is being able to build consensus and find win-win solutions for competing interests.

**Opportunities**

- Caltrain can foster solid relationships with other agencies and communities by collaborating to achieve system improvements, whether gathering public input or sharing responsibility for implementing projects. System improvements that reduce train noise or increase system safety in the Caltrain right-of-way benefit passengers and non-passengers alike.

- Engaging in joint-development ventures on TOD projects is one way in which Caltrain can begin to establish partnerships with public and private entities. Future TOD projects in the planning stage include: (1) the new Transbay Terminal in downtown San Francisco, which will serve Caltrain, AC Transit, BART, Golden Gate Transit, Muni’s Metro and buses, SamTrans, and High Speed Rail (HSR). It will be surrounded by over seven million square feet of new development including 4,700 residential units; (2) the Peninsula Corridor Plan which includes plans for creating vibrant communities and building TOD around multiple San Mateo County Caltrain stations; and (3) the Diridon/Arena Strategic Development Plan, which includes the expansion of the Diridon Station in San Jose and intensive housing and commercial development. The expanded Diridon Station will serve Caltrain, ACE, Amtrak, BART, Capital Corridor, HSR, VTA light rail, and buses.

**GUIDING PRINCIPLE 5:**

**Develop a solid financial foundation that ensures long-term sustainability**

**DEDICATED FUNDING**

Because financial stability is an essential ingredient to the long-term success of Caltrain, it is critical that Caltrain secure adequate funding for a multi-year period to deliver a program consistent with its vision. Traditional funding sources alone will be insufficient to meet the long-term needs of the future Caltrain system. Multi-year financial planning is essential to ensure capital and service visions become budgeted realities.

**INNOVATIVE APPROACHES**

The Joint Powers Board must embrace a financial plan that is acceptable to the three member agencies, while employing innovative financial management to reach new levels of investments. Partnering with local business, developers, cities, private interests and the utilization of “cutting edge” and “yet to be invented” financial techniques together with the funding initiatives of tomorrow, such as high speed rail bonds, federal reauthorization, local sales tax reauthorization, etc., will provide the financial framework to increase revenues. These strategies accompanied with traditional financial programs will guide Caltrain to provide the financial means to meet the market demands of the future.

**To develop a solid financial foundation that ensures long-term sustainability Caltrain must:**

- Balance the implementation and timing of system improvements with committed funding. Develop a capital improvement program that outlines potential development scenarios based on prospective funding opportunities.
- Explore innovative ways to secure long term funding to guide Caltrain into the future. Programs such as high speed rail bonds, bridge tolls, local sales tax authorizations, future federal authorizations as well as non traditional programs such as tax increment financing, lease backs, public private partnerships, and joint TOD opportunities, should be pursued to ensure funding is available to meet future needs.

- Support each county's effort toward developing a dedicated source of funding. Secure local matching funds to leverage committed state and federal capital grants.
- Develop financial plans and programs that reflect the financial capacity of the member agencies.

### ***Challenges***

- A major challenge to developing a strong financial foundation will be garnering legislative support for dedicated funding sources, such as a sales tax measure.
- Another challenge will be to establish partnerships with public or private entities to explore more innovative financing options.

### ***Opportunities***

- Opportunities for solidifying long-term financial resources for Caltrain include multiple innovative funding strategies that have proven effective elsewhere, including joint TOD opportunities near stations.

## **ACCOMPLISHMENTS**

Over the past year the JPB has continued forward towards accomplishing its guiding principles and policies. The JPB actively supports the “look, listen and live” Operation Lifesaver safety program to educate people concerning the dangers of the railroad and how to be safe around the railroad. The JPB has installed visual messaging signs at eight stations, nine more will be added during the first half of FY2004 and two more during the last part of the year for a total of 19 stations with visual message systems. In addition, platform audio systems have been installed at all stations.

There are Ticket Vending Machines in all stations, except Stanford and Paul Avenue. A Proof-of-Payment (POP) program and fare structure change was implemented September 22, 2003. POP is an honor system, verified by inspectors. Passengers are responsible for purchasing tickets before boarding the train and need to show the ticket to inspectors (in most cases conductors), who will be making random checks. Fares were restructured and zones reduced from 9 to 7. Passengers without valid tickets are subject to a citation/fine of up to \$250 plus court costs.

The JPB has fully refurbished its gallery cars to provide an overall improved riding experience that includes luggage racks, toilets and additional space for bikes. The JPB has installed 250 additional bike lockers up and down the corridor. Public Information has expanded its outreach program using all media outlets to advise the public of ongoing construction and special events on the railroad.

Additionally, the JPB is proactively pursuing revised transfer agreements with its connecting transit providers. The JPB is a charter member of the Translink regional fare payment project which resulted in the full roll out of a regional fare card for the nine county Bay Area beginning in FY2004.

The JPB has received extensive feedback and input from its constituent cities during the process of developing the strategic plan that will map out the goals for the JPB’s next 20 years.

## FY2005 EXECUTIVE BUDGET SUMMARY

FY2005 Operating Budget compared to the FY2004 projected expenditures:  
***Presented in thousands (\$000)***

<b>Operating Budget</b>	<b><u>FY2004</u></b>	<b><u>FY2005</u></b>	<b><u>% Difference</u></b>
Operating Revenue	\$27,868	\$ 30,251	+8.6
Contributions & Grants	<u>41,213</u>	<u>44,638</u>	+8.3
Total Revenue	\$69,081	74,890	+8.4
Operating Expense	\$59,539	\$ 65,763	+10.5
Administrative Expense	8,165	7,752	-5.1
Head End Power – Debt Service	367	365	-0.5
Capital Contingency Fund	<u>1,010</u>	<u>1,010</u>	0.0
Total Expense	\$69,081	\$ 74,890	+8.4

### **Overview**

The FY2005 Operating Budget represents a net increase of \$5.8 million, or 8.4 percent over the FY2004 projection of \$69.1 million. The budget as presented continues to comply with a member agency consensus mandating the same level of local subsidies. Member agency contributions of \$35.8 million represent an increase in FY2005 of 2 percent, from a level that had been unchanged for the past three years. Here are some of the highlights of the FY2005 Operating Budget:

### **Revenues**

- **Operating Revenues:** Operating Revenues are projected to increase \$2.4 million or 8.6 percent from \$27.9 million in the projected FY2004 budget to \$30.3 million in FY2005. The Net Farebox Revenue increase of \$3.0 million is attributable to increased ridership, driven by service enhancements, 12 full months of weekend service, and the suspension of \$1.1 million in farebox capital set-aside with funds going directly to operating costs. The reduction in Other Income is primarily due to a Peninsula Pass retail price increase reducing numbers sold and shrinking funds available to invest.
- **Contributions and Grants:** Contributions from other sources increased by \$2.9 million which includes \$5.1 million in lease/leaseback proceeds and \$3.0 million in fiber optic proceeds.

### **Expenses**

- **Operating Expense:** Overall operating costs are projected to increase \$6.2 million or 10.5 percent for FY2005. The major reason for this increase is a \$5.5 million or 12.3 percent increase in Amtrak contract operating costs, including supplemental work. Major elements of this increase are the 3.5 percent increase specified in the Amtrak agreement, plus the additional service represented by the Baby Bullet. An increase of .95 million, or 21.1 percent includes fuel prices at \$1.7 per gallon and increased consumption due to Baby Bullet service. Facilities and Maintenance increased .48

million, or 29.7 percent to accommodate increased replacement parts for TVM units, vandalism repairs, and costs of third party repairs.

- **Administrative Expense:** Organizational, staffing, and cost savings measures contributed to the \$.72 million, or 15.1 percent decrease in wage & benefit expense. Other expense and services increased \$.24 million, or 17.3 percent due to software and licensing increases, higher building maintenance costs, consulting costs to support TVM programming requirements, and TVM maintenance function brought in-house.
- **Capital Contingency Fund:** Since 1992, JPB Member Agencies have agreed to invest in a Capital Contingency Fund (CCF) calling for \$320,000 from each member agency to meet short-term infrastructure requirements. A separate \$50,000 is required to cover the Gilroy extension. In spite of current economic conditions in FY2004 and FY2005, the JPB Member Agencies recognized the importance of supporting the CCF and maintained an annual contribution of \$1,010,000.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Peninsula Corridor Joint Powers Board  
California**

For the Fiscal Year Beginning

**July 1, 2003**

President

Executive Director

**Distinguished Budget Presentation**

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Peninsula Corridor Joint Powers Board for its annual budget for the three consecutive years fiscal year beginning July 1, 2001, 2002, and 2003.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for a second consecutive award.



## **Peninsula Corridor Joint Powers Board**

### **Section Two**

#### **FINANCIAL PLAN**

- **Operations and Summary of Accounting Policies**
- **Operating Budget Summary**
- **Adopted FY2005 Operating Budget**
- **Sources and Uses of Funds**
- **Operating Revenues and Expenses as a Percent of Totals**
- **FY2005 Operating Revenue Budget**
- **Revenue Line Item Explanations**
- **FY2005 Operating Expense Budget**
- **Expense Line Item Explanations**
- **Debt Obligations**
- **Service Planning**
- **Strategic Plan**
- **Capital Improvements**
- **Operating Improvements**

# FINANCIAL PLAN

## OPERATIONS AND SUMMARY OF ACCOUNTING POLICIES

**Operations** – The JPB is responsible for the Caltrain service on the San Francisco Peninsula and south into Santa Clara County. The JPB designated the San Mateo County Transit District as managing agency to administer Caltrain. The transit district provides three major components to its oversight function: direct oversight of the operating agreement through the Rail Transportation Department; administrative support activities; and liaison by staff of affiliated JPB agencies through the JPB's Staff Coordinating Council (SCC).

**Entity** – The JPB's reporting entity includes only the JPB.

**Basis of Accounting** – The accrual basis of accounting is utilized by the JPB. Under this method revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

The JPB has elected under Governmental Accounting Standards Board (GASB) Statement No. 20, *Accounting and Financial Reporting for Proprietary Funds and Other Governmental Entities That Use Proprietary Fund Accounting*, to apply all applicable GASB pronouncements, as well as any applicable pronouncements of the Financial Accounting Standards Board, the Accounting Principles Board, or any Accounting Research Bulletins issued on or before November 30, 1989, unless those pronouncements conflict with or contradict GASB pronouncements.

### Pronouncements

**GASB Statements No. 37 and 37** – In June 1999 and June 2001, the GASB issue Statement No. 34, *Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments* and Statement No. 37, *Basic Financial Statements and Management's Discussion and Analysis for State and Local Governments – an amendment of GASB Statement No. 34*. These statements introduce the requirements of Management's Discussion & Analysis ("MD&A"), cash flow statements presented using the direct method and the concept of net assets, classified on the basis of availability. The JPB has adopted these statements for its 2002 financial statements.

The most significant changes resulting from the adoption of these new GASB statements is that contributed capital, net of accumulated depreciation and retained earnings have been reclassified to three categories of net assets —*invested in capital assets, net of related debt, restricted and unrestricted*.

**GASB Statement No. 38** – In June 2001, the GASB issued Statement No. 38, *Certain Financial Statement Note Disclosures*. This statement modifies various note disclosure requirements concurrently with the implementation of Statement No. 34. While this statement does not affect amounts reported in the financial statement of the JPB, certain note disclosures have been modified for capital assets, debt service obligations, actions taken in response to legal violations, variable rate debt and short-term obligations.

**Investments** – Investment transactions are recorded on the trade date. Investments in nonparticipating interest-earning investment contracts (guaranteed investment contracts) are reported at cost, and all other investments are at fair value. Fair value is defined as the amount that the JPB could reasonably expect to receive for an investment in a current sale between a willing buyer and seller and is generally measured by quoted market prices.

**Debt Obligations** – As of the fiscal year ending June 30, 2004, the JPB had \$2.8 million of long-term debt. During FY2000 the JPB issued Farebox Revenue bonds in the amount of \$3.8 million to finance Head-End Power units for Caltrain locomotives. Grant Anticipation Notes outstanding as of June 30, 2004 are \$93.9 million. The notes are short-term obligations used to cash-flow finance

capital projects. All notes are paid within 12 months of issuance with Federal and State Grant proceeds and other local sources. The Board of Directors must approve all other debt issuance.

Additionally, the current JPB Revenue Bonds, and any additional Revenue Bonds, will be issued pursuant to the Revenue Bond Trust Agreement between the JPB and US Trust National Association, as Trustee. The Revenue Bond Trust Agreement requires that certain conditions be met before additional Revenue Bonds may be issued, including the condition that the JPB place on file with the Trustee a certificate of the JPB certifying that the lesser of (1) the amount of Farebox Revenues for a period of twelve consecutive months during the eighteen months immediately preceding the date on which such additional Revenue Bonds will become outstanding, or (2) the estimated Farebox Revenue for the Fiscal Year in which such Series of Bonds are to be issued shall have been, or will be, as applicable, equal to at least four times the maximum annual debt service on all Revenue Bonds and Senior Lien Parity Debt then outstanding and the additional Revenue Bonds then proposed to be issued. The current amount of debt service subject to this limit is \$1,470,632.

The Farebox Revenue for the JPB is projected at \$23,988,000 for FY2005 and the maximum annual debt service is \$367,658.

**Cash Equivalents** – The JPB considers all highly liquid investments with a maturity of three months or less when purchased to be cash equivalents.

**Property and Equipment** is recorded at cost or appraised value. The JPB defines capital assets as assets with an estimated useful life in excess of one year. Donated fixed assets are recorded at estimated market value on the date donated. Major additions and replacements are capitalized. Maintenance, repairs, and additions of a minor nature are expensed as incurred.

The costs of acquisition and construction of equipment and facilities are recorded as construction in progress until such assets are completed and placed in service, at which time the PCJPB commences recording depreciation expense and amortization of contributed capital.

Depreciation is calculated using the straight-line method over the following estimated useful lives:

- Right of way improvements – 5 to 20 years
- Rail vehicles – 26 to 29 years
- Facilities and equipment – 5 to 10 years
- Office equipment – 3 to 5 years

**Inventory** consists principally of spare parts that are recorded when purchased and expensed when used. All inventory is recorded at the lower of cost or market and is maintained by Amtrak as part of its contractual agreement.

**Deferred Member Contributions** are the result of advances from the Member Agencies. To the extent that these amounts exceed committed funds, they may be refunded to the Member Agencies or used to offset future required contributions.

**Deferred Revenue** represent fares, rents and State assistance amounts received which have not yet been earned. Advance ticket sales are included as deferred revenue until earned.

**Member Agency Operating Assistance** - Amounts received from Member Agencies for operations are recognized as revenues when operating and administrative expenses are incurred. Amounts received from Member Agencies for acquisition of fixed assets or matching capital grants are recognized as capital contributions as capital expenditures are made.

**Federal Operating Assistance** is recorded as revenue when approved by the granting authority.

**Capital Contributions** - JPB receives grants and capital contributions from the federal, state and local governments for the acquisition of property and other equipment, capital grants and contributions used for capital purposes are recorded as capital contributions and the cost of the related assets is included in property and equipment.

**Wages and Benefits** - Personnel costs of the JPB represent allocated costs of transit district employees serving in the capacity as managing agency. Participation in pension plans, compensated absences, and postretirement health care benefits for these employees is administered by the transit district.

**Basis of Budgeting** - The **Basis of Budgeting** is consistent with the **Basis of Accounting**. The transit district budget process is designed to identify goals and objectives and allocate resources accordingly. Operating revenues and expenses are budgeted on the accrual basis. Capital expenditures and grant reimbursements are budgeted on a project basis. Projects are budgeted in their entirety when approved and spread over the anticipated expenditure dates. Progress is monitored and controlled through exception reporting and variance analysis. Depreciation and amortization expense is not budgeted for.

# OPERATING BUDGET SUMMARY

## ADOPTED FY2005 OPERATING BUDGET

Staff Coordinating Council (SCC) is comprised of representatives from each of the three counties: San Francisco, San Mateo, and Santa Clara. The representatives meet on a regular basis to discuss issues that are of relevance to the JPB. The SCC meetings are usually held the week following the JPB Board meeting, which is the first Thursday of each month. The SCC regularly reviews and discusses board agendas and Operating and Capital budgets for the JPB. The SCC recommended Board approval of the proposed FY2005 Operating Budget. Member subsidies of the three counties are allocated on an interim basis pending approval by each member's governing body.

The FY2005 Adopted Operating Budget of \$74,889,880 is an increase of \$5,809,010, or 8.4 percent, over the FY2004 Projected budget. The budget was presented and discussed with individual Board members in early April 2004. The Operating Budget was mailed to interested parties on April 29, 2004. It was presented to the full Board at a public meeting on June 3, 2004 at which the public was invited to provide comments. The member agency contributions for FY2005 increased two percent, totaling \$35,758,570.

### Member Agency Contributions:

FY2005 and FY2004 Member Agency Contributions are reflected in the following table:

	<u>San Francisco</u>	<u>San Mateo</u>	<u>Santa Clara</u>	<u>Total</u>
FY2004	\$ 6,337,070	\$ 14,615,780	\$ 14,104,570	\$ 35,057,420
FY2005	\$ 6,463,812	\$ 14,908,096	\$ 14,386,662	\$ 35,758,570
Change:	\$ 126,742	\$ 292,316	\$ 282,092	\$ 701,150
% Change:	2.0 %	2.0 %	2.0 %	2.0 %

### Revenue:

Total operating revenues are forecast to increase \$2,383,270, or 8.6 percent over FY2004 projections. A ridership increase from 8.2 million to 9.3 million contributes to the additional \$3 million in net farebox revenue. Although fare increases were under study, no increases are planned for FY2005, and other increments include 12 full months of weekend service, the addition of Baby Bullet service, and suspension of \$1.1 million in capital set-aside – funds going directly, instead, to operating costs.

### Expenses:

The FY2005 Operating Budget is based on an increase in daily trains from 76 to 86 with the commencement of Caltrain Express Baby Bullet service June 7, 2004, and the resumption of weekend service June 5, 2004, after nearly a two-year hiatus, Gilroy service will remain unchanged.

Among critical elements in the budget calculations:

- **Operating Contract Costs:** Amtrak contract operating costs, including supplemental work, results in an increase of \$5,492,750, or 12.3 percent. Major elements are a 3.5 percent increase in the Amtrak agreement, plus the additional service represented by Baby Bullet.
- **Shuttle Service:** Shuttle costs decreased primarily due to discontinued Arques and Moffet Park shuttles, plus transfer of Lincoln Center and Oyster Park shuttles to the San Mateo County Transportation Authority. In addition, a new weekend shuttle service between Tamien and Diridon stations, providing access to the Caltrain Mainline, provides higher frequency of service than any prospective two-hour rail alternates. The Tamien shuttle's projected annual cost is \$71,000 compared to \$600,000 to \$800,000 for the alternate rail service.
- **Fuel:** Fuel prices remain the same as FY2004 budget of \$1.17 per gallon. The increase in costs are associated with additional weekdays Caltrain Baby Bullet Express trains and resumption of weekend service that contributes to an increase of \$950,920, or 21.1 percent.
- **Insurance:** Premium increases and anticipated claims expenses are the contributing factors to insurance cost increase of \$95,250, or 2.7 percent. This is reflective of conditions confronting transit properties across the country. As in FY2004, earthquake insurance is not included in the FY2005 insurance package.
- **Facilities and Equipment Maintenance:** Increased \$475,340, or 29.7 percent to accommodate increased replacements parts for TVM units, vandalism repairs, and costs of third party repairs.
- **Administrative Expense:** Wage and Benefits decrease of \$720,970, or 15.1 percent are attributed to organizational, staffing, and cost-saving measures. A \$241,710, or 17.3 percent in Other Services is attributed to increased costs for software and licensing plus higher building maintenance costs. Professional Services increased \$74,150, or 4.6 percent attributed to consulting costs to support TVM programming requirements and TVM maintenance.

**PENINSULA CORRIDOR JOINT POWERS BOARD  
ADOPTED BUDGET  
FY2005**

Line		(In Thousands)					Line
		FY2004 ADOPTED BUDGET	FY2004 PROJECTED	PROPOSED BUDGET	INC (DEC) FY05 Proposed to FY04 Projected	% INC (DEC) FY05 Proposed to FY04 Projected	
		A	B	C	D	E=D/B	
<b>REVENUE</b>							
OPERATIONS:							
1	FAREBOX REVENUE	22,376	20,988	23,988	3,000	14.3%	1
2	LESS: FAREBOX CAPITAL SET ASIDE	0	0	0	0		2
3	NET FAREBOX REVENUE	22,376	20,988	23,988	3,000	14.3%	3
4							4
5	PARKING REVENUE	1,260	1,131	1,221	90	8.0%	5
6	SHUTTLES	1,269	1,156	1,139	(17)	(1.5%)	6
7	PENINSULA PASS	711	993	540	(453)	(45.6%)	7
8	RENTAL INCOME	964	1,140	1,209	69	6.1%	8
9	OTHER INCOME	1,779	2,460	2,154	(306)	(12.4%)	9
10							10
11	TOTAL REVENUE FROM OPERATIONS	28,358	27,868	30,251	2,383	8.6%	11
12							12
13	CONTRIBUTIONS:						
14	AB434 - PENINSULA FEEDER SHUTTLE	1,000	859	730	(129)	(15.0%)	14
15	FTA SECTION 8 PLANNING GRANT	41	124	82	(42)	(33.9%)	15
16	MEMBER AGENCY CONTRIBUTION	35,057	35,057	35,759	702	2.0%	16
17	OTHER SOURCES	7,548	5,173	8,068	2,895	56.0%	17
18							18
19	TOTAL CONTRIBUTIONS & GRANTS	43,647	41,213	44,639	3,426	8.3%	19
20							20
21	<b>TOTAL REVENUE</b>	<b>72,005</b>	<b>69,081</b>	<b>74,890</b>	<b>5,809</b>	<b>8.4%</b>	<b>21</b>
22							22
23	<b>EXPENSE</b>						
24							24
25	OPERATING EXPENSE						
26	RAIL OPERATOR SERVICE	46,378	44,590	50,083	5,493	12.3%	26
27	SHUTTLE SERVICE	4,450	4,113	3,397	(716)	(17.4%)	27
28	FUEL	4,819	4,500	5,451	951	21.1%	28
29	TIMETABLES & TICKETS	355	305	305	0	0.0%	29
30	INSURANCE	4,176	3,476	3,571	95	2.7%	30
31	JPB FACILITIES & EQUIPMENT MAINT.	1,794	1,603	2,079	476	29.7%	31
32	UTILITIES	1,135	952	878	(74)	(7.8%)	32
33							33
34	TOTAL OPERATING EXPENSE	63,107	59,539	65,764	6,225	10.5%	34
35							35
36	ADMINISTRATIVE EXPENSE						
37	WAGES & BENEFITS	3,999	4,779	4,058	(721)	(15.1%)	37
38	BOARD OF DIRECTORS	22	22	21	(1)	(4.5%)	38
39	PROFESSIONAL SERVICES	1,700	1,622	1,696	74	4.6%	39
40	COMMUNICATIONS/MARKETING	369	344	338	(6)	(1.7%)	40
41	OTHER EXPENSE & SERVICES	1,430	1,398	1,640	242	17.3%	41
42							42
43	TOTAL ADMINISTRATIVE EXPENSE	7,520	8,165	7,752	(413)	(5.1%)	43
44							44
45	TOTAL OPERATING & ADMINISTRATIVE	70,628	67,704	73,515	5,811	8.6%	45
46							46
47	HEP DEBT SERVICE	367	367	365	(2)	(0.5%)	47
48							48
49	<b>TOTAL OPER, ADMIN &amp; DEBT SERVICE</b>	<b>70,995</b>	<b>68,071</b>	<b>73,880</b>	<b>5,809</b>	<b>8.5%</b>	<b>49</b>
50							50
51	CAPITAL CONTINGENCY FUND						
52	MAINLINE CCF	960	960	960	0	0.0%	52
53	GILROY CCF	50	50	50	0	0.0%	53
54							54
55		1,010	1,010	1,010	0	0.0%	55
56							56
57	<b>GRAND TOTAL EXPENSE</b>	<b>72,005</b>	<b>69,081</b>	<b>74,890</b>	<b>5,809</b>	<b>8.4%</b>	<b>57</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
SOURCES & USES OF FUNDS  
FISCAL YEAR 2005**

Line	<u>FY2001</u> <u>ACTUAL</u>	<u>FY2002</u> <u>ACTUAL</u>	<u>FY2003</u> <u>ACTUAL</u>	<u>FY2004</u> <u>PROJECTED</u>	<u>FY2005</u> <u>BUDGET</u>
<b>BEGINNING BALANCE</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>
<b>REVENUE / SOURCES</b>					
OPERATIONS:					
1	23,798,036	22,437,383	20,145,000	20,987,980	23,988,000
2	1,088,455	992,540	1,304,000	1,130,940	1,220,940
3	1,640,974	1,693,843	1,940,000	2,149,220	1,678,950
4	926,037	996,378	950,000	1,140,000	1,209,200
5	3,015,736	1,806,819	2,688,802	2,459,980	2,154,300
6	781,805	868,273	827,000	859,050	729,995
7	-	-	41,200	123,600	82,400
8	30,292,821	34,117,001	35,057,420	35,057,420	35,758,570
9	-	-	2,837,548	5,172,680	8,067,525
<b>10</b>	<b>\$61,543,864</b>	<b>\$62,912,237</b>	<b>\$65,790,970</b>	<b>\$69,080,870</b>	<b>\$74,889,880</b>
<b>EXPENDITURES / USES</b>					
OPERATING EXPENSE:					
11	39,152,888	38,978,701	42,750,000	44,590,030	50,082,780
12	4,759,804	4,724,215	4,232,360	4,112,500	3,397,310
13	4,652,707	3,669,726	3,594,540	4,500,000	5,450,720
14	366,846	188,627	323,000	305,000	305,000
15	3,041,018	3,649,321	3,436,540	3,476,000	3,571,250
16	1,031,271	1,483,738	1,523,340	1,602,940	2,078,280
17	707,050	982,880	1,109,810	952,100	877,850
18	2,869,128	3,612,613	3,934,310	4,778,590	4,057,619
19	22,693	23,236	22,000	22,000	20,500
20	1,814,749	2,056,790	1,833,440	1,621,930	1,696,080
21	1,518,682	1,975,596	1,286,430	1,398,180	1,639,890
22	255,594	191,248	369,400	344,400	337,900
23	341,434	365,546	365,800	367,200	364,700
24	1,010,000	1,010,000	1,010,000	1,010,000	1,010,000
<b>25</b>	<b>\$61,543,864</b>	<b>\$62,912,237</b>	<b>\$65,790,970</b>	<b>\$69,080,870</b>	<b>\$74,889,879</b>
<b>26</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>

The JPB is a single enterprise fund and maintains its records on the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the related liability is incurred. The JPB applies Governmental Accounting Standards Board pronouncements as well as Financial Accounting Standards and Interpretations.

Accordingly, the JPB does not have traditional "Fund Balances" similar to other governmental agencies. The JPB member agencies provide contributions for operating and capital expenditures required in excess of revenues from passenger fares, federal and state grants, and other miscellaneous sources. The share from each member agency is determined by formula agreed to by the Staff Coordinating Council (SCC) members from the participating agencies as provided for in the JPB agreement.

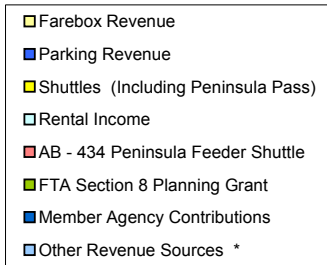
The JPB conducts both short-term and long-term financial analysis and planning through the budget process which considers service levels and capital improvements. The "Ending Balance" shown on the Sources and Uses of Funds represents funds designated by the JPB Board of Directors for the settlement of future insurance claims.



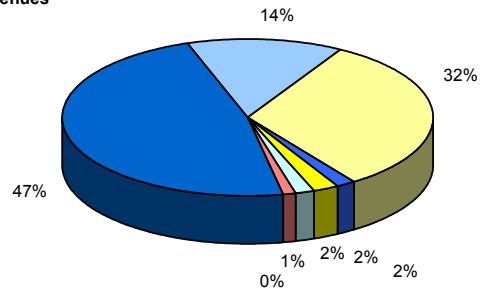
## PENINSULA CORRIDOR JOINT POWERS BOARD OPERATING REVENUES AND EXPENSES AS A PERCENT OF TOTALS FY2005

### Revenue Sources: (In thousands)

Farebox Revenue	\$23,988	32.0%
Parking Revenue	1,221	1.6%
Shuttles (Including Peninsula Pass)	1,679	2.2%
Rental Income	1,209	1.6%
AB - 434 Peninsula Feeder Shuttle	730	1.0%
FTA Section 8 Planning Grant	82	0.1%
Member Agency Contributions	35,759	47.7%
Other Revenue Sources *	10,222	13.6%
	<b>\$74,890</b>	<b>100.0%</b>



JPB FY2005 Revenues



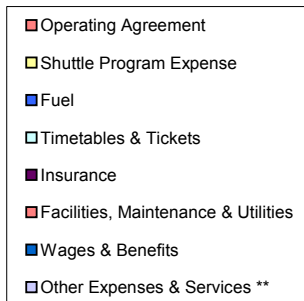
\* Other Revenue Sources includes: interest income, advertising income, and other income.

\*\* Other Expenses includes: board fees, professional services, HEP debt service and miscellaneous.

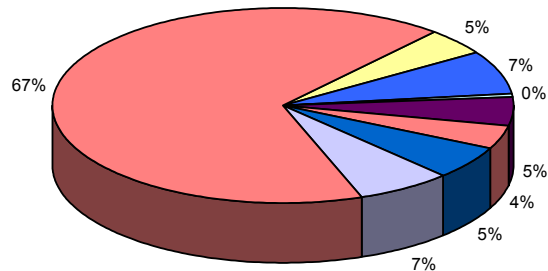
### EXPENSES

### Operating Expenses: (In thousands)

Operating Agreement	\$50,083	66.9%
Shuttle Program Expense	3,397	4.5%
Fuel	5,451	7.3%
Timetables & Tickets	305	0.4%
Insurance	3,571	4.8%
Facilities, Maintenance & Utilities	2,957	3.9%
Wages & Benefits	4,058	5.4%
Other Expenses & Services **	5,070	6.8%
	<b>\$74,890</b>	<b>100.0%</b>

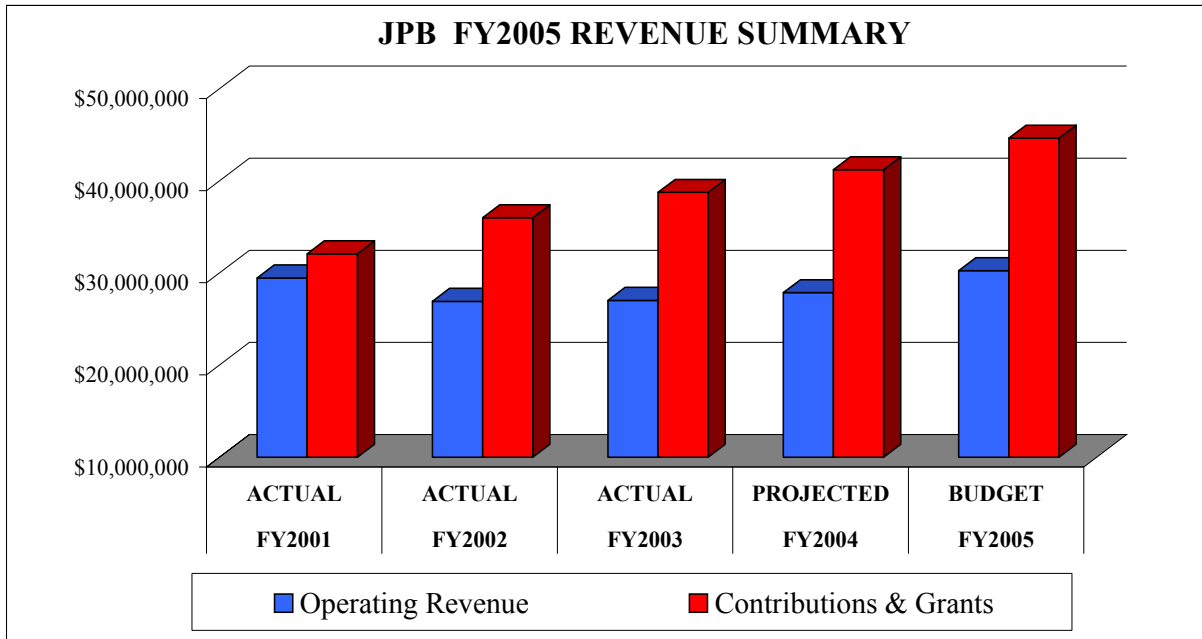


JPB FY2005 Expenses



**PENINSULA CORRIDOR JOINT POWERS BOARD  
REVENUE BUDGET  
FISCAL YEAR 2005**

REVENUE DESCRIPTION	FY2001 <u>ACTUAL</u>	FY2002 <u>ACTUAL</u>	FY2003 <u>ACTUAL</u>	FY2004 <u>PROJECTED</u>	FY2005 <u>BUDGET</u>
OPERATIONS:					
1 FAREBOX REVENUE	\$23,916,036	\$22,555,383	\$21,273,000	\$20,987,980	\$23,988,000
2 FAREBOX Set Aside	(\$1,128,000)	(\$1,128,000)	(\$1,128,000)	\$0	\$0
3 NET FAREBOX REVENUE	\$22,788,036	\$21,427,383	\$20,145,000	\$20,987,980	\$23,988,000
4 PARKING REVENUE	1,088,455	992,540	1,304,000	1,130,940	1,220,940
5 SHUTTLES (Including Peninsula Pass)	1,640,974	1,693,843	1,940,000	2,149,220	1,678,950
6 RENTAL INCOME	926,037	996,378	950,000	1,140,000	1,209,200
7 OTHER INCOME	3,015,736	1,806,819	2,688,802	2,459,980	2,154,300
8 TOTAL OPERATING REVENUE	\$29,459,238	\$26,916,963	\$27,027,802	\$27,868,120	\$30,251,390
CONTRIBUTIONS:					
9 AB-434 - PENINSULA FEEDER SHUTTLE	\$781,805	\$868,273	\$827,000	\$859,050	\$729,995
10 FTA SECTION 8 PLANNING GRANT	0	0	41,200	123,600	82,400
11 MEMBER AGENCY CONTRIBUTIONS	31,302,821	35,127,000	35,057,420	35,057,420	35,758,570
12 OTHER SOURCES	0	0	2,837,548	5,172,680	8,067,525
13 TOTAL CONTRIBUTIONS & GRANTS	\$32,084,626	\$35,995,273	\$38,763,168	\$41,212,750	\$44,638,490
14 TOTAL REVENUE	\$61,543,864	\$62,912,236	\$65,790,970	\$69,080,870	\$74,889,880



## FY2005 REVENUE BUDGET Revenue Line Item Explanations

### OPERATING REVENUES

Revenues are derived principally from transit fares and contributions from member agencies. Additional sources of revenue include parking revenue, rental income from right of way properties, and income on invested funds.

The FY2005 Revenue Budget schedule shows prior year actual revenues for FY2001, FY2002, FY2003, FY2004 and the Approved FY2005 budget.

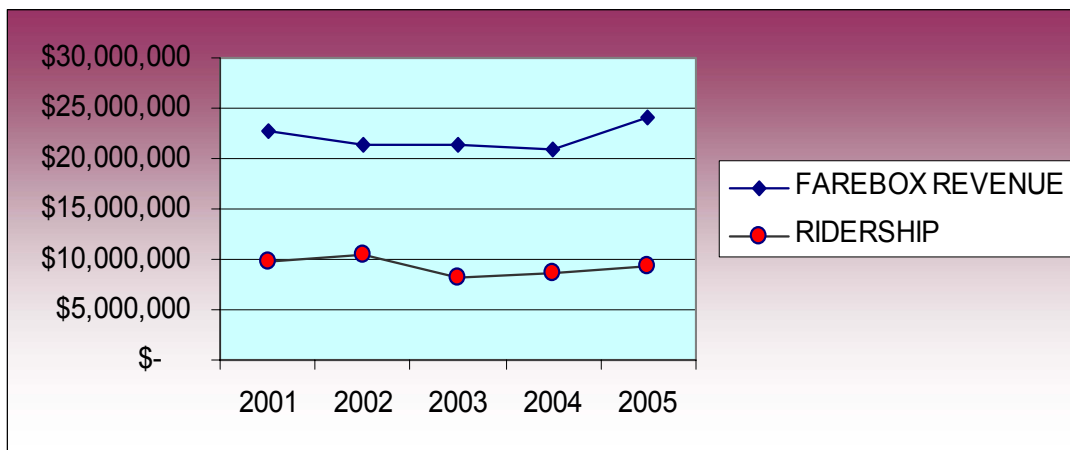
Below is a description of the primary revenues received by the JPB, how they have changed since FY2005 and how they are projected to change during the next few years.

#### Farebox Revenue

Farebox revenues include fare receipts collected directly from passengers or through pass sales. Revenue from this source increased \$3,000,020, or 14.2 percent from \$20,987,980 in FY2004 projected to \$23,988,000 in FY2005. The last fare increase of approximately 10 percent was effective July 1, 2002, which was the first fare increase since July 1, 1998.

#### HISTORIAL DATA RIDERSHIP AND REVENUE FY2001-2005

	2001	2002	2003	2004	2005
<b>FAREBOX REVENUE</b>	\$22,788,036	\$21,427,383	\$21,273,000	\$20,987,980	\$23,988,000
<b>RIDERSHIP</b>	9,821,725	10,509,567	8,283,062	8,623,000	9,281,600



#### Parking Revenue

Parking revenue is earned from parking lots at various passenger stations and from a parking lot located at the HP Pavilion sports and entertainment complex adjacent to the San Jose Diridon station. The FY2005 estimate of \$1,220,940 is \$ 90,000 or 8 percent higher than the FY2004 projected.

### **Shuttle Revenue**

The shuttle program provides free rides to Caltrain customers between JPB train stations and participating local area employers. As part of the program, employers contribute about 25 percent of the costs of these shuttles. The FY2005 budget amount of \$1,678,950 for shuttle revenue is down \$470,270 or 47.1 percent under prior year figure.

### **Rental Income**

Rental income is earned on right of way properties and from bike locker rentals at passenger stations. The FY2005 budget projection of \$1,209,200 for rental income is up \$69,200 or 6.1 percent over FY2004 projected.

### **Other Income**

Other income consists of income earned on invested funds, track usage maintenance fees, telephone commissions, advertising, and charter service payments. The FY2005 budget of nearly \$2.2 million is \$305,680 or 12.4 percent lower than the FY2004 projected. Interest income is projected to increase approximately \$56,100 and track usage maintenance fees will remain level at \$800,000. Charter and special movements and miscellaneous operating income are projected to decline approximately \$361,780.

### **AB 434 Peninsula Feeder Shuttle**

Assembly Bill (AB) 434, approved in 1991, was authorized by the Bay Area Air Quality Management District (Air District) to provide partial funding for the JPB Shuttle Program. This line item represents the amount that is contributed to the shuttle program as opposed to money collected from fare paying passengers. The Air District, in conjunction with the Department of Motor Vehicles, collects a \$4.00 surcharge on motor vehicle registrations paid within the Air District's jurisdiction. Approximately 25.0 percent of the Shuttle Program cost is financed by direct AB 434 funding. The balance is funded by the JPB and by area employers served by the shuttles. The \$729,995 budgeted for FY2005 is 15.0 percent lower than the \$859,050 projected in FY2004.

### **FTA Section 8 Planning Grant**

The FY2005 budget amount for federal grant will decrease by \$41,200, or 33.3 percent from the projected FY2004 projected amount of \$123,600. The Section 8 funds are used for preparation of the Short Range Transit Plan, which is required by the Metropolitan Transportation Commission and must be updated every two years.

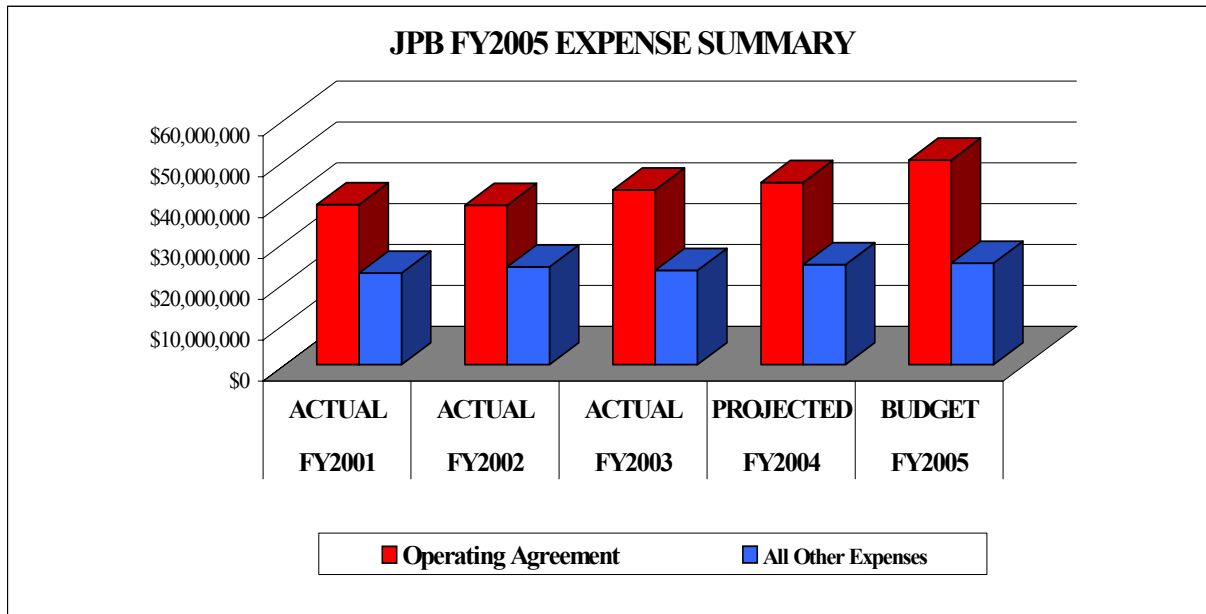
### **Member Agency Contributions**

Amounts received from member agencies for operations are recognized as revenues when operating and administrative expenses are incurred. The total member contribution is that amount which makes up the shortfall between total JPB operating expenses and the amount covered by all other revenue sources. Deducting applicable revenues determines the JPB's net operating and administrative costs. These net operating and administrative costs are apportioned currently on the basis of passenger counts by county of origin. The Joint Powers Agreement is currently in the process of being reviewed by agency General Managers and CEO's for possible changes to the agreement and to the formula for determining each member agency's share of excess expenses.

**The FY2005 priority was to comply with a member agency consensus increasing the local subsidies by two percent due to the leveling off of the economic slowdown.** As such, the collective subsidies from sponsoring agencies increased to \$35.8 million for FY2005.

**PENINSULA CORRIDOR JOINT POWERS BOARD  
EXPENSE BUDGET  
FISCAL YEAR 2005**

EXPENSE DESCRIPTION	FY2001 <u>ACTUAL</u>	FY2002 <u>ACTUAL</u>	FY2003 <u>ACTUAL</u>	FY2004 <u>PROJECTED</u>	FY2005 <u>BUDGET</u>
<b>OPERATING EXPENSE:</b>					
1 OPERATING AGREEMENT	\$ 39,152,888	\$ 38,978,701	\$ 42,750,000	\$ 44,590,030	\$ 50,082,780
2 SHUTTLE	4,759,804	4,724,215	4,232,360	4,112,500	3,397,310
3 FUEL	4,652,707	3,669,723	3,594,540	4,500,000	5,450,720
4 TIMETABLES & TICKETS	366,846	188,627	323,000	305,000	305,000
5 INSURANCE	3,041,018	3,649,321	3,436,540	3,476,000	3,571,250
6 JPB FACILITIES & EQUIPMENT MAINT.	1,031,271	1,483,738	1,523,340	1,602,940	2,078,280
7 UTILITIES	707,050	982,880	1,109,810	952,100	877,850
<b>8 TOTAL OPERATING EXPENSE</b>	<b>\$ 53,711,584</b>	<b>\$ 53,677,205</b>	<b>\$ 56,969,590</b>	<b>\$ 59,538,570</b>	<b>\$ 65,763,190</b>
<b>ADMINISTRATIVE EXPENSE:</b>					
9 WAGES & BENEFITS	\$ 2,869,128	\$ 3,612,613	\$ 3,934,310	\$ 4,778,590	\$ 4,057,619
10 BOARD OF DIRECTORS	22,693	23,236	22,000	22,000	20,500
11 PROFESSIONAL SERVICES	1,814,749	2,056,790	1,833,440	1,621,930	1,696,080
12 MARKETING	255,593	191,251	369,400	344,400	337,900
13 OTHER OFFICE EXPENSE & SERVICES	1,518,682	1,975,596	1,286,430	1,398,180	1,639,890
<b>14 TOTAL ADMINISTRATIVE EXPENSE</b>	<b>\$ 6,480,845</b>	<b>\$ 7,859,486</b>	<b>\$ 7,445,580</b>	<b>\$ 8,165,100</b>	<b>\$ 7,751,989</b>
15 HEAD END POWER - DEBT SERVICE	341,434	365,546	365,800	367,200	364,700
16 MAINLINE CAPITAL CONTINGENCY	960,000	960,000	960,000	960,000	960,000
17 GILROY CAPITAL CONTINGENCY	50,000	50,000	50,000	50,000	50,000
<b>18 TOTAL CAPITAL CONTINGENCY FUND</b>	<b>\$ 1,010,000</b>	<b>\$ 1,010,000</b>	<b>\$ 1,010,000</b>	<b>\$ 1,010,000</b>	<b>\$ 1,010,000</b>
<b>19 TOTAL EXPENSE</b>	<b>\$ 61,543,863</b>	<b>\$ 62,912,237</b>	<b>\$ 65,790,970</b>	<b>\$ 69,080,870</b>	<b>\$ 74,889,879</b>



## **FY2005 EXPENSE BUDGET**

### **Expense Line Item Explanations**

Below is a description of the primary expenses incurred by the JPB. The FY2005 Expense Budget schedule shows prior year actual expenses for FY2001, FY2002, FY2003, FY2004 Projected and the adopted FY2005 budget.

#### **Rail Operator Service**

The JPB contracts out for rail operation service. The current operator contract is with Amtrak. The new agreement became effective November 11, 2001, changing the basis from a flat monthly rate to a "cost plus fixed fee." Amtrak contract operating costs, including supplemental work, results in an increase of \$5,492,750 or 12.3 percent, with the major elements being a 3.5 percent increase specified in the Amtrak agreement, plus the additional service represented by the Caltrain Express Baby Bullet.

#### **Shuttles**

Shuttle service provides a vital link between train stations and employers. This line reflects the decrease of \$715,190, or 17.4 percent, primarily due to discontinued Arques and Moffet Park shuttles, plus transfer of Lincoln Center and Oyster Park shuttles to the San Mateo County Transportation Authority. A new item in this category is a weekend shuttle between Tamien and Diridon stations, providing access to the Caltrain Mainline system. The Tamien shuttle provides higher frequencies than any prospective rail alternates at an annual cost of approximately \$71,000, compared to \$600,000 to \$800,000 for two-hour rail service from Tamien. The JPB will continue working in concert with area companies to provide an attractive, cost-efficient alternative to driving.

#### **Fuel**

This line item covers diesel fuel costs for JPB locomotive operations. Fuel prices remain the same as FY2004 budget of \$1.17 per gallon. Included in the cost increase is the added fuel consumption for the additional weekdays Baby Bullet service and the resumption of weekend service that resulted to an increase of \$950,920, or 21.1 percent.

#### **Insurance Expense**

The JPB maintains Liability and Property insurance. Ever-rising costs in premium and anticipated claims expense are the contributing factors to an increase of \$95,250, or 2.7 percent. This is reflective of conditions confronting transit properties across the country. As in FY2004, earthquake insurance is not included in the FY2005 package.

#### **Administrative Expense**

Administrative expense decreased \$413,311, or 5.1 percent, largely attributed to a wage and benefit decrease of \$720,971, reflecting reorganization, staffing, and other cost saving measures. This was partially offset by an increase in Other Expense and Services of \$241,710, or 17.3 percent, reflecting software and license increases and higher building maintenance cost. Professional Services, at \$74,150, increased 4.6 percent due to consulting costs to support TVM programming requirements.

#### **Head End Power Debt Service**

Caltrain locomotives have been equipped with Head End Power (HEP) units that provide electrical power to rail-cars for lights and air conditioning while trains are stopped at stations for unloading and loading passengers. This allows the locomotives to power-down while waiting thus saving fuel, reducing noise, and providing for cleaner operations. The cost of financing the Head End Power units is being offset by fuel savings. The HEP program has increased fuel efficiency from 3.29 gallons per mile to 3.02 gallons per mile for a 4-car consist.

### Capital Contingency Fund

The Capital Contingency Fund was established to provide for additional capital requirements not funded as part of capital improvements funded through grants. This item is unchanged in the current budget year.

### DEBT OBLIGATIONS

In October 1999, the JPB issued farebox revenue bonds in the amount of \$3,820,000 to finance the acquisition of electrical power units for Caltrain locomotives. These bonds, with interest rates ranging from 4 to 5.375 percent, are limited obligations of the JPB, and are payable from and secured by a pledge of its farebox revenues. Interest payments are due on April 1 and October 1 of each year. The bonds mature on October 1 of each year through October 1, 2014.

	Beginning Balance	Additions	Reductions	Ending Balance	Amounts Due within One Year
Farebox Revenue Bonds	<u>\$ 3,245,000</u>	<u>\$ -</u>	<u>\$ 210,000</u>	<u>\$ 3,035,000</u>	<u>\$ 220,000</u>

### Debt Service Table

Annual principal and interest payments are as follows:

<u>Year Ending June 30:</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2005	\$220,000	\$147,593	\$367,593
2006	\$225,000	\$138,132	\$363,132
2007	\$235,000	\$128,233	\$363,233
2008	\$250,000	\$117,657	\$367,657
2009	\$260,000	\$106,157	\$366,157
2010-2014	\$1,500,000	\$329,809	\$1,829,809
2015	\$345,000	\$18,544	\$363,544
Total	<u>\$3,035,000</u>	<u>\$986,125</u>	<u>\$4,021,125</u>

### SERVICE PLANNING

#### Economic Slowdown

The Economic Slowdown has significantly impacted all three member agencies. The three members had a consensus mandate that there would not be an increase in FY2004 local subsidies provided to support JPB operations. This has necessitated a significant change in the short-term plans for the JPB, which up until FY2003 had seen year-to-year budget increases in revenue, ridership, expenses and service levels, including an increase in the number of weekday trains from 68 to 78 on September 24, 2000 and to 80 trains on April 29, 2001. The number of weekday trains was reduced to 76 effective August 26, 2002. There was an increase to 86 weekday trains in June 2004 to support implementation of Caltrain Express Baby Bullet service.

The JPB ridership increased progressively from 6.9 million in FY1994 to a high of 10.5 million in FY2001. Because of the economic slowdown the ridership declined to 9.9 million in FY2002 and because of the continuing economic malaise, the weekend construction shutdown, and a 10 percent fare increase, ridership declined to 8.3 million in FY2003. Ridership is expected to increase to 9.3 million in FY2005.

Each of the three member agencies are experiencing sale tax receipts reductions of approximately 20 percent and more. This has necessitated efforts to increase revenue wherever possible and reduce costs. The fare increase of approximately 10 percent effective July 1, 2002, was the first fare

increase since July 1998. Parking fees increased 50 percent, also effective July 1, 2002. There is a moratorium on filling selected vacant positions. The use of consultants and temporary help has been reduced and projects are being deferred wherever possible.

## STRATEGIC PLAN

During the early 1990's through 2000, the Bay Area was one of the fastest growing regions of the country in terms of jobs and population, constantly challenging its transportation system to meet travel demands. During the tech boom, job and population growth far exceeded previous estimates, and the highway system proved ill equipped to handle the dramatic increase in automobile trips. Traffic congestion reached its peak, resulting in poor air quality, long commutes, and frustrated drivers. Many commuters found taking transit to be a favorable alternative and Caltrain ridership experienced the largest annualized growth in its history. Although Bay Area transit systems absorbed some of the increase in travel demand, remaining gaps in the regional transit network became more pronounced and many commuters chose to drive and battle congested roads and highways. It became apparent that regional mobility and transit connectivity in the Bay Area needed to be improved to provide viable transportation alternatives and choices.

Because the Bay Area is the foremost international center for major technological development, travel demands within, to, and from the region are expected to grow dramatically in the next 20 years and beyond.

Plans for a high speed rail system in California and for multiple Bay Area transit and highway projects speak to the urgency of these transportation needs. Caltrain stations and programs encouraging linkages to other systems include:

- Muni Metro Light Rail: Passengers can connect easily to this system operated by the City of San Francisco's transit agency at the San Francisco Caltrain station, and at the Bayshore station once construction of the Third street light rail extension is complete.
- Millbrae/SFO Airport: Passengers are now able to connect between Caltrain, BART and SamTrans at the Millbrae Intermodal Station, which opened June 22, 2003.
- Vasona Light Rail: This system will connect with Caltrain at its Diridon station in San Jose, with light rail completion scheduled by summer 2005.
- The "Peninsula Pass" program entitles Caltrain monthly pass holder's unlimited rides on feeder bus and other transit services for an additional fixed monthly fee.
- The "Translink" program sponsored by the Metropolitan Transportation Commission is an automated regional fare collection program that allows passengers combination tickets for connecting with other Bay Area transit systems. Money is loaded by the user onto a "smart card", similar in size to a credit card, and then deducted from the total as the card is used at electronic readers at selected stations. This is currently a pilot program, but is expected to be fully implemented throughout the Caltrain system as a regular program in late 2005.

Whether serving travel needs at a local or regional level, Caltrain is an ideal transit alternative to support the quality of life in local communities along the Peninsula and contribute to the achievement of the region's broader goals. The ability of the Peninsula Corridor Joint Powers Board to achieve its goals and reach its full system potential is contingent on planning for the future and securing adequate funding.

The Caltrain Strategic Plan was adopted by the JPB Board in July 2004. This 20-year plan for Caltrain is based on ridership forecasts, operations, and engineering assessments of the Caltrain system, along with public input and efforts directed at consensus building. Four scenarios for the



future of Caltrain were developed within the Strategic Plan. Each has its own Caltrain service levels, operating costs, and capital funding needs, ranging from the status quo to a “full build-out” scenario that includes the capital projects that will be made possible if the California High-Speed Rail project is approved. It is anticipated that the JPB will follow the status quo scenario over the next couple of years, and then move to more advanced scenarios as the economy improves, additional funding becomes available, and ridership demand warrants.

The Caltrain Short-Range Transit Plan (SRTP) is being developed from the Strategic Plan. The SRTP elaborates on the service and capital plans for the next 20 years for each scenario and describes the Caltrain system and its history. It is anticipated to be adopted by the JPB in October 2004.

Once the SRTP is adopted, a service, capital, and financial plan for Caltrain based on the Strategic Plan and SRTP will be produced. It will provide the operating and capital improvements under each scenario in a concise, stand-alone document.

## **CAPITAL IMPROVEMENTS**

The Caltrain Rapid Rail Plan includes electrification as a service enhancement to be implemented along with the rehabilitation of the existing rail infrastructure. The Plan includes two main areas:

1. Capital Rehabilitation
2. Capital Enhancement

### **Capital Rehabilitation**

Consistent with Caltrain’s Strategic Plan and Rapid Rail Plan, rehabilitation to improve customer service and safety was established as Caltrain’s number one priority. Under the JPB’s current rehabilitation program, rail bridges that are near the end of their serviceable life will be fixed or replaced to bring them to modern standards. The program will also replace and weld all previously cut or jointed rails into a continuously welded system, providing a smoother ride for passengers. It will also include the replacement of all deteriorated ties in the system to ensure proper gauge and cross level, both of which are necessary for safe and efficient train operation. To improve safety, the signal system was replaced. Finally, grade crossings will be improved by replacing them with higher strength materials.

### **Capital Enhancements**

Enhancement projects could be implemented simultaneously with rehabilitation projects in order to reduce impact on Caltrain’s customers and neighbors, as well as to reduce construction costs. The primary enhancements affecting the right of way include construction of a new third main line track sections and replacement of the existing Centralized Traffic Control system. These projects will enable Caltrain to increase the number of peak-hour trains and improve speed to 90 miles per hour; they also will improve service reliability and operations.

### **The Capital Program areas include:**

#### **Stations & Intermodal Access**

Station enhancement projects can be broken down into two main types: system-wide improvements and station upgrades. System-wide improvements consist of improvements to passenger facilities at all Caltrain stations to bring them up to a basic level of conformance with the Caltrain Station Facility Guidelines (1999). Station amenities include: bike lockers and racks, benches, telephones, landscaping, trash cans, and newsracks. Each JPB member agency is responsible for station-level improvements within their jurisdiction.

Station upgrades are larger-scale projects that include constructing outside boarding platforms and proceeding with full Americans with Disabilities Act (ADA) accessibility. Common ADA elements include the installation of detectable warning tiles at platform edges, a visual messaging system, and rubberized pedestrian crossings. These projects will improve the safety, attractiveness, speed, and operation of the Caltrain system.

### **Right of Way Infrastructure**

This project consists of the rehabilitation of Caltrain infrastructure including replacements of rails and ties; bridge repairs, replacement; and tunnel repairs. The purpose of the project is to prevent collapse of bridge structures during a seismic event. The bridges are located at various locations within the railroad corridor, four in San Mateo County, four in Santa Clara County, and four in San Francisco County.

### **Electrification**

Electrification has the potential to make modest run-time reductions for trains, reduce operating costs, and reduce air pollution and noise in the corridor. The Rapid Rail Plan estimated the cost of electrification from Gilroy to San Francisco at approximately \$376 million, which includes new rolling stock. While the benefits of electrification for the Caltrain system are clear, funding constraints may make it difficult to complete rehabilitation and electrification simultaneously. However, if the state's High Speed Rail alignment is approved as recommended (including a Peninsula route as part of the backbone network), funding might become available for electrification.

### **Rolling Stock Rehabilitation**

Midlife overhaul of 73 gallery style passenger cars has been completed and warranty period is closing out on schedule.

Twenty 1985-1987 locomotives have been overhauled and are out of warranty period. The separate Head-End Power units will require overhaul or replacement starting in 2005. This would include the Power Units on the three 1998 Boise locomotives for a total of 23 locomotives HEP units for overhaul.

### **Operational Facilities**

This project consists of constructing a new centralized equipment maintenance and operations facility for Caltrain's locomotives and passenger cars at the Lenzen site in San Jose. The facility will accommodate daily inspections and scheduled maintenance, running repairs and component change-outs. Designed to serve a fleet of 25 locomotives and 110 passenger cars, this facility would consolidate Caltrain's existing maintenance facilities and provide the JPB with the capacity to complete additional types of maintenance more effectively, improving customer service and operational efficiency.

### **Other Projects**

This project fund was established to ensure that project development costs could be captured as capital costs rather than operating expenses. The development of accurate estimates and project assessments is essential to ensure good project development. It covers such activities as initial capital project estimates and development, and internal program meeting costs.

## **OPERATING IMPROVEMENTS**

### **Service Levels**

The JPB currently operates 86 weekday trains (including eight trains serving the Gilroy extension) and 62 trains on weekends. Incremental increases in service frequency will result in 102 weekday trains and 52 weekend trains by 2009. Of this total amount, 16 weekday and 14 weekend trains will serve the Gilroy extension, once necessary access agreements with the Union Pacific Railroad are

in place. In addition to service expansion to Caltrain, the JPB is working to achieve the following supporting service improvements:

- Evaluate Phase 1 express train service and alter timetable accordingly,
- Additional shuttle routes, and
- Increase special event service as demand warrants.

Expanding peak period service—beyond expansions in peak shoulder service and train capacity—will be difficult to implement before the completion of certain key system-level improvements. Replacement of Caltrain’s existing signal system with a modern signal system and centralized traffic control (CTC) has allowed better utilization of existing tracks and more frequent service. The CTC system was implemented in Spring 2004. Another prerequisite for expanded peak service, the installation of third tracks to facilitate passing trains, will be complete by about 2007. However, incremental service improvements can be implemented in the interim with increases in rolling stock and completion of major rehabilitation projects, which will reduce overall running times and improve on-time performance.

## **Peninsula Corridor Joint Powers Board**

### **Section Three**

#### **DIVISION BUDGETS**

- **Budget Assumptions**
- **Performance Measurements for FY2005 Goals & Objectives**
- **JPB Organization Chart**
- **Administrative Division**
- **Communications Division**
- **Development Division**
- **Executive Department**
- **Finance Division**
- **Operations Division**

# PENINSULA CORRIDOR JOINT POWERS BOARD

## FY2005 BUDGET ASSUMPTIONS

### Planning

Planning at the JPB is separated into two departments: Planning and Research, which develops longer term plans and direction; and, Rail Transportation, which develops the shorter term implementation plans.

Following are the six assumptions that were used in developing the FY2005 Operating Budget:

#### 1. **Fare increase**

- Fares were last increased approximately 10 percent effective July 1, 2002. Daily parking fees were increased from \$1.00 to \$1.50 and monthly parking fees increased to \$15. There is no fare increase in FY2005 but there was a zone restructuring.

#### 2. **Budget increase guidelines**

- Two percent increase in Member Agency share in FY2005.

#### 3. **Service levels**

- The number of weekday trains was increased by 10 to 86 effective June 7, 2004 including the Baby Bullet Service. Resumption of weekend service started June 5, 2004.

#### 4. **Staffing**

- Reduction In Force is implemented for FY2005 budget involving eliminations and transfers of 60 current positions of which 37 have been eliminated and 27 were either transferred or reclassified as capital positions. This reduction occurred in June 2004 and FY2005 will be the first full year of it's implementation.

#### 5. **Shuttles**

- The number of shuttles will be reduced from 32 to 29.

#### 6. **TVM Services Brought In-House**

- Ticket Vending Machine (TVM) maintenance brought in-house from the previous year contract function.

#### 7. **Proof-of-Payment (POP) collection System**

- This will be the first full year of Proof-of-Purchase program collection system.

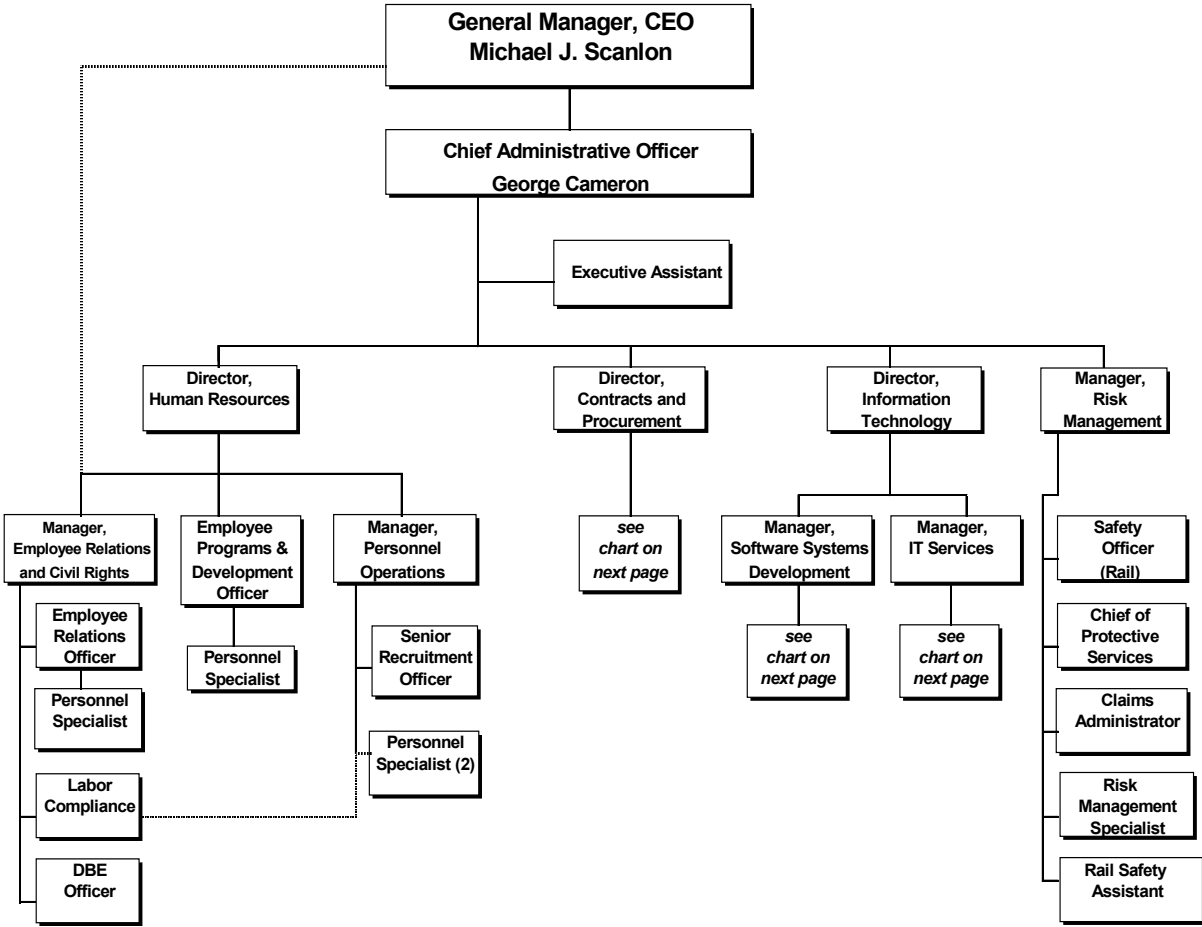
#### 8. **Ridership**

- The FY2005 ridership is projected at 9,281,600 an increase of 1,068,600 or 13.0 percent from FY2004 ridership of 8,213,000.

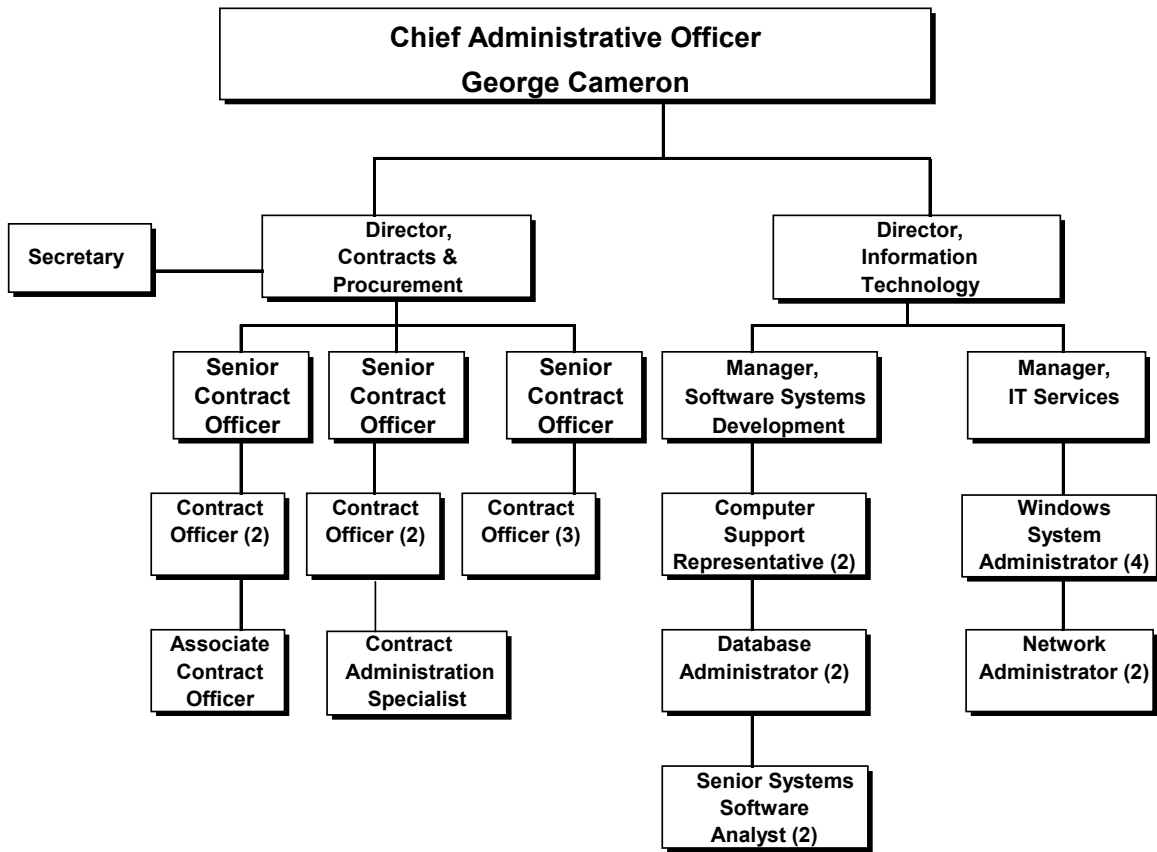
**PENINSULA CORRIDOR JOINT POWERS BOARD  
PERFORMANCE MEASUREMENTS  
FOR FY2005 GOALS & OBJECTIVES**

Executive staff is currently considering a process to develop, quantify and measure agency-wide goals. It is anticipated that this procedure will be approved and implemented in time for FY2006.

# PENINSULA CORRIDOR JOINT POWERS BOARD ADMINISTRATION DIVISION



**PENINSULA CORRIDOR JOINT POWERS BOARD  
ADMINISTRATION DIVISION**





# **PENINSULA CORRIDOR JOINT POWERS BOARD FY2005 GOALS & OBJECTIVES ADMINISTRATION DIVISION**

Objectives for the Administration Division for FY2005 are listed below.

## **Human Resources**

- Develop District proposal and lead top notch negotiation team to a successful and timely resolution of the Collective Bargaining Agreement between the District and Amalgamated Transit Union, Local 1574
  - **Performance Objective Reason**  
To continue a positive relationship with union leadership and avoid a work stoppage.
- Evaluate the Districts ongoing staffing needs. Facilitate and maintain changes to salary ordinance, compensation and staffing levels. Assist with reorganization activities. Develop and implement process for orderly transition, benefits administration and post-employment activities.
  - **Performance Objective Reason**  
Effective and efficient management of resources.
- Manage Amtrak 13(c) claims process for weekend shutdown and proof of payment events. Work closely with Chief Operating Officer, rail staff and legal counsel to process claims.
  - **Performance Objective Reason**  
Minimize costs to JPB and comply with 13 (3) agreements

## **Contracts & Procurement**

- Rewrite Section 700 of the Agency's General Conditions for constructions IFBs and contracts, and obtain Legal concurrence by June 30, 2005.
- Review, update and rewrite IFB, RFP, contract agreement and amendment formats as required, and obtain Legal concurrence by June 30, 2005.
- Work in concert with Maintenance staff to increase the usage of the TransportMax e-procurement system to maximize benefits to SamTrans.
- Complete Standard Operating Procedures for issuing Pos and related Contract Administration tasks in Peoplesoft 8.4 by January, 2005.
- Provide Contracts and Procurement input to the annual Project Management Workshop put on by the Project Management Subcommittee of the Business Practices Re-Engineering Committee.
- Continue quality initiatives including customer feedback surveys, appropriate training for staff and performance appraisal discussions three times per year for all staff.
- Complete roll out of on-line requisitioning District-wide and prepare written recommendations for implementing related Peoplesoft functionality such as auto-sourcing.

## **Risk Management**

- Aggressively market Insurance program in both the U.S. and European markets.
  - **Performance Objective Reason**  
To ensure the District maintains adequate coverage at the most affordable pricing. Negotiate new agreements or extend current agreements with all insurers during FY05, to commence July 1, 2005 (FY06) not to exceed premium costs as compared to FY05.  
  
Completion date of June 30, 2005.
  
- Submit for approval the destruction of archived claims against the District dating back 20 years.
  - **Performance Objective Reason**  
Free-up storage space from dozen of boxes or archived claims.  
  
Completion date of September 2004.
  
- Assist Rail Services and Amtrak in developing Caltrain departmental protocols to review, investigate and follow-up on passenger and employee accidents in the form of an SOP to include defining accident thresholds and management accountability for developing findings and recommendations and follow-up responsibility. The SOP for Accident/Incident Reporting and Investigation will document the departmental roles and responsibilities. Guidelines established for accident/incident process should include the following:
  - Criteria clearly established for conducting investigation
  - Internal & external notification procedures established
  - Reports generated, prepared and signed off
  - SOPs for corrective actions established, where applicable
  - Documentation of corrective actions, recommendations and record storage
  - **Performance Objective Reason**  
The purpose of this goal is to establish concise roles and responsibilities for persons involved with accident/incident investigations as well as establishing information required by the agency in such investigations.  
  
Completion date of October 30, 2004
  
- Review existing contracts and establish a complete checklist of boilerplate inclusions for Contracts and Procurement for safety critical portions of Capital Contracts. Work jointly with the Director of Construction on the checklist to include but not be limited to improvements in the following areas:
  - Safety training for key personnel
  - Recordkeeping
  - Injury/incident reporting
  - Key personnel initial qualification
  - Special rail equipment standards
  - Compliance with agency safety plans

- **Performance Objective Reason**  
Define and increase the specific requirements of safety critical of management functions of the contractor within capital projects. This will also diagram for the contractor our internal Safety/Security Certification Program and the inspection, testing and verification access requirements to the project by our personnel.

Completion date of October 30, 2004

- Establish a format and SOP for IT Software Safety Analysis. The SOP will require examination by the SamTrans IT department of the vulnerability, projected reliability, recovery time, and operational implications relating to new safety critical software or upgrades procured by Caltrain.

- **Performance Objective Reason**  
To establish a formal documented process for reviewing Caltrain Safety Critical Software for Rail Operations such as Digicon upgrades and Signal Software. This will further enhance the fulfillment of the Safety and Security Certification process at Caltrain.

Completion date of December 30, 2004

- Establish a Safety Audit Schedule for CEMOF project.

- **Performance Objective Reason**  
This goal will set a pre-planned schedule of audits for the purpose of early detection of hazards that may result from possible contractor variances from safety regulations, codes, rules, poor housekeeping, and overall safe practices at the project site.

Completion date of August 30, 2004

- Installation of CCTV equipment at four (4) rail stations and rail equipment storage yards.

- **Performance Objective Reason**  
Enhance security at selected stations.

Completion date of February 2005.

- Conduct threat/vulnerability assessment at selected stations/locations with available funding through Homeland Security Grant.

- **Performance Objective Reason**  
Requirement for Homeland Security funding and to assess possible threats and incidents involving acts of aggression.

Completion date of February 2005.

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 060050**

**Administrative Services Administration**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	272	(A)	(A)	(A)	n/a
512000	Fringe Benefits	120	-	-	-	n/a
523050	Printing & Info Services	81	-	-	-	-
<b>Total Administrative Services</b>		<b>473</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>

**Notes: (A)** Wages for FY2004 and FY2005 reallocated through the Agency Indirect Allocation (AIA) program for general support not identified specifically with a specific operating business unit. 100 percent of these costs are allocated to the other categories via appropriate measures and an overhead rate.

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 060100  
Human Resources**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	136,930	163,120	163,120	167,430	4,310
512000	Fringe Benefits	60,818	81,410	81,410	92,770	11,360
523020	Postage	2,361	-	-	-	-
523090	Legal Advertising	39	-	-	-	-
<b>Total Human Resources</b>		<b>200,148</b>	<b>244,530</b>	<b>244,530</b>	<b>260,200</b>	<b>15,670</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 060300  
Information Technology**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	78,425	105,800	130,020	100,380	(29,640)
511210	Overtime Wages - Non Union	4,211	-	7,590	-	(7,590)
512000	Fringe Benefits	38,408	52,810	67,180	55,620	(11,560)
523060	Software Maintenance & License	5,412	14,270	13,940	171,880	157,940
523090	Legal Advertising	48	-	-	-	-
524014	Cellular Telephone Service	-	-	-	4,350	4,350
524030	Pager Services	-	-	-	200	200
525050	Consultants	84,020	17,000	17,000	15,000	(2,000)
525090	Other Contract Services	8,713	-	-	-	-
530090	Miscellaneous	329	-	-	-	-
590020	Computer Equipment	435	-	180	-	(180)
<b>Total Information Technology</b>		<b>220,001</b>	<b>189,880</b>	<b>235,910</b>	<b>347,430</b>	<b>111,700</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 060400  
Contracts & Procurement**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	217,437	(A)	(A)	<b>399,150</b>	399,150
512000	Fringe Benefits	96,490	(A)	(A)	<b>221,170</b>	221,170
513000	Temporary Staff	69,632	-	-	-	-
522010	Seminar & Training	495	-	-	-	-
523010	Office Supplies	28	-	-	-	-
523021	Postage - Overnight	32	-	-	-	-
523090	Legal Advertising	532	400	-	-	-
<b>Total</b>	<b>Contracts &amp; Procurement</b>	<b>384,646</b>	<b>400</b>	<b>-</b>	<b>620,320</b>	<b>620,320</b>

**Notes: (A)** Wages for FY2004 reallocated through the Agency Indirect Allocation (AIA) program for general support ser not identified specifically with a specific operating business unit. 100 percent of these costs are allocated to the other categories via appropriate measures and an overhead rate.

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 060500  
DBE Compliance**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
521010	Dues & Subscriptions	1,000	1,080	80	60	(20)
522030	Business Travel	1,596	2,920	1,250	1,740	490
523010	Office Supplies	102	-	-	-	-
523090	Legal Advertising	1,712	1,800	1,800	1,800	-
525050	Consultants	3,960	5,280	15,280	4,980	(10,300)
530090	Miscellaneous	411	-	-	-	-
<b>Total DBE Compliance</b>		<b>8,781</b>	<b>11,080</b>	<b>18,410</b>	<b>8,580</b>	<b>(9,830)</b>



**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 060600  
Safety and Risk Management**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	78,956	80,380	80,380	109,770	29,390
512000	Fringe Benefits	34,999	40,120	40,120	60,820	20,700
521010	Dues & Subscriptions	15,200	15,200	15,200	15,300	100
521060	Employee Safety & Health	10,205	18,000	10,000	11,000	1,000
522010	Seminar & Training	1,760	3,000	3,000	2,000	(1,000)
522030	Business Travel	398	-	-	-	-
523010	Office Supplies	169	-	-	-	-
523050	Printing & Info Services	5,102	6,500	3,500	11,500	8,000
525050	Consultants	5,900	5,000	5,000	5,000	-
525060	Security Services	1,637,728	1,924,030	1,999,030	1,981,480	(17,550)
530090	Miscellaneous	124	-	-	3,000	3,000
<b>Total Safety and Risk Management</b>		<b>1,790,541</b>	<b>2,092,230</b>	<b>2,156,230</b>	<b>2,199,870</b>	<b>43,640</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
 FY2005 ADOPTED BUDGET  
 OPERATING EXPENSES**

**ORG No. 060803**

**TVM Software Support (New Org for FY2005)**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC) FY05 ADOPTED to FY04 PROJECTED E = D - C
		A	B	C	D	E = D - C
525050	Consultants	-	-	-	252,000	252,000
<b>Total TVM Software Support</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>252,000</b>	<b>252,000</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 082000**

**Non Departmental Activities**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC) FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
522010	Seminar & Training	-	-	120	-	(120)
527014	Premium - Physical Damage	1,136,543	1,025,000	994,750	1,000,000	5,250
527034	Premium - P/L & P/D Insurance	1,471,866	2,038,250	1,763,250	1,813,250	50,000
527044	Insurance Deductible	29,422	88,000	88,000	80,000	(8,000)
527054	Insurance Adjustor Fee	37,516	60,000	50,000	60,000	10,000
527064	Insurance Claim - Legal Fees	285,586	200,000	150,000	200,000	50,000
527074	Insurance Broker Fees	93,704	115,000	115,000	118,000	3,000
527084	Claims Expense	-	650,000	200,000	300,000	100,000
527094	Premium - Other Insurance	(516,213)	-	115,000	-	(115,000)
<b>Total Non Departmental Activities</b>		<b>2,538,424</b>	<b>4,176,250</b>	<b>3,476,120</b>	<b>3,571,250</b>	<b>95,130</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD**

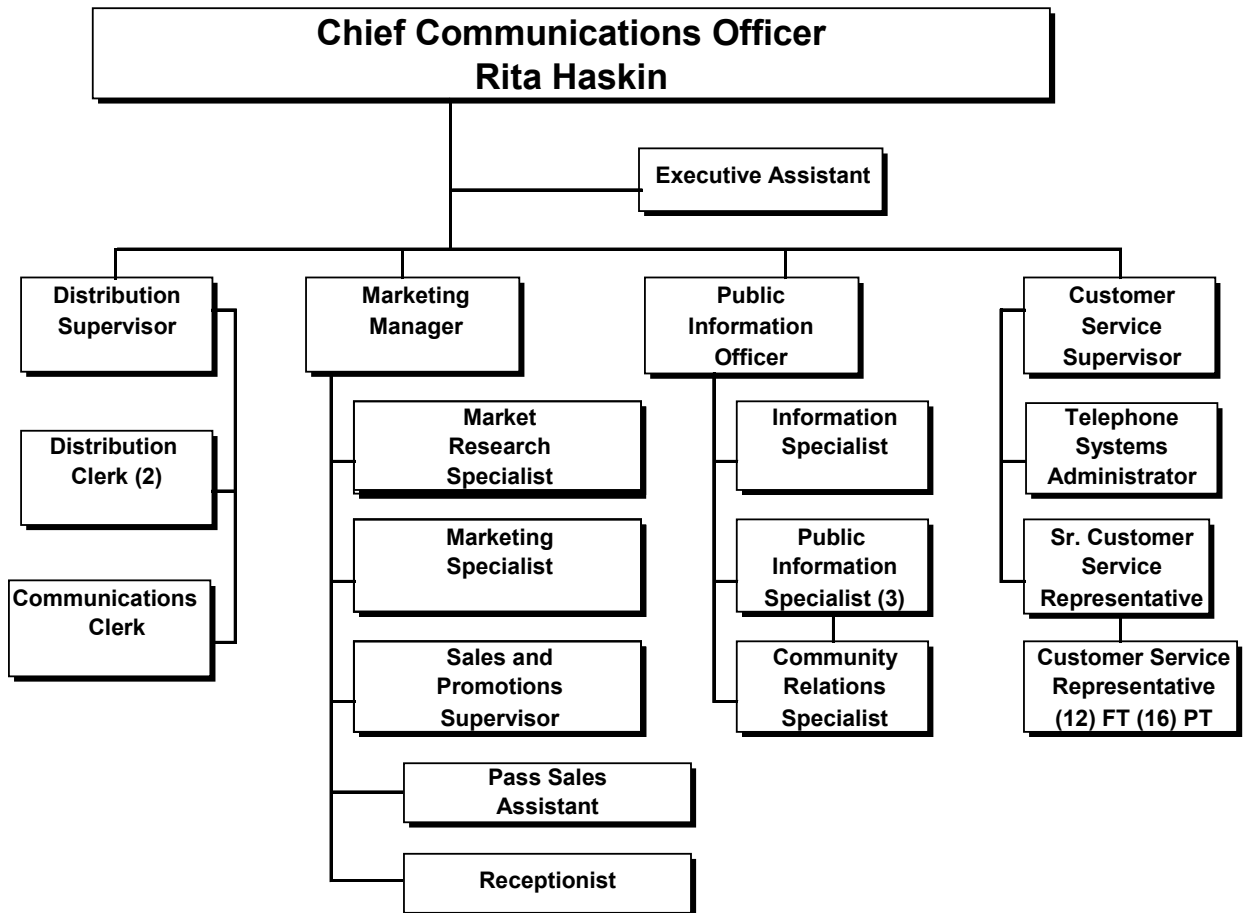
**FISCAL YEAR 2005 BUDGET  
ADMINISTRATION DIVISION PERSONNEL**

<b>STAFFING CLASSIFICATION</b>	<b>POSITION CLASSIFICATION</b>	<b>AUTHORIZED POSITIONS</b>				<b>NET</b>	<b>NOTES</b>
		<b>FY2002</b>	<b>FY2003</b>	<b>FY2004</b>	<b>FY2005</b>	<b>CHANGE FY04 to FY05</b>	
Chief Administrative Officer	27	-	0.01	-	-	-	
Executive Assistant	08	-	-	0.22	-	(0.22)	(1)
<b>Human Resources</b>							
Director, Human Resources	25	-	0.10	0.22	-	(0.22)	(1)
Manager, Employee Relations and Civil Rights	20	-	0.25	0.36	0.20	(0.16)	(1)
Employee Relations Officer	15	-	0.05	0.22	-	(0.22)	(1)
Manager, Personnel Operations	18	-	0.10	0.22	-	(0.22)	(1)
Labor Compliance Officer	15	-	-	0.90	0.90	-	
Employee Programs & Development Officer	15	-	0.10	0.22	-	(0.22)	(1)
Senior Recruitment Officer	14	-	0.10	0.22	-	(0.22)	(1)
Personnel Specialist	08	-	0.30	1.17	0.40	(0.77)	(1)
DBE Officer	15	0.70	1.80	0.90	0.90	-	
<b>Information Technology</b>							
Director, Information Technology	22	-	0.50	0.22	-	(0.22)	(1)
Manager, Software Systems Development	19	0.80	0.50	0.22	-	(0.22)	(1)
Manager, Information Technology Services	19	0.50	0.60	0.22	-	(0.22)	(1)
Database Administrator	13	0.80	1.00	0.40	0.40	-	
Network Administrator	12	1.30	1.00	0.80	0.40	(0.40)	(1)
Windows Systems Administrator	12	1.50	1.30	1.49	0.80	(0.69)	(2)
Senior Systems Software Analyst	15	0.80	0.50	0.44	-	(0.44)	(1)
Computer Support Representative	08	0.80	1.00	0.44	-	(0.44)	(1)
<b>Contracts and Procurement</b>							
Director, Contracts and Procurement	21	0.45	0.30	0.22	-	(0.22)	(1)
Secretary	06	-	0.25	0.22	-	(0.22)	(1)
Senior Contract Officer	18	2.00	1.90	1.10	1.80	0.70	(3)
Contract Officer	15	1.10	2.20	1.48	3.40	1.92	(1)
Associate Contract Officer	08	0.30	0.15	0.22	-	(0.22)	(1)
Contract Administration Specialist	08	0.40	-	0.22	0.80	0.58	(2)
<b>Risk Management</b>							
Manager, Risk Management	20	-	-	0.22	-	(0.22)	(1)
Risk Management Specialist	08	-	0.20	0.22	-	(0.22)	(1)
Safety Officer (Rail)	17	1.00	1.00	1.00	1.00	-	
Chief of Protective Services	19	0.20	0.20	0.22	-	(0.22)	(1)
Claims Administrator	10	0.50	0.50	0.22	-	(0.22)	(1)
<b>TOTAL EMPLOYEES</b>		<b>13.55</b>	<b>16.51</b>	<b>14.21</b>	<b>11.00</b>	<b>(3.21)</b>	

NOTES:

- (1) Wages for FY2005 reallocated through the Agency Indirect Allocation (AIA) program for general support services not identified specifically with a specific operating business unit. 100 percent of these costs are allocated to the other categories via appropriate measures and an overhead rate.
- (2) Position Eliminated
- (3) Position transferred to/from other business unit

**PENINSULA CORRIDOR JOINT POWERS BOARD  
COMMUNICATIONS DIVISION**



## **PENINSULA CORRIDOR JOINT POWERS BOARD COMMUNICATIONS DIVISION FY2005 Goals and Objectives**

The Communications Division – covering customer service, distribution, marketing, public information and sales functions – is tasked with supporting the district's vision and mission. In order to do this, it has a dialogue with the passengers and the community, informing them of available services and projects. Communications staff listens to its customers and makes adjustments to its work, with the goal of improving service.

Communications also markets Caltrain to the community, trying to convert some of them to users, as well as informing them about how they can benefit from Caltrain's services -- even if they never step foot on one of the trains. Communications develops and provides the materials people need to know about Caltrain and its services.

- Assist in rebuilding weekend ridership by developing a brochure that focuses on weekend destinations. This brochure also will be used to promote off-peak weekday ridership.
- Promote the Baby Bullet and skip-stop service to potential passengers through advertising, direct mail brochures and partnerships with companies.
- Continue to inform passengers, the community and the media about the need to be safe around trains and train tracks.
- Develop a plan, including a brochure, that promotes Caltrain equipment and stations to film commissions.
- Develop and implement a long-term *Millionaires Club* campaign that promotes the cost effectiveness of taking Caltrain. By investing the amount saved by taking transit, the passengers can eventually retire as a millionaire.
- Proactively provide information to passengers and the surrounding communities about the Centralized Equipment Maintenance and Operating Facility project, San Bruno grade separation, South San Francisco grade separation and station improvement, electrification and station improvements (Broadway, Burlingame, Hillsdale and California Avenue).
- Continue to evaluate the ticket vending machine screens to provide a better product for the customer.
- Run two Holiday Trains in December to benefit Toys for Tots.
- Work with SBC Park and HP Pavilion to promote special train service for baseball games, hockey matches and other events.

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 090100  
Communications Administration**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	42,575	-	(A)	30,250	30,250
511210	Overtime Wages - Non Union	1,568	10,000	5,000	5,000	-
512000	Fringe Benefits	19,073	-	(A)	18,910	18,910
513000	Temporary Staff	16,082	-	-	-	-
521010	Dues & Subscriptions	10,306	9,600	9,600	9,600	-
522010	Seminar & Training	1,930	2,750	2,750	2,750	-
522030	Business Travel	534	300	300	300	-
523020	Postage	30	-	-	-	-
523030	Books & Reference Materials	6	-	-	-	-
523050	Printing & Info Services	1,114	1,000	1,000	1,000	-
523100	Promotional Advertising	5,399	-	-	-	-
524011	Local Telephone Service	21,045	-	-	-	-
525090	Other Contract Services	(69)	44,000	14,140	40,000	25,860
<b>Total Communications Admin.</b>		<b>119,593</b>	<b>67,650</b>	<b>32,790</b>	<b>107,810</b>	<b>75,020</b>

**Notes: (A)** Wages for FY2004 reallocated through the Agency Indirect Allocation (AIA) program for general support services not identified specifically with a specific operating business unit. 100 percent of these costs are allocated to the other categories via appropriate measures and an overhead rate.

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 090200  
Customer Service Center**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	186,041	48,970	41,000	324,500	283,500
512000	Fringe Benefits	86,415	24,440	20,000	129,230	109,230
524011	Local Telephone Service	7,512	41,200	20,000	20,000	-
<b>Total Customer Service Center</b>		<b>279,968</b>	<b>114,610</b>	<b>81,000</b>	<b>473,730</b>	<b>392,730</b>



**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 090300  
Marketing**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	159,840	200,970	171,000	137,800	(33,200)
512000	Fringe Benefits	70,957	100,310	85,000	76,360	(8,640)
523050	Printing & Info Services	26,969	23,000	18,000	18,000	-
523072	Tickets	107,755	180,000	180,000	130,000	(50,000)
523090	Legal Advertising	279	-	-	-	-
523100	Promotional Advertising	268,747	315,900	290,900	290,900	-
525090	Other Contract Services	13,627	11,000	8,000	8,000	-
<b>Total Marketing</b>		<b>648,174</b>	<b>831,180</b>	<b>752,900</b>	<b>661,060</b>	<b>(91,840)</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 090400  
Public Information**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	111,730	95,060	99,900	101,480	1,580
511210	Overtime Wages - Non Union	539	-	-	-	-
512000	Fringe Benefits	45,691	47,440	51,100	56,230	5,130
513000	Temporary Staff	5,908	-	-	-	-
522030	Business Travel	33	-	-	-	-
523050	Printing & Info Services	24,956	45,000	42,000	38,000	(4,000)
523071	Timetables, Schedules & Maps	99,026	175,000	125,000	175,000	50,000
523100	Promotional Advertising	16,563	53,500	53,500	47,000	(6,500)
525090	Other Contract Services	7,262	12,300	9,800	7,800	(2,000)
<b>Total Public Information</b>		<b>311,708</b>	<b>428,300</b>	<b>381,300</b>	<b>425,510</b>	<b>44,210</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
 FY2005 ADOPTED BUDGET  
 OPERATING EXPENSES**

**ORG No. 090500**

**Distribution**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	-	47,350	36,350	34,680	(1,670)
512000	Fringe Benefits	-	23,630	16,630	19,220	2,590
513000	Temporary Staff	-	-	18,000	-	(18,000)
523020	Postage	42,226	43,000	36,500	36,780	280
523021	Postage - Overnight	3,107	9,000	5,000	5,000	-
<b>Total Distribution</b>		<b>45,333</b>	<b>122,980</b>	<b>112,480</b>	<b>95,680</b>	<b>(16,800)</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD**

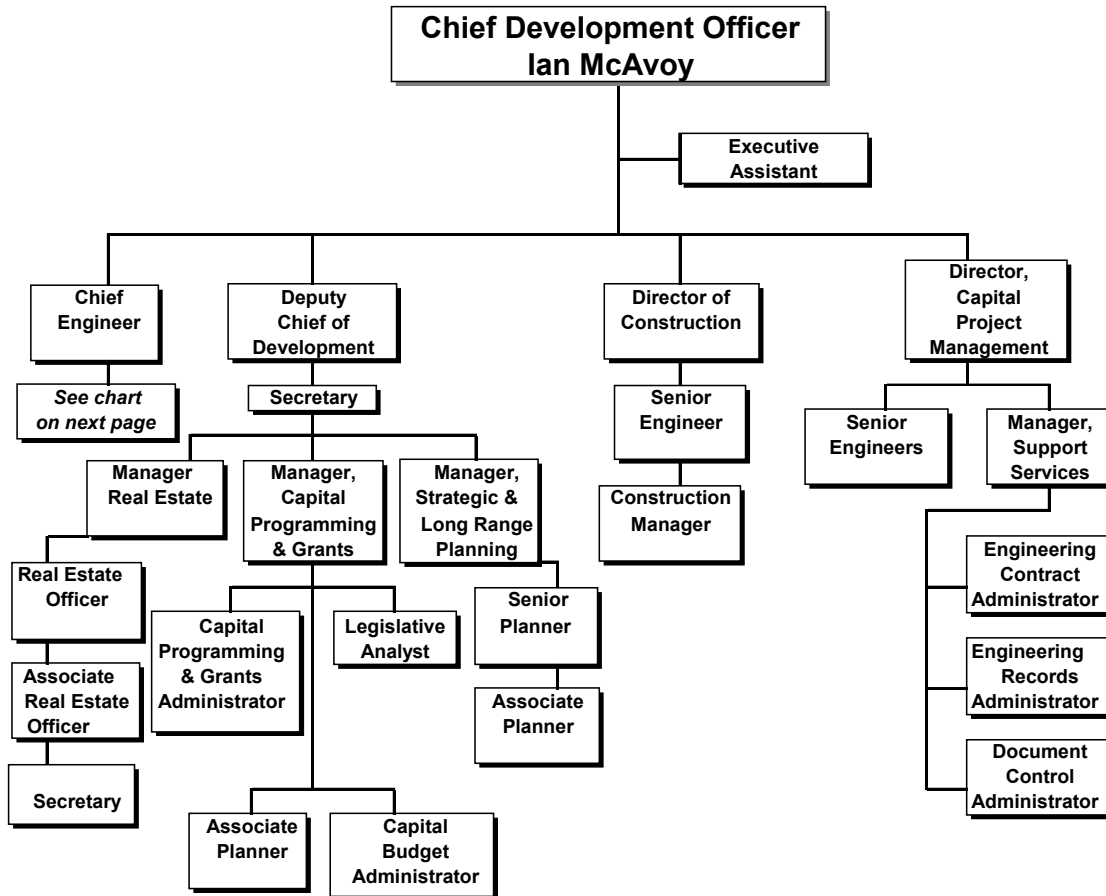
**FISCAL YEAR 2005 BUDGET  
COMMUNICATIONS DIVISION PERSONNEL**

<u>STAFFING CLASSIFICATION</u>	<u>POSITION</u> CLASSIFICATION	<u>AUTHORIZED POSITIONS</u>				<u>NET</u>	<u>NOTES</u>
		FY2002	FY2003	FY2004	FY2005	CHANGE FY04 to FY05	
Chief Communications Officer	26	0.41	0.48	-	-	-	
Communications Clerk	05		0.55	0.65	0.60	(0.05)	(3)
Community Relations Specialist	08	0.50	0.48	0.42	0.40	(0.02)	(3)
Customer Relations Specialist	07	0.41	1.00	1.00	1.20	0.20	(3)
Customer Service Representatives (extra help)	05	7.79	8.36	4.73	7.00	2.27	(3)
Customer Service Representatives (FT)	05	5.74	4.56	2.63	4.20	1.57	(3)
Customer Service Supervisor	12	0.41	0.31	0.22	0.20	(0.02)	(1)
Distribution Clerk	04	1.05	0.90	0.85	0.50	(0.35)	(1)
Distribution Supervisor	07	0.40	0.30	0.22	-	(0.22)	(1)
Executive Assistant	08	-	0.40	0.22	-	(0.22)	(1)
Graphic Artist	07	0.45	0.50	0.45	-	(0.45)	(5)
Information Specialist	08	-	0.40	0.41	0.40	(0.01)	(1)
Market Research Specialist	10	0.40	0.39	0.47	0.50	0.03	(1)
Marketing Manager	19	0.40	0.50	0.52	0.45	(0.07)	(1)
Marketing Specialist	08	0.90	0.48	0.56	0.40	(0.16)	(1)
Pass Sales Assistant	05	0.95	0.97	0.48	0.90	0.42	(1)
Pass Sales Specialist	08	0.40	0.45	0.90	0.20	(0.70)	(1)
Public Information Officer	18	0.50	0.49	0.47	0.45	(0.02)	(1)
Public Information Specialist	10	1.65	1.07	0.71	0.80	0.09	(1)
Receptionist	04	0.37	0.37	0.40	-	(0.40)	(1)
Sales and Promotions Supervisor	12	0.40	0.45	0.47	0.45	(0.02)	(1)
Secretary	06	0.25	0.27	0.33	0.70	0.37	(4)
Senior Customer Service Representative	05	0.41	0.06	0.31	-	(0.31)	(1)
Telephone Systems Administrator	08	0.41	0.10	0.22	-	(0.22)	(1)
<b>TOTAL EMPLOYEES</b>		<b>24.20</b>	<b>23.84</b>	<b>17.66</b>	<b>19.35</b>	<b>1.69</b>	

NOTES:

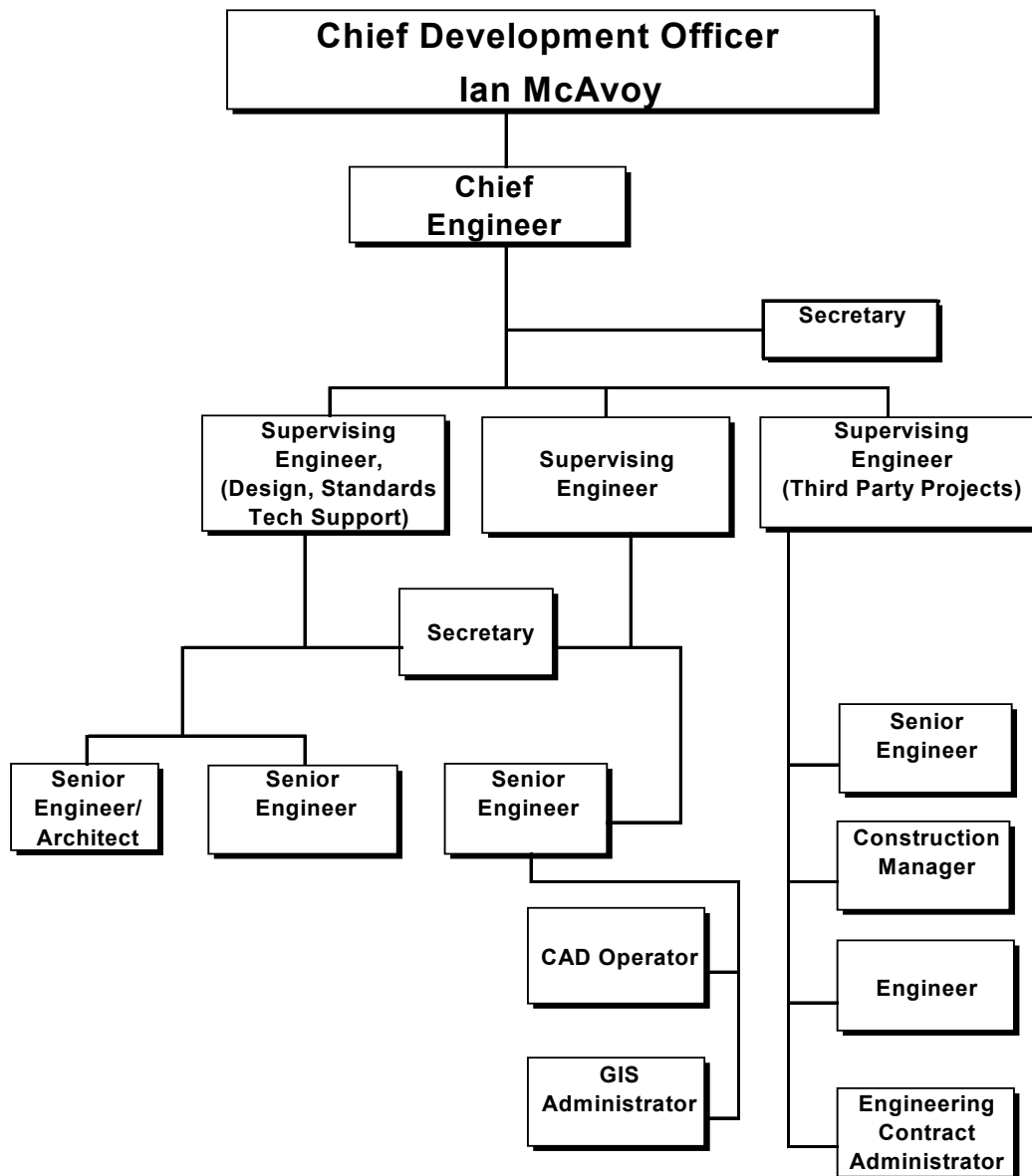
- (1) Wages for FY2005 reallocated through the Agency Indirect Allocation (AIA) program for general support services not identified specifically with a specific operating business unit. 100 percent of these costs are allocated to the other categories via appropriate measures and an overhead rate.
- (2) Frozen position
- (3) Position transferred to/from other business unit
- (4) Position transferred to/from capital
- (5) Position transferred to other division

**PENINSULA CORRIDOR JOINT POWERS BOARD  
DEVELOPMENT DIVISION**



Revised organization chart for the Development Division will be available upon completion of the reorganization process.

## PENINSULA CORRIDOR JOINT POWERS BOARD DEVELOPMENT DIVISION



Revised organization chart for the Development Division will be available upon completion of the reorganization process.

## PENINSULA CORRIDOR JOINT POWERS BOARD DEVELOPMENT DIVISION FY 2005 GOALS

The Development Division is responsible for planning, environmental studies, program development, capital and grant development, government relations, real estate, facility management, and all aspects of project delivery including engineering, design and construction.

The Development Division has 8 major JPB objectives during FY2005:

1. **Planning:** Complete all planning documents associated with the Caltrain Strategic Plan, including Capital Program Plan, Service Plan, Financial Strategy Plan and Short Range Transit Plan.
2. **Budgets & Programming:** Develop 2005 Capital Budget & associated Project Study Reports (PSR's).
3. **Grants Development:** Submit and secure 2005 capital grant funding applications.
4. **Government Affairs:** Submit and secure federal earmark requests for Caltrain projects.
5. **Design:** Continue with the design for grade separations, station and line safety and operational improvements, system rehabilitation work, electrification and future rapid rail improvement projects.
6. **Real Estate:** Optimize revenue from lease of corridor properties.
7. **Construction:** Close out CTX south construction contract.
8. **Construction:** Award the following construction contracts: Tunnel upgrades, CEMOF, Station improvements, line operational upgrades, and miscellaneous rehabilitation programs.

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 030100  
Development Administration**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	64,464	56,400	56,400	62,030	5,630
512000	Fringe Benefits	22,090	28,150	28,150	34,370	6,220
522010	Seminar & Training	1,588	-	-	-	-
<b>Total Development Administration</b>		<b>88,142</b>	<b>84,550</b>	<b>84,550</b>	<b>96,400</b>	<b>11,850</b>



**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 030200  
Engineering**

PCJPB ACCOUNT	DESCRIPTION	FY2003	FY2004	FY2004	FY2005	INC (DEC) FY05 ADOPTED to FY04 PROJECTED
		ACTUAL A	ADOPTED B	PROJECTED C	ADOPTED D	E = D - C
511110	Regular Wages - Non Union	287,378	371,510	371,000	403,830	32,830
511210	Overtime Wages - Non Union	2,308	-	850	-	(850)
512000	Fringe Benefits	129,054	185,430	185,000	233,760	48,760
513000	Temporary Staff	88,927	-	1,900	-	(1,900)
521060	Employee Safety & Health	1,086	-	-	-	-
522010	Seminar & Training	2,642	5,100	6,660	5,100	(1,560)
522030	Business Travel	634	-	420	-	(420)
523010	Office Supplies	551	15,000	15,000	15,000	-
523020	Postage	350	-	50	-	(50)
523040	Office Equipt Repair & Maint	810	-	-	-	-
523050	Printing & Info Services	2,792	3,500	2,500	2,500	-
524011	Local Telephone Service	2,335	-	-	-	-
524012	Long Distance Telephone Service	3,602	-	-	-	-
525050	Consultants	51,547	20,800	20,800	20,800	-
525070	Custodial Services	742	-	-	-	-
525090	Other Contract Services	13	-	-	-	-
526010	Gas and Electric Utilities	8,096	-	-	-	-
526040	Rent Expense	240,000	-	-	-	-
590010	Office Furniture & Equipment	142	1,000	1,000	1,000	-
<b>Total Engineering</b>		<b>823,009</b>	<b>602,340</b>	<b>605,180</b>	<b>681,990</b>	<b>76,810</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 030301  
Strategic and Long Range Planning**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	75,486	91,550	91,550	75,430	(16,120)
512000	Fringe Benefits	33,375	45,690	45,690	41,800	(3,890)
523050	Printing & Info Services	-	15,000	15,000	5,000	(10,000)
525050	Consultants	38,551	35,000	35,000	-	(35,000)
<b>Total Strategic &amp; Long Range Planning</b>		<b>147,412</b>	<b>187,240</b>	<b>187,240</b>	<b>122,230</b>	<b>(65,010)</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
 FY2005 ADOPTED BUDGET  
 OPERATING EXPENSES**

**ORG No. 030302  
 SLRP Section 8 Funds**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC) FY05 ADOPTED to FY04 PROJECTED E = D - C
		A	B	C	D	E = D - C
525050	Consultants	30,979	41,200	123,600	50,900	(72,700)
<b>Total SLRP Section 8 Funds</b>		<b>30,979</b>	<b>41,200</b>	<b>123,600</b>	<b>50,900</b>	<b>(72,700)</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 030303**

**Grants and Capital Project Funding Administration**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	85,931	98,250	111,610	54,510	(57,100)
512000	Fringe Benefits	37,673	49,040	55,180	30,200	(24,980)
521010	Dues & Subscriptions	1,173	-	-	-	-
522030	Business Travel	5,712	7,000	2,180	7,000	4,820
523030	Books & Reference Materials	8	500	-	-	-
523050	Printing & Info Services	-	1,000	220	220	-
523074	Business Forms	180	-	-	-	-
<b>Total Grants and Capital Project Funding Administration</b>		<b>130,677</b>	<b>155,790</b>	<b>169,190</b>	<b>91,930</b>	<b>(77,260)</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 030400  
Property Management**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	83,105	75,570	73,560	80,250	6,690
512000	Fringe Benefits	37,232	37,720	36,370	44,470	8,100
525050	Consultants	12,240	25,000	25,000	25,000	-
530090	Miscellaneous	3,078	900	13,630	900	(12,730)
<b>Total Property Management</b>		<b>135,655</b>	<b>139,190</b>	<b>148,560</b>	<b>150,620</b>	<b>2,060</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 030600  
Capital Project Management**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	93,717	221,970	209,970	246,810	36,840
511210	Overtime Wages - Non Union	41	-	-	-	-
512000	Fringe Benefits	41,754	110,790	104,800	136,760	31,960
522010	Seminar & Training	110	900	2,100	300	(1,800)
522030	Business Travel	14	-	-	-	-
523050	Printing & Info Services	-	500	500	500	-
525050	Consultants	75,000	180,000	180,000	600	(179,400)
525090	Other Contract Services	88.00	-	-	-	-
<b>Total Capital Project Management</b>		<b>210,724</b>	<b>514,160</b>	<b>497,370</b>	<b>384,970</b>	<b>(112,400)</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
 FY2005 ADOPTED BUDGET  
 OPERATING EXPENSES**

**ORG No. 030700  
 Construction**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	-	7,480	7,000	47,200	40,200
512000	Fringe Benefits	-	3,730	3,500	26,150	22,650
522030	Business Travel	-	-	-	5,000	5,000
<b>Total Construction</b>		<b>-</b>	<b>11,210</b>	<b>10,500</b>	<b>78,350</b>	<b>67,850</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD**

**FISCAL YEAR 2005 BUDGET  
DEVELOPMENT DIVISION PERSONNEL**

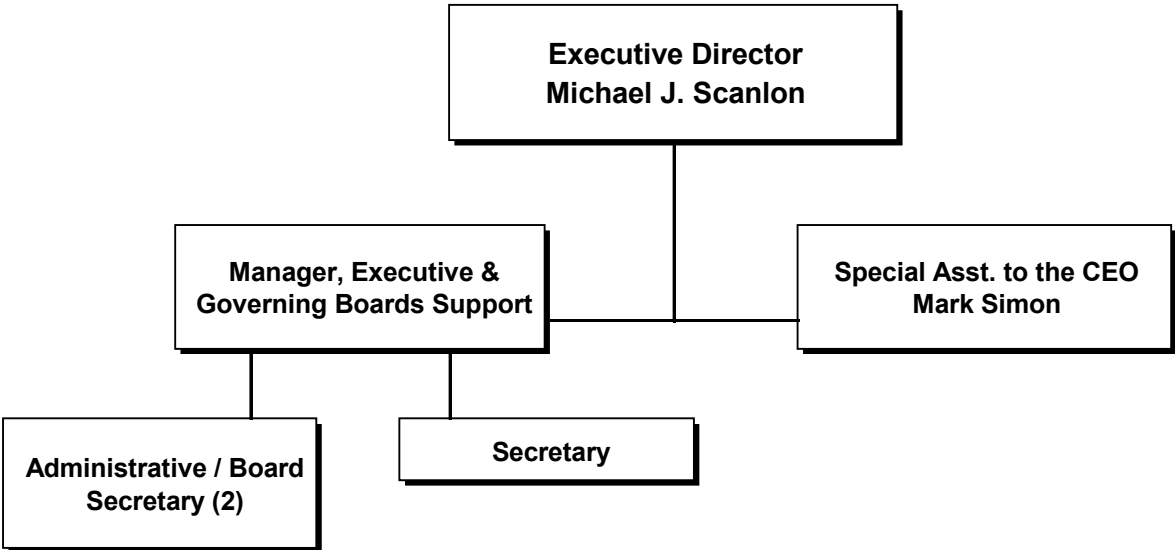
<b>STAFFING CLASSIFICATION</b>	<b>POSITION CLASSIFICATION</b>	<b>AUTHORIZED POSITIONS</b>				<b>NET</b>	<b>NOTES</b>
		<b>FY2002</b>	<b>FY2003</b>	<b>FY2004</b>	<b>FY2005</b>	<b>CHANGE FY04 to FY05</b>	
Chief Development Officer	29	0.40	0.40	-	0.21	0.21	(4)
Executive Assistant	08	-	-	0.22	-	(0.22)	(1)
<b>Property Management</b>							
Real Estate Officer	13	1.00	0.40	1.00	0.70	(0.30)	(4)
Associate Real Estate Officer	12	-	-	0.40	0.10	(0.30)	(4)
Secretary	06	0.39	0.39	0.22	-	(0.22)	(1)
Manager, Real Estate	20	0.40	1.00	0.40	0.25	(0.15)	(4)
<b>Strategic and Long Range Planning</b>							
Manager, Planning and Research	20	-	-	-	0.45	0.45	(6)
Manager, Strategic and Long Range Planning	20	0.46	0.50	0.48	-	(0.48)	(2)
Senior Planner	15	0.93	0.70	0.70	0.50	(0.20)	(5)
Associate Planner	13	0.50	0.60	0.60	-	(0.60)	(2)
<b>Grants and Capital</b>							
Deputy Chief of Development	24	-	-	0.41	-	(0.41)	(7)
Manager, Capital Programming and Grants	19	0.41	0.41	0.59	0.48	(0.11)	(4)
Capital Programing and Grants Administrator	13	-	-	0.75	0.20	(0.55)	(4)
Legislative Analyst	13	0.35	0.35	0.22	-	(0.22)	(1)
Associate Planner	13	1.00	1.00	0.40	-	(0.40)	(2)
Secretary	06	0.24	0.24	0.22	-	(0.22)	(1)
<b>Construction</b>							
Construction Manager	14	4.82	2.00	2.00	-	(2.00)	(4)
Secretary	06	-	-	-	1.00	1.00	(5)
Senior Engineer	17	1.00	1.82	2.00	0.10	(1.90)	(4)
Facilities Technician	07	-	-	1.00	-	(1.00)	(5)
<b>Capital Project Management</b>							
Director, Capital Project Management	24	-	0.83	1.00	0.50	(0.50)	(4)
Senior Engineer	17	2.79	2.91	4.00	1.55	(2.45)	(4)
Manager, Engineering Support Services	17	0.70	0.70	0.70	-	(0.70)	(2)
Engineering Contract Administrator	15	-	-	1.00	0.40	(0.60)	(4)
Engineering Records System Administrator	10	0.70	0.70	0.70	1.70	1.00	(4)
Capital Program Specialist	11	-	-	-	1.00	1.00	(6)
Document Control Specialist	20	-	-	1.00	-	(1.00)	(2)
<b>Engineering</b>							
Chief Engineer	24	0.79	0.79	0.80	0.40	(0.40)	(4)
Secretary	06	0.70	0.70	0.44	1.00	0.56	(1)
Superintendent, Facilities	13	-	-	0.22	-	(0.22)	(5)
Supervising Engineer	20	2.27	1.25	2.05	0.85	(1.20)	(4)
Senior Engineer	17	4.92	3.49	5.00	1.15	(3.85)	(4)
Construction Manager	14	3.87	2.70	2.75	1.05	(1.70)	(4)
Engineering Contract Administrator	15	-	-	1.00	0.40	(0.60)	(5)
Facilities Contract Administrator	13	-	0.70	0.22	-	(0.22)	(5)
Facilities Technician	07	-	1.00	0.22	-	(0.22)	(5)
Engineer	14	1.61	0.63	0.60	0.25	(0.35)	(2)
CAD Operator	10	0.70	0.70	0.60	0.30	(0.30)	(4)
GIS Administrator	12	-	1.00	1.00	0.65	(0.35)	(4)
<b>TOTAL EMPLOYEES</b>		<b>30.95</b>	<b>27.91</b>	<b>34.91</b>	<b>15.19</b>	<b>(19.72)</b>	

NOTES:

- (1) Wages for FY2005 reallocated through the Agency Indirect Allocation (AIA) program for general support services not identified specifically with a specific operating business unit. 100 percent of these costs are allocated to the other categories via appropriate measures and an overhead rate.
- (2) Eliminated position
- (3) Position transferred to/from other business unit
- (4) Position transferred to/from capital
- (5) Position transferred to other division
- (6) Added Position as a result of restructuring
- (7) Position traded to Deputy Executive Director for TA



**PENINSULA CORRIDOR JOINT POWERS BOARD  
EXECUTIVE DIVISION**



**PENINSULA CORRIDOR JOINT POWERS BOARD  
EXECUTIVE DEPARTMENT  
GOALS FY05**

- Provide accurate, efficient, responsible, professional administrative and informational support.
- Provide exceptional customer service – internal and external.
- Provide the Agency support and outreach for community efforts.
- Communicate with others to foster a good relationship and understanding.
- Be open and receptive to change.
- Lead by example.
- Gain and share knowledge.

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 010100**

**Executive Division Administration**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	5,000	(A)	(A)	32,820	32,820
511210	Overtime Wages - Non Union	-	(A)	(A)	-	-
512000	Fringe Benefits	2,100	(A)	(A)	18,190	18,190
513000	Temporary Staff	13,442		-	-	-
521010	Dues & Subscriptions	15,462	8,000	18,000	18,080	80
522010	Seminar & Training	4,929	3,000	3,000	5,000	2,000
522030	Business Travel	756	1,000	300	150	(150)
523000	Office & Departmental Expense	-	-	-	2,500	2,500
523050	Printing & Info Services	816	1,000	500	500	-
523090	Legal Advertising	652	2,400	1,000	830	(170)
525050	Consultants	53	-	-	-	-
530090	Miscellaneous	654	800	600	400	(200)
<b>Total Executive Division Administration</b>		<b>43,864</b>	<b>16,200</b>	<b>23,400</b>	<b>78,470</b>	<b>55,070</b>

**Notes: (A)** Wages for FY2005 reallocated through the Agency Indirect Allocation (AIA) program for general support services not identified specifically with a specific operating business unit. 100 percent of these costs are allocated to the other categories via appropriate measures and an overhead rate.

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 010300  
Board of Directors**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511500	Board of Directors Compensation	8,600	11,000	11,000	11,000	-
522010	Seminar & Training	11,436	6,000	6,000	6,000	-
522030	Business Travel	4,580	3,000	3,000	1,500	(1,500)
530090	Miscellaneous	399	2,000	2,000	2,000	-
<b>Total Board of Directors</b>		<b>25,015</b>	<b>22,000</b>	<b>22,000</b>	<b>20,500</b>	<b>(1,500)</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
 FY2005 ADOPTED BUDGET  
 OPERATING EXPENSES**

**ORG No. 010400  
 Executive - Legal Services**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC) FY05 ADOPTED to FY04 PROJECTED E = D - C
		A	B	C	D	E = D - C
525010	Legal Services	719,574	650,000	650,000	650,000	-
<b>Total Executive - Legal Services</b>		<b>719,574</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>-</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD**

**FISCAL YEAR 2005 BUDGET  
EXECUTIVE DEPARTMENT PERSONNEL**

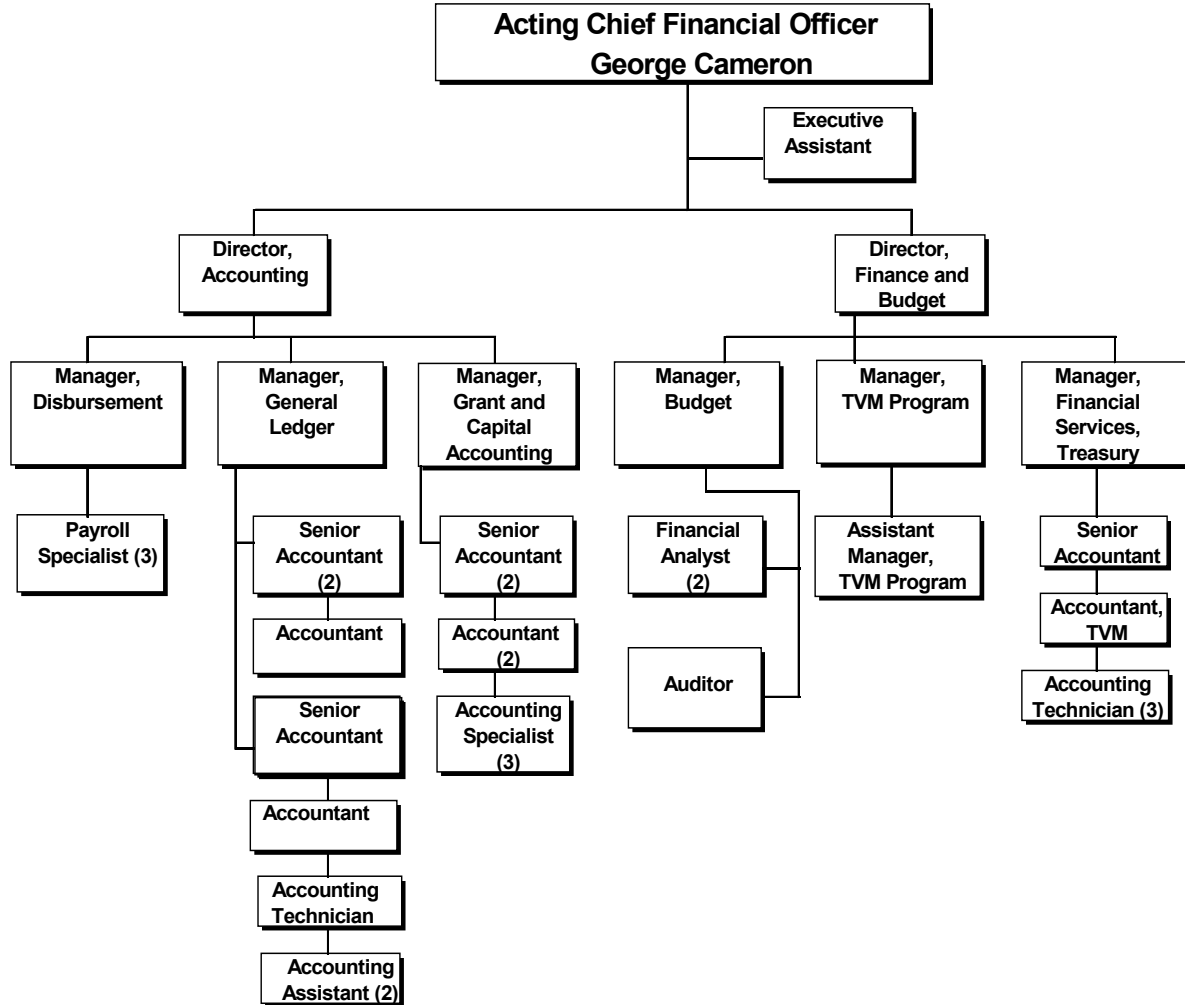
<u>STAFFING CLASSIFICATION</u>	<u>POSITION CLASSIFICATION</u>	<u>AUTHORIZED POSITIONS</u>				<u>NET</u>	<u>NOTES</u>
		<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	<u>CHANGE FY04 to FY05</u>	
Executive Director	Executive	0.45	0.45	0.22	-	(0.23)	(1)
Deputy Executive Director	29	0.60	0.60	0.22	-	(0.38)	(1)
Manager, Executive and Governing Boards Support	18	0.40	0.45	0.22	-	(0.23)	(1)
Administrative / Board Secretary	11	0.55	0.40	0.44	0.70	0.04	(1)
Secretary	06	-	0.30	0.22	-	(0.08)	(1)
<b>TOTAL EMPLOYEES</b>		<b>2.00</b>	<b>2.20</b>	<b>1.32</b>	<b>0.70</b>	<b>(0.88)</b>	

NOTES:

(1) Wages for FY2005 reallocated through the Agency Indirect Allocation (AIA) program for general support services not identified specifically with a specific operating business unit. 100 percent of these costs are allocated to the other categories via appropriate measures and an overhead rate.

# PENINSULA CORRIDOR JOINT POWERS BOARD

## FINANCE DIVISION



**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 GOALS & OBJECTIVES  
FINANCE DIVISION**

The division is organized into three departments:

- ◆ Finance Division Administration, responsible for the overall management of the Finance Division, including auditing.
- ◆ Finance and Budget Department, responsible for budgets, budget analysis, financial capacity, treasury and debt service, billings, cash receipts, bond issues, cash management, and counting moneys received through farebox collections.
- ◆ Accounting Department, responsible for general accounting, grants, fixed assets, capital projects, and disbursements, which includes payroll and accounts payable.

Key Finance Division measurable tasks for FY2005 are:

- ◆ Prepare Annual Operating Budget:
  - Complete draft Operating Budget for Board approval in May of each year.
  - Prepare adopted Budget Presentation for GFOA within 90 days after Board adoption.
- ◆ Successfully complete annual financial audit and preparation of the Comprehensive Annual Financial Report:
  - External auditor opinions issued by November 15 of each year.
  - No more than five audit comments at exit conference.
  - Submit CAFR to the GFOA for professional evaluation by December 15 of each year.
- ◆ Timely processing of payment requests that are submitted with appropriate approvals, backup documentation, and correct account codes:
  - Process payments appropriately submitted to Finance within seven working days after receipt.
- ◆ All external financial reports to be completed accurately and timely:
  - Reports to be completed and filed on time 100 percent of the time.
- ◆ Month-end financial statements to be completed accurately and timely according to the schedule established by the executive office.
- ◆ Grant reimbursement from funding agencies to be processed accurately within 30 days after month end.
- ◆ Complete implementation of PeopleSoft Budget Module including coordination with Human Resources to implement Position Management System.
- ◆ Complete the banking RFP process including preparation of the RFP and the distribution for the review of legal and procurement staff up to and including the final bid and award by mid-year 2005.
- ◆ Post all Central Office cash receipts accurately and in a timely manner. All receipts posted to correct customer account, correct invoice number if applicable, correct G/L account, correct



business unit and all posted amounts reconciled to actual receipts. All checks/cash deposited within 2 business days of receipt and posted to PeopleSoft within 5 business days of deposit.

- ◆ Reconcile all cash accounts monthly by the 15<sup>th</sup> of each month (15 days following end of month), all assigned accounts are to be reconciled and any necessary corrections or adjustments to facilitate zero differences are to be posted. (i.e. January reconciliations completed by February 15<sup>th</sup>). Submit reconciliations to supervisor for review quarterly.
- ◆ Reconcile all non-cash accounts quarterly and submit reconciliations for supervisor's review by 45 days following end of quarter. All accounts are to be reconciled and any necessary corrections or adjustments to facilitate zero differences are to be posted.
- ◆ Maintain Ticket Vending Machines (TVMs) at a minimum of 98% operating level.
- ◆ Ensure validator problems reported by 10:00 a.m. are fixed and restored to service by end of business on the same day,
- ◆ Assist Treasury Department in preparing and analyzing monthly and quarterly revenue collection reports for management review.
- ◆ Determine appropriate level of need and develop effective procurement process to secure adequate inventory of validators and various replacement for TVMs.
  - Appropriate level of need to be assessed in conjunction with Proof of Payment (POP) requirements.
- ◆ Develop written standard operating procedures for the TVM system as it relates to the Finance Division first, and as it relates to all divisions in the case of failure or emergencies.
- ◆ Represent the JPB TVM system as it relates to the implementation of the Translink program including providing management with timely updates.

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 040100  
Finance Executive**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	30,572	47,180	47,180	48,430	1,250
512000	Fringe Benefits	13,361	23,550	23,550	26,830	3,280
521010	Dues & Subscriptions	-	-	100	100	-
522010	Seminar & Training	-	-	100	100	-
522030	Business Travel	6	-	-	-	-
523021	Postage - Overnight	33	-	-	-	-
<b>Total Finance Executive</b>		<b>43,972</b>	<b>70,730</b>	<b>70,930</b>	<b>75,460</b>	<b>4,530</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 040700  
Accounting Administration**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	5,807	10,100	4,170	10,370	6,200
512000	Fringe Benefits	2,475	5,040	2,060	5,750	3,690
522010	Seminar & Training	-	-	200	-	(200)
523050	Printing & Info Services	-	1,000	1,000	1,000	-
525021	Annual Audit Services	38,480	60,000	60,000	63,140	3,140
<b>Total Accounting Administration</b>		<b>46,762</b>	<b>76,140</b>	<b>67,430</b>	<b>80,260</b>	<b>12,830</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
 FY2005 ADOPTED BUDGET  
 OPERATING EXPENSES**

**ORG No. 040702  
 General Ledger**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	71,941	69,860	62,690	71,960	9,270
512000	Fringe Benefits	31,749	34,870	30,300	39,880	9,580
<b>Total General Ledger</b>		<b>103,690</b>	<b>104,730</b>	<b>92,990</b>	<b>111,840</b>	<b>18,850</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 040705**

**Grants, Capital Projects and Fixed Assets - JPB**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	478,161	474,840	484,600	477,950	(6,650)
511210	Overtime Wages - Non Union	-	-	1,000	1,000	-
512000	Fringe Benefits	211,992	236,990	234,200	264,830	30,630
513000	Temporary Staff	31,504	41,600	160	25,000	24,840
530090	Miscellaneous	-	-	10	-	(10)
<b>Total JPB Grants, Capital Projects</b>		<b>721,657</b>	<b>753,430</b>	<b>719,970</b>	<b>768,780</b>	<b>48,810</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
 FY2005 ADOPTED BUDGET  
 OPERATING EXPENSES**

**ORG No. 040706  
 Audit**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	12,781	26,910	18,220	21,010	2,790
512000	Fringe Benefits	5,422	13,430	9,010	11,640	2,630
<b>Total Audit</b>		<b>18,203</b>	<b>40,340</b>	<b>27,230</b>	<b>32,650</b>	<b>5,420</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
 FY2005 ADOPTED BUDGET  
 OPERATING EXPENSES**

**ORG No. 040800**

**Finance & Budget Department Administration**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	124,225	31,440	31,440	32,270	830
512000	Fringe Benefits	55,104	15,690	15,540	17,880	2,340
513000	Temporary Staff	38,740	-	-	-	-
521010	Dues & Subscriptions	-	-	50	450	400
522010	Seminar & Training	-	-	100	200	100
522030	Business Travel	155	100	100	100	-
<b>Total Finance Administration</b>		<b>218,224</b>	<b>47,230</b>	<b>47,230</b>	<b>50,900</b>	<b>3,670</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 040801**

**Finance and Budget Department - Budgeting**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	65,852	76,740	76,740	79,970	3,230
512000	Fringe Benefits	28,665	284,480	38,300	423,250	384,950
513000	Temporary Staff	-	2,000	39,040	19,520	(19,520)
522010	Seminar & Training	-	2,500	2,500	2,500	-
522030	Business Travel	129	-	20	-	(20)
523050	Printing & Info Services	79	2,000	2,000	200	(1,800)
<b>Total Budget Department</b>		<b>94,725</b>	<b>367,720</b>	<b>158,600</b>	<b>525,440</b>	<b>366,840</b>



**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 040802**

**Finance & Budget Department - Treasury**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	164,847	166,280	176,920	145,910	(31,010)
511210	Overtime Wages - Non Union	442	-	-	-	-
512000	Fringe Benefits	73,339	82,990	88,300	80,850	(7,450)
513000	Temporary Staff	15,233	-	-	-	-
521010	Dues & Subscriptions	225	-	-	-	-
522010	Seminar & Training	127	1,500	10	-	(10)
522020	Training Expense	-	-	200	-	(200)
522030	Business Travel	40	-	-	-	-
523010	Office Supplies	300	-	300	-	(300)
524014	Cellular Telephone Service	259	-	-	-	-
525050	Consultants	-	30,250	-	-	-
525211	Revenue Collection - TVM's	634,779	660,000	660,000	650,180	(9,820)
530040	Bank DR/CR Charges	272,181	-	270,000	275,000	5,000
530045	Fiscal Agent Fees	2,705	-	2,000	2,000	-
530080	Bond Amortization Expense	-	-	14,300	14,300	-
530090	Miscellaneous	-	-	20	-	(20)
<b>Total Treasury</b>		<b>1,164,477</b>	<b>941,020</b>	<b>1,212,050</b>	<b>1,168,240</b>	<b>(43,810)</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 040803**

**Finance & Budget - Revenue Services**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non-Union	-	-	162,280	164,190	1,910
512000	Fringe Benefits	-	-	81,000	90,980	9,980
513000	Temporary Staff	-	-	10,000	-	(10,000)
521030	Uniform Expense	-	-	-	500	500
522010	Seminar & Training	-	-	1,500	1,500	-
522030	Business Travel	-	-	100	100	-
523074	Business Forms	-	-	100	-	(100)
524015	TVM Tephone Services	200,438	140,000	85,000	93,500	8,500
525050	Consultants	-	-	30,250	68,660	38,410
525090	Other Contract Services	424,773	386,000	430,000	94,500	(335,500)
530090	Miscellaneous	-	-	100	3,000	2,900
<b>Total Finance &amp; Budget - Revenue Services</b>		<b>625,211</b>	<b>526,000</b>	<b>800,330</b>	<b>516,930</b>	<b>(283,400)</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 040900  
AIA and CA**

PCJPB ACCOUNT	DESCRIPTION	FY2003	FY2004	FY2004	FY2005	INC (DEC) FY05 ADOPTED to FY04 PROJECTED
		ACTUAL A	ADOPTED B	PROJECTED C	ADOPTED D	E = D - C
405140	Agency Indirect Allocation (AIA)	(4,601,277)	(5,028,900)	(4,402,020)	(6,118,280)	(1,716,260)
525139	Capital Administration (CA)	(1,625,324)	-	-	-	-
512000	Fringe Benefits	-	-	246,180	-	(246,180)
530080	Bond Amortization Expense	14,292	-	14,300	-	(14,300)
530120	Inter-Agency Overhead Expenses	3,598,945	3,195,100	3,411,640	3,112,541	(299,099)
530010	HEP Debt Service - Interest	365,100	-	367,200	364,700	(2,500)
<b>Total AIA and CA</b>		<b>(2,248,264)</b>	<b>(1,833,800)</b>	<b>(362,700)</b>	<b>(2,641,039)</b>	<b>(2,278,339)</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD**

**FISCAL YEAR 2005 BUDGET  
FINANCE DIVISION PERSONNEL**

<u>STAFFING CLASSIFICATION</u>	POSITION CLASSIFICATION	<u>AUTHORIZED POSITIONS</u>				NET	NOTES
		FY2002	FY2003	FY2004	FY2005	CHANGE FY04 to FY05	
<b>Finance Administration</b>							
Chief Financial Officer	28	0.35	0.35	0.35	0.35	-	
Executive Assistant	08	-	-	0.22	-	(0.22)	(1)
<b>Accounting Division</b>							
Director, Accounting	22	0.45	0.45	0.25	0.10	(0.15)	(1)
Secretary	06	0.40	-	0.22	-	(0.22)	(5)
<b>Disbursement Center</b>							
Manager, Disbursement Center	19	-	-	0.22	-	(0.22)	(1)
Disbursement Supervisor	13	-	0.20	0.22	-	(0.22)	(1)
Payroll Specialist	06	-	-	0.66	-	(0.66)	(1)
Accounting Assistant	05	-	-	0.44	-	(0.44)	(1)
Accounting Technician	07	-	-	0.22	-	(0.22)	(1)
Accountant	13	-	-	0.22	-	(0.22)	(1)
<b>General Ledger</b>							
Manager, General Ledger	19	0.50	0.20	0.25	0.10	(0.15)	(1)
Senior Accountant	14	-	-	0.10	0.10	-	
Accountant	13	1.00	1.00	1.00	1.00	-	
<b>Grant and Capital Accounting</b>							
Manager, Grant and Capital Accounting	19	1.00	1.00	1.00	1.00	-	
Senior Accountant	14	2.00	2.00	2.00	2.00	-	
Accountant	13	1.00	2.00	2.00	1.90	(0.10)	(4)
Accounting Specialist	08	3.00	3.00	3.00	2.90	(0.10)	(4)
<b>Finance and Budget Division</b>							
Director, Finance and Budget	22	0.50	0.30	0.30	0.30	-	
<b>TVM</b>							
Manager, TVM Program	19	-	1.00	1.00	1.00	-	
Assistant Manager, TVM Program	18	-	0.50	1.00	1.00	-	
<b>Budget</b>							
Manager, Budget	19	0.35	0.35	0.35	0.35	-	
Financial Analyst	14	0.35	0.75	0.75	0.75	-	
<b>Treasury</b>							
Manager, Financial Services - Treasury	19	-	0.40	0.40	0.40	-	
Senior Accountant	14	0.32	0.35	0.35	0.35	-	
Accountant	13	1.00	1.00	1.00	1.00	-	
Accounting Technician	07	1.50	1.90	1.90	0.90	(1.00)	(2)
<b>Audit</b>							
Manager, Audit	18	0.45	0.20	0.20	-	(0.20)	(2)
Auditor	14	0.24	0.20	0.20	0.30	0.10	(3)
<b>TOTAL EMPLOYEES</b>		<b>14.41</b>	<b>17.15</b>	<b>19.82</b>	<b>15.80</b>	<b>(4.02)</b>	

(1) Wages for FY2005 reallocated through the Agency Indirect Allocation (AIA) program for general support services not identified specifically with a specific operating business unit. 100 percent of these costs are allocated to the other categories via appropriate measures and an overhead rate.

(2) Frozen position

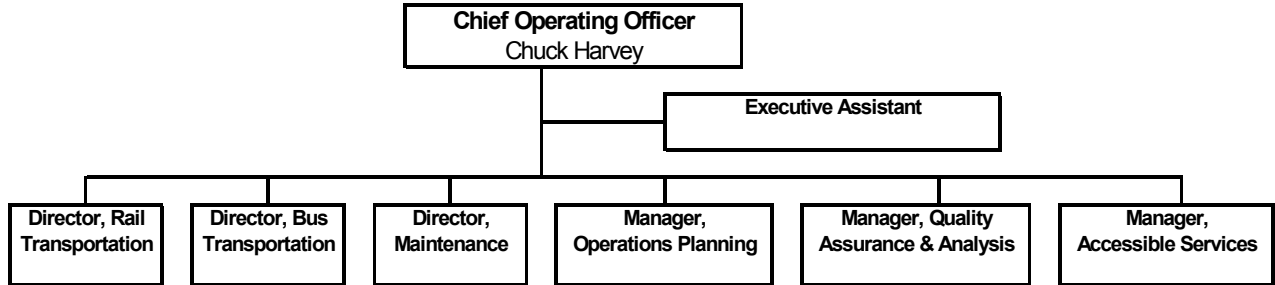
(3) Position transferred to/from other business unit

(4) Position transferred to/from capital

(5) Position transferred to other division

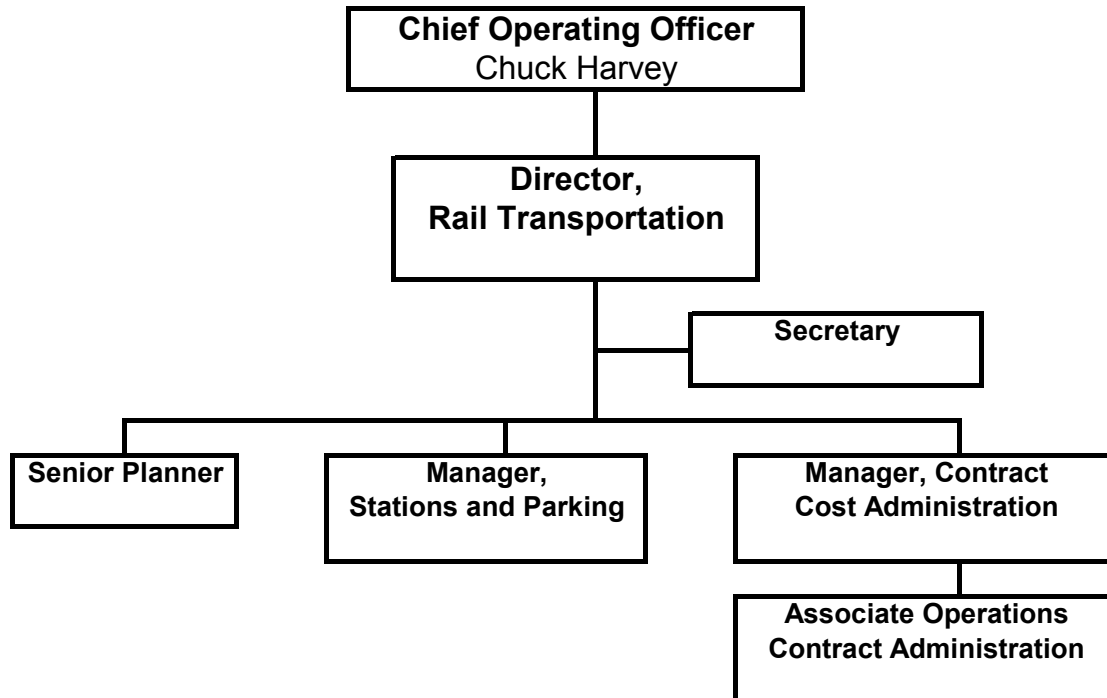
**PENINSULA CORRIDOR JOINT POWERS BOARD**

**OPERATIONS DIVISION**

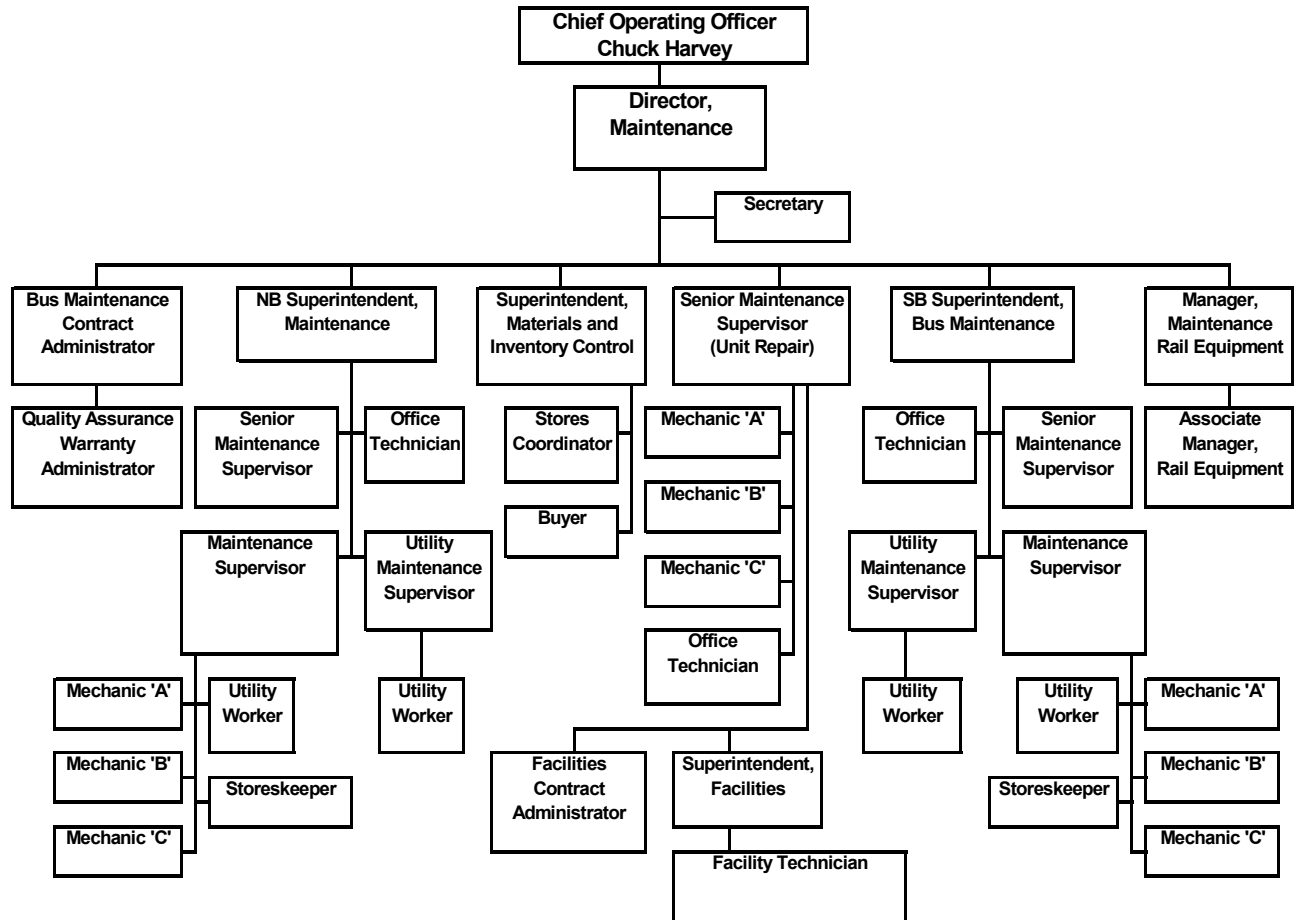


See attached for Department level charts.

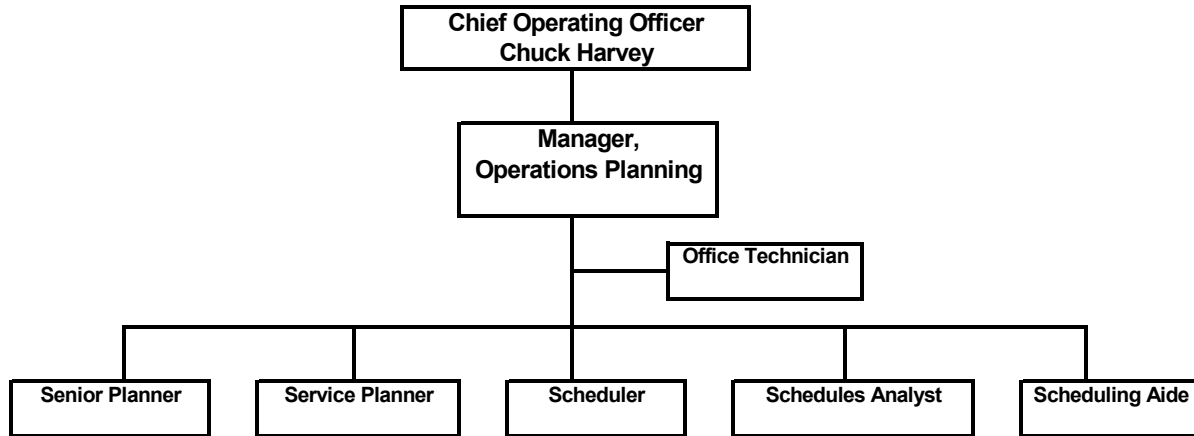
**PENINSULA CORRIDOR JOINT POWERS BOARD  
OPERATIONS DIVISION  
Rail Transportation Department**



**PENINSULA CORRIDOR JOINT POWERS BOARD  
OPERATIONS DIVISION  
Maintenance Department**

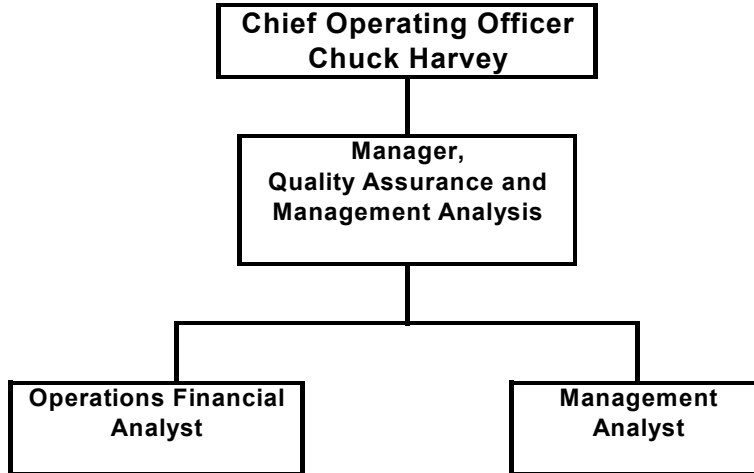


**PENINSULA CORRIDOR JOINT POWERS BOARD  
OPERATIONS DIVISION  
Operations Planning**

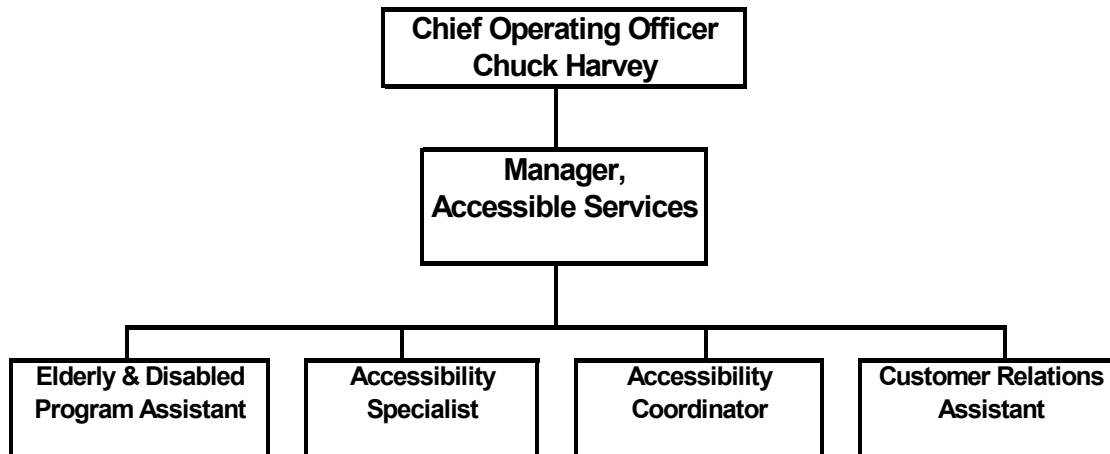




**PENINSULA CORRIDOR JOINT POWERS BOARD  
OPERATIONS DIVISION  
Quality Assurance and Management Analysis**



**PENINSULA CORRIDOR JOINT POWERS BOARD  
OPERATIONS DIVISION  
Accessible Services**



**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY 2005 GOALS AND OBJECTIVES  
OPERATIONS DIVISION  
RAIL TRANSPORTATION DEPARTMENT**

The Rail Transportation Department is responsible for comprehensive oversight of Caltrain operations. This includes oversight of the Contract Operator (currently Amtrak), operations planning, station planning and maintenance and guidance of capital development operations and planning. The department is headed by the Director, Rail Transportation who reports directly to the Chief Operating Officer.

The current Operator Agreement is on a Cost-Plus-Fixed-Price basis and went to effect on November 11, 2001. FY 2004 was the second full year under the new operator agreement.

Staffing for the Rail Transportation Department is administered under the transit district and through an agreement with the participating member agencies of the JPB. Commuter rail service is operated in San Francisco, San Mateo, and Santa Clara counties. The service operates between downtown San Francisco and the City of Gilroy in Santa Clara County.

Rail Transportation Department is responsible for shaping and carrying out the stated goals of the JPB as approved by the Board. In order to achieve strategic plan goals, Caltrain projects and programs are tied to clear performance measures. Under the current agreement, these performance measures have been enhanced significantly and offers incentives for achievement of contract standards.

The recently adopted Strategic Plan revealed that Caltrain has the ability to increase ridership by more than 200% by the year 2023. Caltrain carried 8 million patrons in FY 1997. During FY 2001, Caltrain carried 10.5 million passengers, an all time high. Annual ridership in FY 2004 was 8.1 million passengers. The decline in the annual ridership was due in large part to the prolonged economic downturn and the weekend shutdown undertaken by Caltrain in order to complete the CTX construction projects necessary to launch the Baby Bullet service.

Baby Bullet service and the return of the weekend service took place in June 2004. The response to these has been very positive with the agency on track to meet its ridership and revenue goals for FY 2005.

The Bus Operations and Rail Transportation Departments are coordinated departments that complement their respective services. Planning for the Baby Bullet service included not only an overhaul of the existing train schedule but also of the connecting bus, light rail, and shuttle services.

FY 2005 Performance Objectives are:

	Goals		Actual FY 2004
	FY 2005	FY 2004	
On time performance	95.0%	91.7%	
Equipment Availability	99.0%	99.0%	
Ridership	9,281,600	8,586,731	8,623,000
Passenger Fares	\$23,988,000	\$22,376,000	\$20,987,980

#### Goals for FY 2005

- Evaluate Phase 1 express train service and alter timetable accordingly.
- Adjust service levels to accommodate one additional round trip express during rush hour.
- Evaluate POP fare collection process and incorporate recommended modifications.
- Alleviate vehicular access shortages at stations and implement an enhanced parking revenue collection system.
- Install Translink card interface devices (CIDs) at 34 stations.
- Commence service life expansion program on nineteen SEP-HEP units.
- Improve locomotive compatibility by installation of modified brake valve.

**PENINSULA CORRIDOR JOINT POWERS BOARD  
 FY2005 ADOPTED BUDGET  
 OPERATING EXPENSES**

**ORG No. 020100  
 Operations Administration**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	45,042	88,490	88,490	50,550	(37,940)
512000	Fringe Benefits	19,566	44,160	44,160	28,010	(16,150)
522010	Seminar & Training	497	-	-	-	-
<b>Total Operations Administration</b>		<b>65,105</b>	<b>132,650</b>	<b>132,650</b>	<b>78,560</b>	<b>(54,090)</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 020150**

**Quality Assurance and Management Analysis**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	55,832	38,570	38,570	49,460	10,890
512000	Fringe Benefits	25,068	16,200	16,200	27,400	11,200
<b>Total Quality Assurance &amp; Mgmt Analysis</b>		<b>80,900</b>	<b>54,770</b>	<b>54,770</b>	<b>76,860</b>	<b>22,090</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
 FY2005 ADOPTED BUDGET  
 OPERATING EXPENSES**

**ORG No. 020300  
 Transit Scheduling**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	-	-	-	27,110	27,110
512000	Fringe Benefits	-	-	-	15,020	15,020
<b>Total Transit Scheduling</b>		-	-	-	<b>42,130</b>	<b>42,130</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 020803**

**TVM Program Maintenance (New Org for FY05)**

PCJPB ACCOUNT	DESCRIPTION	FY2003	FY2004	FY2004	FY2005	INC (DEC) FY05 ADOPTED to
		ACTUAL	ADOPTED	PROJECTED	ADOPTED	FY04 PROJECTED
		A	B	C	D	E = D - C
511120	Regular Wages - Union	-	-	-	203,570	203,570
511220	Overtime Wages - Union	-	-	-	12,380	12,380
512000	Fringe Benefits	-	-	-	139,110	139,110
521030	Uniform Expense	-	-	-	2,300	2,300
523010	Office Supplies	-	-	-	2,000	2,000
523074	Business Forms	-	-	-	2,000	2,000
525200	Building Maintenance Services	-	-	-	1,000	1,000
525212	Replacement Parts - TVM	-	-	-	290,000	290,000
525215	3rd Party Repair	-	-	-	252,000	252,000
525216	TVM Maintenance-General Supplie	-	-	-	73,000	73,000
526050	Small Tools	-	-	-	6,600	6,600
528011	Diesel Fuel	-	-	-	6,800	6,800
528013	Oil & Lubricants	-	-	-	200	200
528050	Freight Expense	-	-	-	3,400	3,400
528110	Non-Revenue Vehicle Maint-Contr	-	-	-	3,200	3,200
528120	Non-Revenue Vehicle - Accident R	-	-	-	4,000	4,000
528130	Non-Revenue Vehicle - Parts	-	-	-	500	500
528140	Tires & Tubes	-	-	-	500	500
590010	Office Furniture & Equipment	-	-	-	1,000	1,000
<b>Total TVM Program Maintenance</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>1,003,560</b>	<b>1,003,560</b>



**PENINSULA CORRIDOR JOINT POWERS BOARD  
 FY2005 ADOPTED BUDGET  
 OPERATING EXPENSES**

**ORG No. 050100  
 ADA Accessibility Programs Administration**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	16,105	14,270	14,270	10,270	(4,000)
512000	Fringe Benefits	7,033	7,120	7,120	5,690	(1,430)
523050	Printing & Info Services	-	3,700	3,700	-	(3,700)
523074	Business Forms	271	-	500	-	(500)
525090	Other Contract Services	-	1,000	1,000	900	(100)
<b>Total ADA Administration</b>		<b>23,409</b>	<b>26,090</b>	<b>26,590</b>	<b>16,860</b>	<b>(9,730)</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 070100  
Rail Services Department**

PCJPB ACCOUNT	DESCRIPTION	FY2003 ACTUAL	FY2004 ADOPTED	FY2004 PROJECTED	FY2005 ADOPTED	INC (DEC)
						FY05 ADOPTED to FY04 PROJECTED
						E = D - C
511110	Regular Wages - Non Union	603,392	647,960	647,960	411,300	(236,660)
511210	Overtime Wages - Non Union	843	-	-	-	-
511301	Incentive -JPB QA Program	15,148	15,500	12,000	-	(12,000)
512000	Fringe Benefits	267,726	323,400	323,400	227,900	(95,500)
513000	Temporary Staff	63,503	15,500	10,000	5,000	(5,000)
521010	Dues & Subscriptions	6,584	7,090	7,000	5,000	(2,000)
521060	Employee Safety & Health	-	500	500	1,000	500
522010	Seminar & Training	697	7,000	4,000	4,930	930
522030	Business Travel	4,766	2,070	2,070	1,000	(1,070)
523010	Office Supplies	12,983	13,600	10,000	13,100	3,100
523020	Postage	71	250	500	-	(500)
523030	Books & Reference Materials	593	600	600	600	-
523040	Office Equipt Repair & Maint	840	4,000	4,000	2,000	(2,000)
523050	Printing & Info Services	207	-	-	1,000	1,000
523074	Business Forms	476	1,800	1,800	1,200	(600)
524011	Local Telephone Service	4,505	7,100	7,100	5,000	(2,100)
524014	Cellular Telephone Service	4,230	4,500	4,000	-	(4,000)
524030	Pager Services	-	200	-	-	-
525050	Consultants	491,382	549,900	400,000	540,000	140,000
525090	Other Contract Services	216,115	625,640	440,000	607,100	167,100
525131	Rail Operator Service	39,179,613	44,054,220	42,391,000	47,891,300	5,500,300
525132	Rail Operator Supplemental Work	(9,440)	400,000	200,000	210,000	10,000
525140	Track Maintenance	88,806	50,000	40,000	50,000	10,000
525200	Building Maintenance Services	198,886	560,000	560,000	700,000	140,000
526010	Gas and Electric Utilities	660,650	844,000	700,000	612,000	(88,000)
526020	Water and Sewer	72,198	98,000	135,000	142,000	7,000
526030	Trash and Refuse	1,598	-	1,000	1,000	-
526040	Rent Expense	61,320	75,000	50,000	37,900	(12,100)
528011	Diesel Fuel	3,474,167	4,453,900	4,200,000	5,032,980	832,980
528014	Fuel & Lubricant Taxes	286,502	365,220	300,000	410,940	110,940
528015	Dist.Vehicle Mileage Exp	112,501	120,000	100,000	90,000	(10,000)
528050	Freight Expense	182	-	-	-	-
528150	Licenses & Fees	218	500	400	500	100
528231	Parts Inventory Adjustment	1,938	4,200	-	4,800	4,800
590010	Office Furniture & Equipment	6,831	-	520	-	(520)
<b>Total Rail Services Department</b>		<b>45,830,031</b>	<b>53,251,650</b>	<b>50,552,850</b>	<b>57,009,550</b>	<b>6,457,220</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD  
FY2005 ADOPTED BUDGET  
OPERATING EXPENSES**

**ORG No. 080301  
Shuttles**

PCJPB ACCOUNT	DESCRIPTION	FY2003	FY2004	FY2004	FY2005	INC (DEC)
		ACTUAL	ADOPTED	PROJECTED	ADOPTED	FY05 ADOPTED to FY04 PROJECTED
		A	B	C	D	E = D - C
511110	Regular Wages - Non Union	23,830	76,090	76,090	84,480	8,390
512000	Fringe Benefits	10,459	37,980	37,980	46,810	8,830
513000	Temporary Staff	150	4,500	-	4,500	4,500
523050	Printing & Info Services	302	-	-	-	-
525181	Muni Shuttles	268,986	200,000	200,000	150,000	(50,000)
525182	Contr Svcs -Peninsula Pass	624,747	712,500	712,500	540,000	(172,500)
525183	Caltrain Shuttle	3,384,446	3,537,400	3,200,000	2,707,310	(492,690)
<b>Total Shuttles</b>		<b>4,312,920</b>	<b>4,568,470</b>	<b>4,226,570</b>	<b>3,533,100</b>	<b>(693,470)</b>

**PENINSULA CORRIDOR JOINT POWERS BOARD**

**FISCAL YEAR 2005 BUDGET**

**OPERATIONS DIVISION PERSONNEL**

<b>STAFFING CLASSIFICATION</b>	<b>POSITION CLASSIFICATION</b>	<b>AUTHORIZED POSITIONS</b>				<b>NET</b>	<b>NOTES</b>
		<b>FY2002</b>	<b>FY2003</b>	<b>FY2004</b>	<b>FY2005</b>	<b>CHANGE FY04 to FY05</b>	
<b>Operations Division Administration</b>							
Chief Operating Officer	29	-	0.40	0.42	0.40	(0.02)	(1)
Executive Assistant	08	-	-	0.02	-	(0.02)	(1)
<b>Quality Assurance and Management Analysis</b>							
Manager, Quality Assurance and Mgmt Analysis	17	-	0.25	0.25	0.30	0.05	(3)
Transit Management Analyst	14	1.00	0.75	0.25	0.25	-	
Operations Financial Analyst	14	-	-	-	0.10	0.10	(5)
<b>Transit Scheduling</b>							
Service Planner	10	-	-	-	0.40	0.40	(3)
Office Technician	5	-	-	-	0.20	0.20	(1)
<b>Bus Contracts</b>							
Manager, Contracts	18	-	0.13	0.10	0.15	0.05	(3)
Associate Operations Contract Administrator	11	-	0.50	0.70	0.50	(0.20)	(3)
Bus Contract Inspector	08	-	-	-	0.70	0.70	(3)
<b>Service Planning</b>							
Manager, Service Planning	20	-	0.30	0.20	-	(0.20)	(2)
Senior Planner	15	-	0.20	1.10	-	(1.10)	(5)
Office Technician	05	-	0.20	0.20	-	(0.20)	(5)
<b>ADA Accessibility</b>							
Manager, Accessible Transit Services	18	-	0.10	0.05	-	(0.05)	(3)
Accessibility Specialist	08	-	0.10	0.20	0.20	-	
<b>Facilities Maintenance</b>							
Facilities Technician	07	-	-	-	1.00	1.00	(5)
<b>TVM Maintenance Program</b>							
Mechanics	B,C	-	-	-	4.00	4.00	(7)
<b>Rail Services Department</b>							
Deputy Chief of Operations, Rail	25	1.00	1.00	1.00	-	(1.00)	(2)
Director, Rail Transportation	22	-	-	-	0.80	0.80	(6)
Secretary, Rail Services	06	1.00	1.00	1.00	-	(1.00)	(1)
Manager, Contract Cost Administration	17	1.00	1.00	1.00	1.00	-	
Associate Operations Contract Administrator	11	1.00	1.00	1.00	1.00	-	
Manager, Maintenance of Way	19	1.00	1.00	1.00	-	(1.00)	(5)
Associate Manager, Maint of Way	13	-	1.00	1.00	-	(1.00)	(2)
Manager, Signals and Communications	19	1.00	1.00	1.00	-	(1.00)	(5)
Manager, Rail Operations	20	1.00	1.00	1.00	-	(1.00)	(6)
Manager, Stations and Parking	17	1.00	1.00	1.00	0.70	(0.30)	(5)
Secretary	06	1.00	1.00	1.00	1.00	-	
Manager, Maintenance Rail Equipment	20	1.00	1.00	1.00	-	(1.00)	(5)
Associate Manager Rail Equipment	13	1.00	1.00	1.00	0.70	(0.30)	(5)
Records System Administrator	10	1.00	1.00	1.00	-	(1.00)	(5)
Secretary	06	1.00	1.00	1.00	-	(1.00)	(5)
Project Manager, Rail Operations	17	1.00	1.00	1.00	-	(1.00)	(2)
Senior Planner	15	-	-	-	1.00	1.00	(5)
<b>TOTAL EMPLOYEES</b>		<b>15.00</b>	<b>17.93</b>	<b>18.49</b>	<b>14.40</b>	<b>(4.09)</b>	

- (1) Wages for FY2005 reallocated through the Agency Indirect Allocation (AIA) program for general support services not identified specifically with a specific operating business unit. 100 percent of these costs are allocated to the other categories via appropriate measures and an overhead rate.
- (2) Eliminated position
- (3) Position transferred to/from other business unit
- (4) Position transferred to/from capital
- (5) Position transferred to/from other division
- (6) Position reclassified from Manager to Director
- (7) Added Position

## **Peninsula Corridor Joint Powers Board**

### **Section Four**

#### **CAPITAL BUDGET**

- **Overview**
- **FY2005 Caltrain Project Description**

# FY2005 CAPITAL BUDGET

## OVERVIEW

The JPB's FY 2005 Capital Budget was developed, in part, based on projects programmed in the Caltrain Rapid Rail Plan, which was approved by the Peninsula Corridor Joint Powers Board (JPB) in May 1999, and the Administrative Draft Update of the Caltrain Rapid Rail Plan, dated May 2002. These plans provide a 10-year look-ahead and set forth the program of capital projects and improvements needed to maintain a safe, reliable, and efficient system, while delivering faster and more frequent service.

The primary focus of these plans is on rehabilitating and improving Caltrain's aging infrastructure. The capital program also includes enhancement and expansion projects, such as electrification of the rail system between San Francisco and Gilroy, and capacity increases system-wide.

The Administrative Draft Rapid Rail Plan will be updated and will act as a companion piece to the Caltrain Short Range Transit Plan ("SRTP"), currently scheduled for completion in October 2004. The updated Rapid Rail Plan will serve a number of vital purposes. One purpose of the Rapid Rail Plan is to provide greater detail on capital improvement projects included in the SRTP. In addition, it serves to facilitate the development of better and more effective project funding strategies. Finally, the document provides a blueprint and formula for selecting and prioritizing capital improvement projects for funding advocacy.

## CAPITAL PROGRAMMING PROCESS

The JPB has developed a capital programming process that ranks and prioritizes projects based upon certain established criteria to reflect the goals and objectives contained in the Rapid Rail Plan and the SRTP. To this end, the JPB uses a two-step process to develop its capital program. The JPB first develops from the Rapid Rail Plan a master list of projects that reflects the most pressing needs of the Caltrain system. Then the JPB works with internal and external funding sources to determine how to finance the capital program that best supports Caltrain's overall mission, which is:

**Provide customer friendly and cost-effective rail service as a component of a larger regional transit system, contributing to the vitality and quality of life for Bay Area communities served by Caltrain.**

The goals of the SRTP address the themes listed below. All projects and programs presented in this summary were screened for conformity with one or more of these themes.

- Customer Service
- Ridership Growth
- Financial Stability
- Regional Partnerships and Multi Modal Linkages
- Local Needs and Livable Communities

Capital projects submitted as part of the FY 2005 budget process fall within the following sub categories:

- Stations & Intermodal Access
- Right of Way
- Rolling Stock
- Operational Facilities and Equipment
- Other

## **PROJECT MONITORING**

Project monitoring is essential to any successful capital program development system. Each project is monitored for timely delivery and resource adherence. Projects that experience difficulty in the implementation process are identified and given special attention. The purpose of the monitoring process is to help identify potential scope and schedule variances early in the project delivery process in order to minimize any major impacts to the delivery of JPB's capital program.



**The new Baby Bullet Train service debuted on June 7, 2004.**

## FY2005 CALTRAIN PROJECT DESCRIPTIONS

The following capital budget summary outlines those projects that were approved funding in FY 2005. The focus of the FY 2005 capital budget is to continue to implement a balanced program of projects that gives Caltrain the ability to meet its goals and objectives as set forth in the 1999 Rapid Rail Plan and Administrative Update of that Plan. This budget is structured to focus resources in two main areas: capital rehabilitation and enhancement and operational efficiency and flexibility.

The total estimated cost of the five major program areas over the budget period is \$73,652,835. Of that total, Station & Intermodal Access related projects account for \$17.3 million, Right of Way related projects \$14.2 million, Rolling Stock related projects \$1.4 million, Operational Facilities and Equipment related projects \$38.8 million, and other planning and support project \$2.1 million.

### 1. STATIONS & INTERMODAL ACCESS – FY2005 BUDGET: \$17,265,122

<b>PROJECT TITLE: Interim Outside Boarding Platform Improvements – California Ave</b>
---

DESCRIPTION: Design and construction of a north bound platform with a single two track pedestrian crossing with active warning devices and a center track fence. This work will improve safety and operation at the station and result in elimination of the "hold-out rule".

PROJECT COST ESTIMATE: \$2,700,000

FY2005 BUDGET: \$850,000

OPERATING BUDGET IMPACT: No significant impact anticipated.

<b>PROJECT TITLE: Interim Outside Boarding Platform Improvements – Broadway</b>
---

DESCRIPTION: Design and construction of new staggered "interim" Northbound outboard platform, rehabilitation and extension of the existing southbound platform, installation of a median fence, demolition of the existing center platform, minor rehabilitation of track within the station, installation of flashing devices to alert approaching pedestrians, installation of gates at Broadway, and completing minor signal and sidewalk work.

COST ESTIMATE: \$4,800,000

FY2005 BUDGET: \$2,950,000

OPERATING BUDGET IMPACT: No significant impact anticipated.



**PROJECT TITLE: Outside Boarding Platform & Track/Signal Improvements – Burlingame**

DESCRIPTION: Design and construction of new northbound platforms, rehabilitation and extension of the existing southbound platform, installation of a median fence, demolition of the existing center platform, rehabilitation of track within the station, and minor signal and sidewalk work.

COST ESTIMATE: \$10,800,000

FY2005 BUDGET: \$2,400,000

OPERATING BUDGET IMPACT: No significant impact anticipated.

**PROJECT TITLE: Interim Outside Boarding Platform Improvements – Atherton**

DESCRIPTION: Design and construction of an "interim" northbound platform and a center track median fence. Minor signal grade crossing and sidewalk improvements. This work will improve the safety and operation of the station and eliminate the hold out rule.

COST ESTIMATE: \$2,000,000

FY2005 BUDGET: \$150,000

OPERATING BUDGET IMPACT: No significant impact anticipated.

**PROJECT TITLE: Interim Outside Boarding Platform Improvements – Hillsdale**

DESCRIPTION: Design and construction of a staggered "interim" northbound platform with center track fence and a single two track pedestrian crossing with active warning devices. Mini-high platforms will be installed. This work will improve the safety and operation of the station and eliminate the hold-out-rule.

COST ESTIMATE: \$4,000,000

FY2005 BUDGET: \$4,000,000

OPERATING BUDGET IMPACT: No significant impact anticipated.

**PROJECT TITLE: Station Relocation & Provide Future 4 Track Improvements – South San Francisco**

DESCRIPTION: Design only for a new station immediately south of the existing station. Station features to include: connection to the east side of downtown South San Francisco via Grand Avenue, pedestrian underpass or overpass, reconfigure existing parking area, demolish existing station platforms, shuttle and Kiss and Ride stops on east and, potentially, on west side of station. Also reconstruct the existing 2 track main with provisions for 3rd and 4th main track from Tunnel Avenue to Colma Creek: realign existing two main tracks; reconfigure existing UPRR yard tracks; construct crossovers; and reconfigure existing UPRR team track.

COST ESTIMATE: TBD – Preliminary Engineering (PE) currently underway to determine total project cost.

FY2005 BUDGET: \$4,494,843

OPERATING BUDGET IMPACT: Operating budget impacts will be studied as part of the current PE and future Design efforts.

**PROJECT TITLE: TVM Upgrade Program, including integration with TransLink**

DESCRIPTION: Acquisition and installation of TVM validators, replacement and additional TVMs at newly constructed stations in compliance with station and ADA standards, manage Translink interface with the TVMs, including re-programming of TVM software as necessary.

COST ESTIMATE: \$1,624,999

FY2005 BUDGET: \$1,624,999

OPERATING BUDGET IMPACT: Project is expected to improve revenue collection.

**PROJECT TITLE: Caltrain System-wide Safety Program: Closed Circuit Cameras & Equipment**

DESCRIPTION: Safety & security enhancements; including, but not limited to, the design, procurement, installation and testing of closed circuit television cameras at, but not limited to, the San Francisco and San Jose yards, the 4th & King, San Mateo, Mountain View and San Jose Diridon stations, preparation of a threat and vulnerability assessment, acquisition of a canine and training for its handler, and staff security awareness training.

COST ESTIMATE: \$2,045,280

FY2005 BUDGET: \$795,280

OPERATING BUDGET IMPACT: No significant impact anticipated.

**2. RIGHT OF WAY – FY2005 BUDGET: \$14,150,000**

**PROJECT TITLE: Tunnel Rehabilitation**

DESCRIPTION: Rehabilitation and repair of the four existing double track tunnels which may include, but not be limited to, rail, ties, ballast, drainage improvements. First phase to rehabilitate the four existing double track tunnels in San Francisco. This first phase includes repairs to the tunnel lining system in all 4 tunnels, plus drainage improvements in Tunnels 2 and 4.

PROJECT COST ESTIMATE: \$12,500,000

FY2005 BUDGET: \$2,400,000

OPERATING BUDGET IMPACT: No significant impact. Expected to decrease annual O & M (Maintenance of Way) expenses.

**PROJECT TITLE: San Francisco Yard Signal and Track Rehabilitation**

DESCRIPTION: This project will partially rehabilitate the existing tracks turnouts, and signals in the SF yard until long term plans for the configuration of the yard can be determined. The jointed rail will be replaced with 2nd hand CWR, spot ties will be installed and worn turnout materials replaced. Outdated and obsolete portions of the signal system will be replaced to improve the reliability and functionality of trains entering and exiting the San Francisco terminal.

PROJECT COST ESTIMATE: \$3,500,000

FY2005 BUDGET: \$3,500,000

OPERATING BUDGET IMPACT: No significant impact. Expected to decrease annual O & M expenses.

**PROJECT TITLE: Install Crossovers and Control Points for Operational Improvements**

DESCRIPTION: Eight to sixteen crossovers will be added to the infrastructure at key points to be identified to support minimally disruptive single track operations, flexibility of contingency operations and truncated service options. They will be located so that a length track (interlocking to interlocking) will not exceed a length wherein the loss of a section of track will result in a non-recoverable service delay event.

PROJECT COST ESTIMATE: \$7,500,000

FY2005 BUDGET: \$7,500,000

OPERATING BUDGET IMPACT: No significant impact anticipated. Expected to decrease annual O & M expenses.

**PROJECT TITLE: Update & Development of New Infrastructure Standards and Standard Procedures**

DESCRIPTION: This project will allow the updating of existing infrastructure standards and standard procedures and the writing of new standards and standard procedures to comply with APTA safety and security audits. This project will also provide for incorporation of new safety and security requirements into the standards.

PROJECT COST ESTIMATE: \$750,000

FY2005 BUDGET: \$750,000

OPERATING BUDGET IMPACT: No significant impact.

**3. ROLLING STOCK – FY2005 BUDGET: \$1,366,816**

**PROJECT TITLE: Separate Head End Power Overhaul/Replacement Program**

DESCRIPTION: Overhaul of Separate (SEP) Head End Power (HEP) units (10 in FY 05 and 9 in FY06). Industry standards require SEP HEP units to be replaced/overhauled based upon number of service hours. The accumulated hours on Caltrain units are at this point.

PROJECT COST ESTIMATE: \$1,785,000

FY2005 BUDGET: \$1,345,618

OPERATING BUDGET IMPACT: Expected to decrease annual O & M expenses.

**PROJECT TITLE: Rolling Stock - Miscellaneous Spare Parts**

DESCRIPTION: Purchase of miscellaneous rolling stock equipment including, but not limited to: hand tools to complete COT and S work on the Bombardier cars, a specialty Nippon Sharyo gallery car wheelchair lift dolly.

PROJECT COST ESTIMATE: \$21,198

FY2005 BUDGET: \$21,198

OPERATING BUDGET IMPACT: No significant impact anticipated.

#### **4. OPERATIONAL FACILITIES & EQUIPMENT – FY2005 BUDGET: \$38,765,898**

<b>PROJECT TITLE: Caltrain Maintenance Facility</b>
---

DESCRIPTION: This project consists of constructing a new maintenance, storage and operations facility for Caltrain's locomotives and passenger cars at the Lenzen site in San Jose. The facility will accommodate daily inspections and scheduled maintenance, running repairs and component change-outs. Designed to serve a fleet of 25 locomotives and 110 passenger cars, this facility would consolidate Caltrain's existing maintenance facilities and provide the JPB with the capacity to complete additional types of maintenance more effectively, improving customer service and operational efficiency.

PROJECT COST ESTIMATE: \$139,409,810

FY2005 BUDGET: \$ 37,400,000

OPERATING BUDGET IMPACT: Final operating plans to be prepared.

<b>PROJECT TITLE: Real Time Train Predictive Arrival GPS System</b>
---

DESCRIPTION: Utilization of a global positioning satellite (GPS) to execute 3 program components, including predictive arrival/train tracking; WiFi, and cab signaling. These 3 components are linked and will depend on GPS for execution. WiFi is a state of the art system to enable connectivity to users of the internet; the proposed system will allow for continuous connectivity from station to train to station. The predictive arrival system is proposed to connect to an on-board information system that will provide real - time train location information. The cab signaling system will provide train based performance and control support. The entire system is scalable.

COST ESTIMATE: \$5,000,000

FY2005 BUDGET: \$937,500

OPERATING BUDGET IMPACT: No significant impact anticipated.

<b>PROJECT TITLE: Operational Facilities - Improvements</b>
---

DESCRIPTION: This project consists of operational facilities improvements including, but not limited to: purchase & install emergency lighting at Diridon crew base and passenger access area; installation of missing signage along Caltrain ROW; provide island operation at grade crossings when signal equipment are out of service.

COST ESTIMATE: \$321,982

FY2005 BUDGET: \$321,982

OPERATING BUDGET IMPACT: No significant impact anticipated.

**PROJECT TITLE: Operational Facilities - Maintenance Equipment & Spare Parts**

DESCRIPTION: Operational Facilities - Procure and/or installation of miscellaneous equipment and spare parts including but not limited to: hand tools for maintenance of way crew; portable handheld radio pack & associated equipment; acquisition of rail lubricators.

COST ESTIMATE: \$106,416

FY2005 BUDGET: \$106,416

OPERATING BUDGET IMPACT: No significant impact anticipated.

**5. OTHER PROJECTS – FY2005 BUDGET: \$2,105,000**

**PROJECT TITLE: Capital Program Development**

DESCRIPTION: Project covers activities including but not limited to: capital budget and programming process, grant development, capital tracking and development of capital program management systems.

COST ESTIMATE: \$150,000

FY2005 BUDGET: \$150,000

OPERATING BUDGET IMPACT: No significant impact.

**PROJECT TITLE: Capital Project Development**

DESCRIPTION: Project covers activities including but not limited to: ensuring development of accurate project scopes, cost estimates, and implementation schedules. Also covers such activities as initial capital project estimates and scope development.

COST ESTIMATE: \$500,000

FY2005 BUDGET: \$500,000

OPERATING BUDGET IMPACT: No significant impact.

**PROJECT TITLE: Capital Program Management**

DESCRIPTION: Project covers activities included but not limited to: provide oversight and support for the management of capital programs and project delivery to ensure budget and grant compliance. Also includes monitoring of variances and recommendation of appropriate corrective actions.

COST ESTIMATE: \$600,000

FY2005 BUDGET: \$600,000

OPERATING BUDGET IMPACT: No significant impact.

**PROJECT TITLE: SF Downtown Extension/Transbay Terminal EIR/EIS**

DESCRIPTION: This project consists of the following components: environmental assessment of a new multi-modal Transbay Terminal and Caltrain SF Downtown Extension (DTX), and completion of a Redevelopment Area Plan. The JPB and the City & County of San Francisco are co-lead agencies on the EIS/EIR that is being prepared jointly with input from the FTA.

COST ESTIMATE: \$3,131,601

FY2005 BUDGET: \$855,000

OPERATING BUDGET IMPACT: Operating budget impacts are being studied as part of the current environmental assessment efforts.

# Caltrain FY 2005 Capital Budget

PROJECT	TOTAL EST. PROJECT COST	PREVIOUSLY PROGRAMMED	FY05 CAPITAL BUDGET	FEDERAL	STATE	LOCAL MATCH - JPB MEMBER	LOCAL MATCH - COUNTY SPECIFIC	SF LOCAL MATCH SHARE *	SM LOCAL MATCH SHARE	SC LOCAL MATCH SHARE
<b>1. STATIONS &amp; INTERMODAL ACCESS</b>										
Interim Outside Boarding Platform Improvements - Cal Avenue	\$2,700,000	\$1,850,000	\$850,000	\$680,000			\$170,000		\$590,000	\$170,000
Interim Outside Boarding Platform Improvements - Broadway	\$4,800,000	\$1,850,000	\$2,950,000	\$1,360,000			\$390,000		\$480,000	
Outside Boarding Platform & Track/Signal Improvements - Burlingame	\$10,800,000	\$8,400,000	\$2,400,000	\$1,920,000			\$480,000			
Interim Outside Boarding Platform Improvements - Atherton	\$2,000,000	\$1,850,000	\$150,000	\$120,000			\$30,000		\$30,000	
Interim Outside Boarding Platform Improvements - Hillsdale	\$4,000,000	\$4,000,000	\$4,000,000	\$3,200,000			\$800,000		\$600,000	
Station Relocation & Provide Future 4 Track Improvements - SSF	**	\$5,820,484	\$4,494,843	\$3,585,874			\$898,969		\$588,969	
TVM Upgrade Program, including integration with TransLink	\$1,624,999		\$1,624,999	\$1,289,999		\$335,000		108,333	108,333	108,333
Caltrain Systemwide Safety Program: Closed circuit cameras & Equip.	\$2,045,280	\$1,250,000	\$795,280	\$795,280						
<b>SUB TOTAL</b>		\$24,020,484	\$17,265,122	\$13,971,153		\$325,000	\$2,969,969	\$108,333	\$2,907,302	\$278,333
<b>2. RIGHT OF WAY</b>										
Tunnel Rehabilitation	\$12,500,000	\$10,100,000	\$2,400,000	\$1,920,000		\$480,000		160,000	160,000	160,000
SF Yard Signal and Track Rehabilitation	\$3,500,000	\$3,500,000	\$3,500,000	\$2,800,000		\$700,000		233,333	233,333	233,333
Install Crossovers and Control Points for operational improvements	\$7,500,000	\$7,500,000	\$7,500,000	\$6,000,000	\$714,000	\$786,000		\$262,000	\$262,000	\$262,000
Update & Devt of New Infrastructure Standards & Standard Procedures	\$750,000		\$750,000	\$600,000		\$150,000		\$50,000	\$50,000	\$50,000
<b>SUB TOTAL</b>		\$33,194,930	\$14,150,000	\$11,320,000	\$714,000	\$2,116,000		\$705,333	\$705,333	\$705,333
<b>3. ROLLING STOCK</b>										
Separate Head End Power (SEP HEP) Overhaul/Replacement Program	\$1,785,000		\$1,345,618	\$1,076,494	\$100,000	\$169,124		\$56,375	\$56,375	\$56,375
Rolling Stock - Miscellaneous Spare Parts & Equipment	\$21,198		\$21,198	\$21,198						
<b>SUB TOTAL</b>			\$1,366,816	\$1,076,494	\$121,198	\$169,124		\$56,375	\$56,375	\$56,375
<b>4. OPERATIONAL FACILITIES &amp; EQUIP.</b>										
Caltrain Maintenance Facility	\$139,409,810	\$102,009,810	\$37,400,000	\$29,920,000		\$7,480,000		1,246,667	2,493,333	2,493,333
Real Time Train Predictive Arrival GPS System	\$5,000,000		\$937,500	\$750,000		\$187,500		62,500	62,500	62,500
Operational Facilities - Improvements	\$321,982		\$321,982	\$321,982						
Operational Facilities - Maintenance Equipment & Spare Parts	\$106,416		\$106,416	\$106,416						
<b>SUB TOTAL</b>		\$102,009,810	\$38,765,898	\$30,670,000	\$428,398	\$7,667,500		\$1,309,167	\$2,555,833	\$2,555,833
<b>5. OTHER</b>										
Capital Program Development	\$150,000		\$150,000	\$150,000						
Capital Project Development	\$500,000		\$500,000	\$500,000						
Capital Program Management	\$600,000		\$600,000	\$600,000						
SF DTX/TT EIR/EIS ***	\$3,131,691	\$2,276,601	\$855,000	\$855,000			\$855,000			
<b>SUB TOTAL</b>			\$2,105,000	\$1,250,000			\$855,000			
<b>FY 05 BUDGET TOTAL</b>			\$73,652,835	\$7,037,647	\$2,513,596	\$10,277,623	\$3,823,969	\$2,179,208	\$6,224,843	\$3,595,874

Notes:

- \* SF proposes to provide half of its increment of local matching funds needed for the CEMOF project in FY 2005, with the balance in FY 2006. In light of contract award commitment needs for the project, SF will provide PCJPB a letter committing its full share of \$2,493,333.
- \*\* VTA proposes to use Federal Section 5309 UA funds in lieu of its local match requirement. The San Mateo County Transportation Authority will in turn use these Federal funds to finance ongoing improvements at South San Francisco and provide the required local match on behalf of VTA.
- \*\*\* Project is currently in the PSR/PE stage. Total project cost will depend on the project scope options to be selected.
- \*\*\*\* Funded by a SF MUNI Federal grant (CA-90-Y124); SF MUNI is the grantee on the TJPA's behalf. Matching funds to the Federal grant are available from TJPA/SF MUNI.



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## **Peninsula Corridor Joint Powers Board**

### **Section Five**

#### **SUPPLEMENTAL INFORMATION**

- **Personnel Summary by Division**
- **San Francisco Bay Area Demographic & Vehicle Ownership Forecasts**
- **Demographic Data**
- **Operating Statistics**
- **Fare and Proof of Payment Changes**
- **Fares and Zones**
- **PCJPB Milestones**
- **Glossary of Terms**

**PENINSULA CORRIDOR JOINT POWERS BOARD**

**FISCAL YEAR 2005 BUDGET  
PERSONNEL SUMMARY BY DIVISION**

<b>STAFFING SUMMARY</b>	<b>Authorized Positions</b>				<b>NET</b>	<b>Notes</b>
	<b>FY2002</b>	<b>FY2003</b>	<b>FY2004</b>	<b>FY2005</b>	<b>CHANGE</b> <b>FY04 to FY05</b>	
<b>EXECUTIVE</b>	2.00	2.20	1.32	0.70	(0.62)	(1)
<b>ADMINISTRATION</b>	13.55	16.51	14.43	11.00	(3.43)	(1) (2) (3)
<b>COMMUNICATIONS</b>	24.20	23.84	17.66	19.35	1.69	(1) (2) (3) (4) (5)
<b>DEVELOPMENT</b>	30.95	27.91	34.91	15.19	(19.72)	(1) (2) (3) (4) (5) (6) (7)
<b>FINANCE</b>	14.41	17.15	19.82	15.80	(4.02)	(1) (2) (3) (4) (5)
<b>OPERATIONS</b>	15.00	17.93	18.49	14.40	(4.09)	(1) (2) (3) (4) (5) (6) (7)
<b>TOTAL EMPLOYEES</b>	<b>100.11</b>	<b>105.54</b>	<b>106.63</b>	<b>76.44</b>	<b>(30.19)</b>	

NOTES: Changes from FY04 to FY05

(1) Wages for FY2005 reallocated through the Agency Indirect Allocation (AIA) for general support services not identified specifically with a specific operating business unit. 100% of these costs allocated to the other categories below via appropriate measures and an overhead rate.

- (2) Eliminated position
- (3) Position transferred to/from other business unit
- (4) Position transferred to/from capital
- (5) Position transferred to/from other division
- (6) Position reclassified from Manager to Director
- (7) Added Position

**PENINSULA CORRIDOR JOINT POWERS BOARD**

**SAN FRANCISCO BAY AREA DEMOGRAPHIC AND VEHICLE OWNERSHIP FORECASTS**

Characteristic	1990	1998	2000	2005	2010	2020	2025
<b><u>General Demographic Characteristics</u></b>							
Total Population	6,020,100	6,716,100	6,930,600	7,380,100	7,631,400	8,026,900	8,224,100
Household Population	5,868,700	6,564,300	6,779,300	7,224,500	7,473,400	7,863,700	8,060,900
Total Households	2,245,900	2,394,800	2,438,100	2,554,000	2,656,700	2,839,600	2,916,500
Average Household Size	2.61	2.74	2.78	2.83	2.81	2.77	2.76
Total Employment	3,206,100	3,504,100	3,688,600	3,967,000	4,227,600	4,688,000	4,906,800
Employed Residents	3,149,300	3,373,900	3,538,000	3,779,000	4,017,500	4,438,300	4,625,200
Regional Net In-Commute	56,800	130,200	150,600	188,000	210,100	249,700	281,600
Average Workers per Household	1.40	1.41	1.45	1.48	1.51	1.56	1.59
Mean Household Income (1989\$)	\$53,400	\$60,500	\$63,600	\$68,400	\$72,100	\$78,600	\$79,000
<b><u>Vehicle Ownership Characteristics</u></b>							
Total Vehicles	3,974,100	4,361,800	4,503,700	4,788,700	5,025,600	5,428,000	5,593,300
Average Vehicles per Household	1.77	1.82	1.85	1.87	1.89	1.91	1.92
Average Vehicles per 1000 Persons	660.1	649.5	649.8	648.9	658.5	676.2	680.1
Zero-Vehicle Households	232,100	223,500	216,500	212,900	211,700	216,600	218,500
Single Vehicle Households	720,200	728,000	718,400	729,600	746,200	776,900	793,000
Multi-Vehicle Households	1,293,600	1,443,300	1,503,200	1,611,400	1,698,800	1,846,100	1,905,000
Share of Zero-Vehicle Households	10.3%	9.3%	8.9%	8.3%	8.0%	7.6%	7.5%
Share of Single Vehicle Households	32.1%	30.4%	29.5%	28.6%	28.1%	27.4%	27.2%
Share of Multi-Vehicle Households	57.6%	60.3%	61.7%	63.1%	63.9%	65.0%	65.3%
<b><u>Workers in Household Characteristics</u></b>							
Non-Working Households	469,300	435,300	408,400	393,000	398,100	462,100	464,900
Single-Worker Households	826,200	1,013,600	1,026,500	1,076,100	1,096,000	1,086,100	1,106,600
Multi-Worker Households	950,400	945,900	1,003,200	1,084,800	1,162,500	1,291,400	1,345,000
Share of Non-Working Households	20.9%	18.2%	16.8%	15.4%	15.0%	16.3%	15.9%
Share of Single-Worker Households	36.8%	42.3%	42.1%	42.1%	41.3%	38.2%	37.9%
Share of Multi-Worker Households	42.3%	39.5%	41.1%	42.5%	43.8%	45.5%	46.1%
<b><u>Land Use Characteristics</u></b>							
Residential Acres	448,000	470,900	479,000	507,200	530,900	572,100	575,900
Commercial-Industrial Acres	187,200	198,500	201,900	210,100	215,900	224,400	228,300
Total Acres	4,436,800	4,436,800	4,436,800	4,436,800	4,436,800	4,436,800	4,436,800
Share, Developed of Total Acres	14.3%	15.1%	15.3%	16.2%	16.8%	18.0%	18.1%

Source: Travel Forecast for the SF Bay Area 1990-2025, Data Summary, MTC, May 2001

**PENINSULA CORRIDOR JOINT POWERS BOARD**

**DEMOGRAPHIC DATA**

**SERVICE AREA DEMOGRAPHIC DATA: 1980-2002**  
**San Francisco, San Mateo, and Santa Clara counties**

	<b>1980</b>	<b>1990</b>	<b>2000</b>	<b>2002 Estimates</b>
<b>Total Population</b>	2,561,374	2,871,159	3,166,479	3,091,178
<b>Persons Per Household</b>	2.51	2.58	2.67	2.57
<b>Mean Household Income</b>	\$ 53,192	\$ 66,573	n/a	n/a
<b>Minority Population:</b>				
Asian	292,175	562,740	805,257	859,175
Black	161,824	162,926	127,044	106,512
Hispanic	383,323	529,908	667,613	668,675
Native American	12,299	11,678	17,754	15,913
<b>Total</b>	849,621	1,267,252	1,617,668	1,650,275
<b>% of Minority Population to Total Population</b>	33.2%	44.1%	51.1%	53.4%
<b>Population by Age:</b>				
0-4	155,428	192,213	196,425	210,835
5-17	547,004	502,912	494,879	479,321
18-64	1,595,974	1,860,338	2,120,452	2,051,224
65 Plus	262,968	315,696	354,723	349,798

*Source: United States Bureau of the Census, 1980-2000, American Community Survey 2002, adopted by MTC and ABAG.*

**PENINSULA CORRIDOR JOINT POWERS BOARD**

**DEMOGRAPHIC DATA**

	2000			2002 Estimates		
	San Francisco	San Mateo	Santa Clara	San Francisco	San Mateo	Santa Clara
<b>COMMUTING TO WORK</b>						
Mean travel time to work (minutes)	30.7	27.0	26.1	n/a	n/a	n/a
<b>LABOR AND EMPLOYMENT BY OCCUPATION</b>						
Employed civilian population 16 years and over	427,823	361,640	843,912	406,715	348,491	775,954
Management, professional and related	206,804	154,419	409,371	198,116	147,896	372,653
Service	61,364	48,869	88,797	65,459	55,112	96,762
Sales and office	109,316	98,865	191,719	95,609	92,590	176,180
Farming, fishing & forestry	462	1,157	3,494	278	799	515
Construction, extraction, and maintenance	17,990	27,227	55,616	18,561	24,507	58,481
Production, transportation, and material moving	31,887	31,103	94,915	28,692	27,587	71,363
<b>TOTAL POPULATION</b>	776,733	707,161	1,682,585	744,881	692,752	1,653,545

Source: United States Bureau of the Census 2000, American Community Survey 2002, adopted by MTC

## **Census Shows Significant Increase in Transit Commuting to Bay Area Downtowns**

Newly released data from Census 2000 shows significant increases in the number of workers commuting by public transportation to jobs in downtown San Francisco, Oakland and San Jose. Between 1990 and 2000, transit commuting to jobs in downtown San Francisco increased by 18 percent, transit commuting to downtown Oakland increased by 45 percent, and transit commuting to jobs in downtown San Jose increased by 60 percent.

Transit commuting in the nine-county San Francisco Bay Area increased from 291 thousand daily transit commuters in 1990 to 320 thousand daily transit commuters in the year 2000. The total number of commuters working in Bay Area jobs increased 11 percent in the 1990s, from 3.1 million commuters in 1990 to over 3.4 million commuters in 2000.

Downtown San Francisco is the largest transit commute market in the Bay Area, with about 49 percent of the region's public transportation commuters working in the 2.5 square mile San Francisco business district. Transit's share of the downtown San Francisco commute market increased from 46.6 percent in 1990 to 49.0 percent in 2000. Total transit commuting to downtown San Francisco increased by 18 percent in the 1990s in comparison to a 13 percent increase in commuters by all means of transportation.

Downtown Oakland is the second largest transit commute market in the Bay Area. Downtown Oakland's transit commute share increased from 20.2 percent in 1990 to 24.1 percent in 2000, which amounts to a 45 percent increase in the total number of transit commuters working in downtown Oakland. The decennial censuses are also showing a significant growth in overall commuting to downtown Oakland, at 22 percent over the 1990s.

Downtown San Jose is the third largest transit commuter market in the Bay Area. Downtown San Jose's transit commute share increased from 4.7 percent in 1990 to 7.2 percent in 2000. This is a 60 percent increase in downtown San Jose transit commuting, from 2,000 average daily transit commuters in 1990 to 3,200 average daily transit commuters in 2000. The decennial censuses are showing very little change in overall commuting to downtown San Jose, at a 3 percent increase between 1990 and 2000.

**A. Transit Commuting in the San Francisco Bay Area**

Workers commuting, by transit, to jobs in . . . .	1990 Census	2000 Census	Percent Change, 1990-2000
Downtown San Francisco	132,600	156,800	+18%
Downtown Oakland	10,500	15,200	+45%
Downtown San Jose	2,000	3,200	+60%
Downtowns, Combined	145,100	175,200	+21%
Rest of Bay Area	146,000	144,900	-1%
Bay Area, TOTAL	291,100	320,100	+10%
Downtowns as Share of Region	50%	55%	

**B. Total Commuting in the San Francisco Bay Area**

Workers commuting, by all means of transportation, to jobs in . . . .	1990 Census	2000 Census	Percent Change, 1990-2000
Downtown San Francisco	284,300	320,300	+13%
Downtown Oakland	51,900	63,200	+22%
Downtown San Jose	43,000	44,200	+3%
Downtowns, Combined	379,200	427,700	+13%
Rest of Bay Area	2,712,000	2,988,400	+10%
Bay Area, TOTAL	3,091,200	3,416,100	+11%
Downtowns as Share of Region	12.3%	12.5%	

**C. Transit Commute Shares in the San Francisco Bay Area**

Share of workers commuting, by transit, to jobs in . . . .	1990 Census	2000 Census	Percent Change, 1990-2000
Downtown San Francisco	46.6%	49.0%	+2.4%
Downtown Oakland	20.2%	24.1%	+2.9%
Downtown San Jose	4.7%	7.2%	+2.5%
Downtowns, Combined	38.3%	41.0%	+2.7%
Rest of Bay Area	5.4%	4.8%	-0.6%
Bay Area, TOTAL	9.4%	9.4%	+0.0%

This new census data is from the “Census Transportation Planning Package” (CTPP) currently being analyzed by transportation planners at the Metropolitan Transportation Commission (MTC) in Oakland. The recently released data provides detailed tabulations on the characteristics of workers at their place of work. Previous Census 2000 products only provide information on workers, persons and housing units by place of residence. Future CTPP data to be released by the U.S. Bureau of the Census will include detailed tabulations that show commuter “flows” between home-and-work (e.g., how many workers live in Oakland and work in San Francisco, and how they got to work). Tabulations in the CTPP data are based on decennial census “long form” questionnaires that were answered by one-in-eight Bay Area residents.

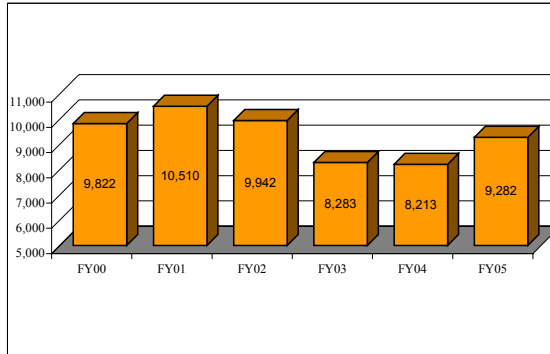
Detailed information on the Census Transportation Planning Package is available on MTC’s web site at: <http://www.mtc.ca.gov/datamart/census/ctpp2000/>



**PENINSULA CORRIDOR JOINT POWERS BOARD  
OPERATING STATISTICS  
PERIOD FROM FY2000 THROUGH FY2005**

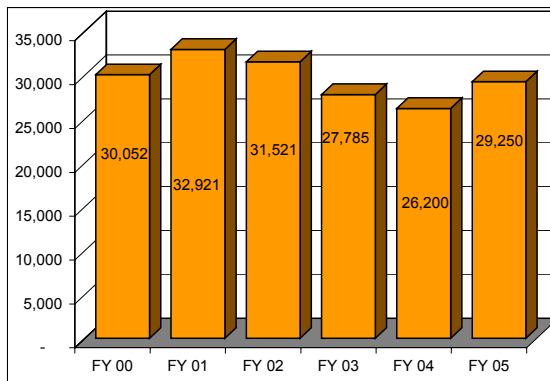
**TRAIN RIDERSHIP (In thousands)**

From FY1999 through FY2002 Caltrain ridership increased 21.9% from 8.6 million in FY1999 to 10.5 million in FY2001. Ridership decreased 5.4% from 10.5 million to 9.9 million in FY2002 due to the economic slowdown. Ridership declined to 8.3 million in FY2003 because of the weekend shutdown for construction work. FY2004 ridership projected at 8.3 million, in anticipation of the Caltrain Baby Bullet express service to start in March of 2004, and resumption of weekend service. The much anticipated Caltrain Baby Bullet Service started June 7, 2004 together with the resumption of weekend service. Train ridership is projected to reach 9.3 million, a 13% increase in FY2005.



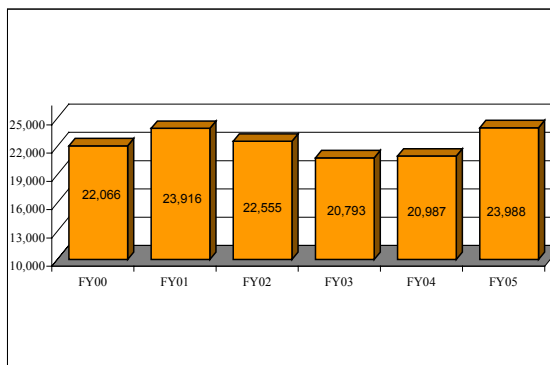
**AVERAGE WEEKDAY RIDERSHIP**

FY2002 through FY2004 showed decreased ridership due to economic slowdown. FY2005 is projected to show an increase of 11.6% to 29,250.



**TRAIN PASSENGER FARES (In thousands)**

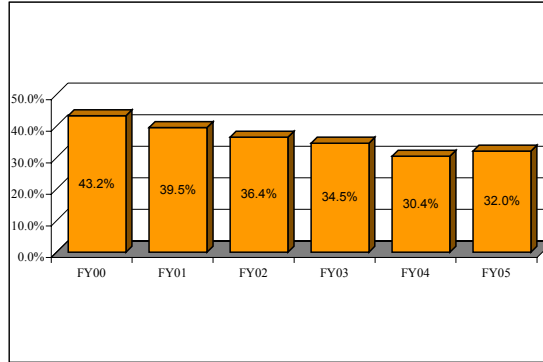
Caltrain has made modest fare adjustments since the JPB assumed operations on July 1, 1992. Five% fare increases were made effective 9/93, 7/95, 7/96, 7/97 and 7/98 in order to achieve the goal of 40% farebox recovery. There was a 10% fare increase in 7/02. With the opening of the Caltrain Baby Bullet Express, Passenger Fares is projected to increase by \$3.0 million to \$23,988 million in FY2005.



## PENINSULA CORRIDOR JOINT POWERS BOARD OPERATING STATISTICS PERIOD FROM FY2000 THROUGH FY2005

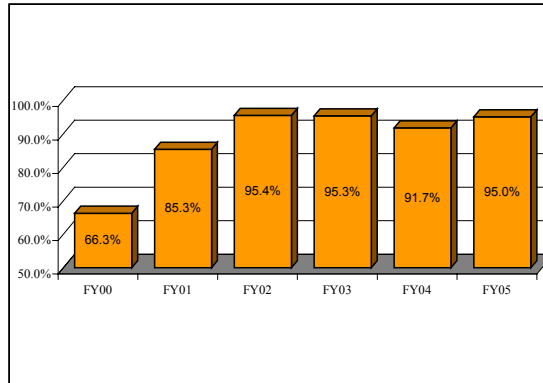
### FAREBOX RECOVERY

The FY2004 goal is to achieve a 40% Farebox Recovery. The ratio is expected to be lower because of the weekend shutdown, which started July 6, 2002, and was resumed June 5, 2004. FY2005 farebox recovery ratio is slightly up due to higher ridership and higher passenger fares because of Caltrain Baby Bullet and resumption of weekend service.



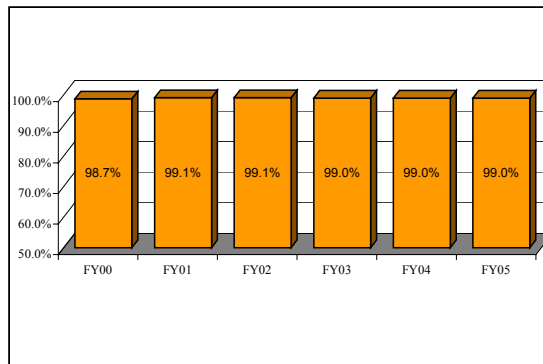
### ON-TIME PERFORMANCE

After a dip in FY2000 due to heavy construction along the right-of-way, on-time performance achieved an all-time high in FY2002. Percentage represents trains arriving within a five-minute tolerance, excluding delays outside the control of the operator. FY2004 delays are attributed to mechanical problems, medical emergencies and construction projects along the tracks. FY2005 goal is to be at 95% in on-time performance.



### EQUIPMENT AVAILABILITY

Equipment availability reached 99.4 percent in FY1999. In FY2000 additional trains were added to serve Pacific Bell Park, which included the acquisition of 14 rail cars built in 1953. The equipment availability declined to 98.7 percent in FY2000. The goal is 99.0 percent, which has been achieved in both FY2001 and FY2002 at 99.1 percent each year, and 99.0 percent in FY2003 and FY2004. Similar to previous years, FY2005 goal is 99.0 percent.



# **PENINSULA CORRIDOR JOINT POWERS BOARD**

## **Fare and Proof-of-Payment Changes:**

Effective September 22, 2003, Caltrain introduced two major fare changes – restructured fare zones and a Proof-of-Payment system. Objectives for the changes were ease of use and understanding, equity and consistency, reduction of fare abuse and evasion, and a more efficient fare collection system.

Incorporated in the changes were adjustments to the zone structure, fare media, rider groups and discount policy, and regional fare policy. Together with service improvements such as Baby Bullet express, a flexible schedule melding local and express trips, and improved station amenities, the streamlined fare system and POP innovation were consistent with Caltrain's goal of gaining new riders and accompanying revenues.

### **Ticket Sales**

All passengers must possess a valid ticket before boarding the train. Sales on board trains were discontinued in September 2003, allowing onboard personnel to concentrate on safety, customer service and assistance, and fare inspection. The increase in use of ticket vending machines and the efficiency of POP also allowed a reduction in the number of staffed stations, leading to further cost savings.

### **Enforcement**

Written warnings and citations discourage boarding without a valid ticket, and combat fare abuse or evasion. The California Penal Code authorizes the JPB or its designee to enforce Section 640 of the Penal Code, calling for a fine of up to \$250. Conductors provide the primary enforcement.

Following a three-month period of customer education, enforcement began in December 2003 with written warnings issued and was increased again in March 2004 with the issuance of citations. Since enforcement began, 758 warnings and 76 citations were issued in FY2004. Full enforcement only began when citations began being issued as well, during the last quarter of FY2004.

Fare compliance has been measured at over 99.5%. Generally a 2-3% level of fare evasion is common, so Caltrain has exceeded those expectations.

## FARES AND ZONES

Caltrain fares are based on the numbers of zones that are partially or wholly traveled through by the passenger. A fare from San Francisco to Sunnyvale would be based on travel through three whole or partial zones, i.e. Zone 1, Zone 2 and Zone 3.

Caltrain has six zones. There is limited weekday service and no weekend service to zones 5 and 6. The stations within each zone are:

FARES		
<b>Travel within any one zone</b>	<b>Travel within any three zones</b>	<b>Travel within any five zones</b>
Full Fare:	Full Fare:	Full Fare:
One-way            \$1.75	One-way            \$4.25	One-way            \$6.75
Day Pass            \$3.50	Day Pass            \$8.50	Day Pass            \$13.50
10-ride            \$15.00	10-ride            \$36.25	10-ride            \$57.50
Monthly Pass      \$46.50	Monthly Pass      \$112.75	Monthly Pass      \$179.00
Senior / Disabled / Youth:	Senior / Disabled / Youth:	Senior / Disabled / Youth:
One-way            \$0.75	One-way            \$2.00	One-way            \$3.25
Day Pass            \$1.75	Day Pass            \$4.25	Day Pass            \$6.75
10-ride            \$7.50	10-ride            \$18.00	10-ride            \$28.75
Monthly Pass      \$23.25	Monthly Pass      \$56.25	Monthly Pass      \$89.50
<b>Travel within any two zones</b>	<b>Travel within any four zones</b>	<b>Travel within any six zones</b>
Full Fare:	Full Fare:	Full Fare:
One-way            \$3.00	One-way            \$5.50	One-way            \$8.00
Day Pass            \$6.00	Day Pass            \$11.00	Day Pass            \$16.00
10-ride            \$25.50	10-ride            \$46.75	10-ride            \$68.00
Monthly Pass      \$79.50	Monthly Pass      \$145.75	Monthly Pass      \$212.00
Senior / Disabled / Youth:	Senior / Disabled / Youth:	Senior / Disabled / Youth:
One-way            \$1.50	One-way            \$2.75	One-way            \$4.00
Day Pass            \$3.00	Day Pass            \$5.50	Day Pass            \$8.00
10-ride            \$12.75	10-ride            \$23.50	10-ride            \$34.00
Monthly Pass      \$39.75	Monthly Pass      \$73.00	Monthly Pass      \$106.00
<b>Zone Upgrade - Adult: \$1.25; Senior / Disabled / Youth: 75¢</b>		

<b>Zone</b>	<b>Caltrain Stations</b>
1	4th/King; 22nd St.; Paul Ave.; Bayshore; South San Francisco; San Bruno
2	Millbrae; Broadway; Burlingame; San Mateo; Hayward Park; Bay Meadows; Hillsdale; Belmont; San Carlos; Redwood City
3	Atherton; Menlo Park; Palo Alto; Stanford; California Avenue; San Antonio; Mountain View; Sunnyvale
4	Lawrence; Santa Clara; College Park; San Jose Diridon; Tamien
5	Capitol; Blossom Hill
6	Morgan Hill; San Martin; Gilroy

## PCJPB MILESTONES

September 2000

In a year when Caltrain begins service to Pacific Bell Park, ridership reaches an all-time high of 9.8 million. Ten new weekday trains create half-hourly midday service.

February 2001

Caltrain reports highest ridership in the rail line's 138-year history: 10.3 million in calendar year 2000.

April 2001

Caltrain adds two weekday trains for a total of 80. The \$58 million Ponderosa Project brings about numerous system-wide improvements.

December 2001

Caltrain and the Golden Gate Railroad Museum team up to generate toy donations for local charities while bringing holiday cheer to local families.

April 2002

Caltrain board awards a \$64.5 million project for the North CTX Project, which sets the stage for the Baby Bullet Service and a BART connection at Millbrae. In a major upgrade, a centralized traffic control system will be installed and passing tracks will be added in Brisbane and Sunnyvale.

June 2002

Caltrain unveils first of 17 Bombardier cars which will be used in the Baby Bullet service during a ceremony in San Francisco which featured Gov. Gray Davis and State Senator Jackie Speier. She was instrumental in getting \$127 million in funding included in the governor's budget for the Baby Bullet.

July 2002

To Facilitate the CTX work, Caltrain suspends weekend service for nearly two years. The shutdown of rail service in order to get the work done as quickly, economically, and safely as possible occurs at the same time that the Peninsula Corridor Joint Powers Board marks its 10<sup>th</sup> year as owner and manager of the Peninsula's commuter rail service.

August 2002

Responding to declining ridership and revenue, Caltrain reduces weekday service from 80 to 76 trains.

October 2002

First Baby Bullet cars go into service.

November 2002

Pulled by ex-Southern Pacific locomotive No. 2472, Caltrain's Trains for Tots special attracts huge crowds during its two-night run and more than 6,000 toys for local charities.

February 2003

Construction kicks off on the \$49 million South CTX construction project, which includes work on the southern end of the Caltrain main line to facilitate the Baby Bullet service.

April 2003

The first of six new Baby Bullet locomotives makes its debut at a “baby shower” in Burlingame. Senator Speier christens the engine.

May 2003

New \$11.4 million Sunnyvale Transit Center is dedicated, replacing an outmoded structure and providing a 400-space parking structure plus 100 surface level spaces.

June 2003

BART connection with Caltrain opens at Millbrae providing the first cross-platform connection for the two systems.

September 2003

Caltrain introduces Proof-of-Payment system and a major restructuring of zones and fares.

March 2004

Rebuilt Lawrence station makes its debut a few weeks before the completely reconstructed Bayshore station opens for service on March 22<sup>nd</sup>. In preparation for the Baby Bullet service, both stations become fully accessible to people with disabilities and have a number of aesthetic improvements.

June 2004

After four years of planning and two years of construction, Caltrain launches Baby Bullet service and brings back weekend train service. Ten Baby Bullet trains are included in the new 86-train schedule, with stops at San Francisco, 22<sup>nd</sup> Street, Millbrae, Hillsdale, Palo Alto, Mountain View, and San Jose. Weekend service also increases to 32 trains on Saturdays and 30 on Sundays.

## GLOSSARY

<b>Term</b>	<b>Definition</b>
ABAG	Association of Bay Area Governments -- A voluntary association of counties and cities that is the land-use planning agency for the nine-county San Francisco Bay Area.
ADA	Americans with Disabilities Act -- Passed in 1990, this federal legislation calls on public transit systems to make their services more fully accessible, as well as to underwrite a parallel complementary network of paratransit service.
APTA	American Public Transportation Association -- A non-profit international lobbying and research organization for transit operators and suppliers based in Washington, D.C.
Accrual Accounting	A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.
Appropriation	A legislative authorization for expenditures for specific purposes within a specific time frame.
Assembly Bill (AB) 434	Authorizes the Bay Area Air Quality Management District (BAAQMD) to impose a surcharge on vehicle registration fees for use on designated transportation programs which reduce emissions in the Bay Area.
BAAQMD	Bay Area Air Quality Management District -- Polices and monitors emissions to keep air pollution in check.
BART	Bay Area Rapid Transit District -- provides heavy rail public transit service in San Francisco, San Mateo, Alameda and Contra Costa counties.
Budget	Expression of organizational policies and operational plans in financial terms. An annual financial plan showing projected costs and revenue over a specified time period.
CAC	Citizens Advisory Committee -- An advisory committee made up of board-appointed members to advise the board on all aspects of JPB policy. Meetings are held on a monthly basis.
CBD	Central Business District -- The traditional downtown or retail/commercial area of a city.
C/CAG	City/County Association of Governments -- A voluntary organization of local governments that strives for comprehensive,



	regional planning.
CIP	Capital Improvement Program
CMA	Congestion Management Agency -- A countywide organization responsible for preparing and implementing the county's Congestion Management Plan.
CMAQ	Congestion Mitigation and Air Quality -- Federal funds available for either transit or highway projects which contribute significantly to reducing vehicle emissions, which cause air pollution.
CMP	Congestion Management Program -- Sets performance standards for roadways and public transit, and shows how local jurisdictions will attempt to meet those standards through Transportation Demand Management strategies and a seven-year capital improvement program.
CPI	Consumer Price Index.
CTA	California Transit Association.
Caltrain	Rail service which serves local cities from San Francisco in the north to San Jose and Gilroy in the south.
Caltrans	California Department of Transportation
Capital	All property and equipment with a cost greater than \$1,000 and a useful life of more than one year.
Crossover	Allows train to move from track to another track utilizing two turnouts.
DBE	Disadvantaged Business Enterprise -- A business owned and operated by one or more socially and economically disadvantaged individuals as determined by the Small Business Administration.
DOT	Department of Transportation -- At the federal level, a cabinet agency with responsibility for highways, mass transit, aviation and ports; headed by the Secretary of Transportation.
Deadhead	The scheduled non-revenue operation of a transit vehicle without carrying passengers.
Debt Service	Funds for the retirement of bonds and notes covering payments of principal and interest.
Demand Response	Non-fixed-route service with passengers boarding and alighting at pre-arranged times at any location within the system's service area.

District	San Mateo County Transit District -- provides fixed-route bus, special service bus and paratransit service in San Mateo County. May also be referred to as the managing agent of the JPB.
Division	Officer level within SamTrans that reports directly to General Manager/CEO.
EEO	Equal Employment Opportunity
EIR	Environmental Impact Report -- A comprehensive analysis of the environmental impacts of a proposed project under California Environmental Quality Act.
EIS	Environmental Impact Statement -- A comprehensive analysis of the environmental impacts of a proposed project under National Environmental Protection Act.
EPA	Environmental Protection Agency
Encumbrances	Commitments related to unperformed (executory) contracts for goods or services.
Enterprise Fund	Proprietary fund type used to report an activity for which a fee is charged to external users for goods or services.
Expenses	Goods or services purchased directly for the running of the business. This does not include goods bought for re-sale or any items of a capital nature.
Express Service	Routes with one or more long segments in which no stops are made; usually in peak commute hours.
FHWA	Federal Highway Administration -- Branch of the Department of Transportation
FTA	Federal Transit Administration -- Agency of the United States Department of Transportation that provides federal transit financing, policy and programs.
FY	Fiscal Year -- Budget year beginning July 1 and ending June 30.
Farebox Recovery	Measure of the proportion of operating expenses covered by passenger fares.
Fixed-Route	Public transit service that operates on a regular basis over a predefined route at predefined times as defined in a public timetable (bus and rail).

Fund	An accounting entity comprised of a group of self-balancing accounts.
GGBHTD ISTEA	Golden Gate Bridge, Highway, and Transportation District Intermodal Surface Transportation Efficiency Act -- Six-year federal transportation funding that emphasizes diversity and balance of modes, as well as the preservation of existing systems over construction of new facilities, especially roads.
JPB	Peninsula Corridor Joint Powers Board -- joint powers agency which operates Caltrain service and comprised of San Mateo County Transit District, San Francisco Muni and Santa Clara Valley Transportation Authority.
LOS	Level of Service -- A measure of traffic congestion, ranging from A (free-flowing traffic) to F (gridlock). Also used to denote the quantity of service on a transit route, including both frequency and hours of service.
LRT	Light Rail Transit -- Fixed-guideway transportation mode that typically operates on city streets and draws its electric power from overhead wires.
Layover	The period of time that a transit vehicle is scheduled to wait at a particular point; normally at the end of a route to allow for schedule recovery and bus operator's breaks.
Load Factor	Ratio of passengers carried versus the total passenger capacity of a vehicle.
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization -- A federally designated transportation planning and programming body responsible for the Regional Transportation Plan and the Transportation Improvement Plan in its region.
MTC	Metropolitan Transportation Commission -- The MPO for the nine Bay Area counties responsible for coordinating regional transportation planning and financing.
Measure A	Passed in 1988, this measure approved a half-cent sales tax increase to fund local transportation projects. Sales tax receipts are administered by the San Mateo County Transportation Authority.
Muni	San Francisco Municipal Railway provides transit service in the City & County of San Francisco.

ORG	Organization is the Cost Center level with SamTrans. ORG is the acronym built into the integrated computer system.
PCC	Paratransit Coordinating Council -- Advisory committee made up of representatives of county paratransit providers, paratransit users, persons with disabilities and senior citizens.
PERS	Public Employees Retirement System.
PIP	Performance Improvement Program -- Where the MPO in conjunction with local transit agencies lays out projects and programs to streamline and integrate the region's various transit systems.
POP	Proof of Payment is basically an honor system, verified by inspectors. Passengers are responsible for purchasing tickets before boarding the train and need to show the ticket to inspectors (in most cases conductors) who will be making random checks. Passengers without valid tickets are subject to a citation/fine of up to \$250 plus court costs.
Paratransit	Transportation service required by the ADA for individual with disabilities who are unable to use fixed-route service.
Park and Ride	Designated parking area at transit stops or stations used by those who wish to park their cars and continue their trip by transit.
Project Basis	The Asset constructed with or owned via a Project Financing which is expected to produce cashflow at a Debt Service Cover Ratio sufficient to repay the Project Financing.
Proprietary Fund	Sometimes referred to as "income-determination" or "commercial-type" funds of a state or local governmental unit. Examples are enterprise funds and internal service funds
Public Transit	Provision of general or special transportation service by a public agency to the public on a regular and continuing basis.
RFP	Request for Proposal.
RTA	Regional Transit Association -- An association of Bay Area public transit operators.
RTCC	Regional Transit Coordinating Council -- Composed of the general managers of the region's largest transit operators, this committee coordinates routes, schedules, fares and transfers among operators; provides input to MTC on transit policy and funding; and conducts legislative advocacy.

RTP	Regional Transportation Plan -- A multimodal blueprint to guide the region's transportation development for a 20-year period as required by state and federal law.
Revenues	Sales or royalty proceeds. Quantity times price realized.
Revenue Service	The operation of a transit vehicle in scheduled service for the use of passengers.
SCCTA	Santa Clara County Transportation Agency (Replaced by the SCVTA)
SCTVA	Santa Clara Valley Transportation Authority.
SMCTA	San Mateo County Transportation Authority. Responsible for administering Measure A funds to provide transportation improvement projects within San Mateo County.
SRTP	Short Range Transit Plan -- A 10-year comprehensive plan required of all transit operators by federal and regional transportation funding agencies.
STA	State Transit Assistance -- Provides funding for mass transit operations and capital projects.
SamTrans	San Mateo County Transit District -- provides fixed-route bus, special service bus and paratransit service in San Mateo County. May also be referred to as the District.
Section 3	Section of the FTA that authorizes discretionary funds for capital public transportation projects.
Section 8	Section of the FTA that authorizes funds for special studies and federally required planning studies which support and justify transit related equipment and facilities, such as the development of the SRTP.
Section 9	Section of the FTA that authorizes grants to public transportation systems in urbanized areas for both capital and operating programs based on formulas set out in the statute.
Section 15	Section of the FTA that authorizes the DOT to gather statistical information about the financing and operations of public transportation systems.
TDA	Transportation Development Act -- Generates funds from a one-quarter percent sales tax in each county to be used for transit, paratransit, bicycle and pedestrian purposes (streets and road repairs in rural areas); these funds are collected by the state and

allocated by the MPO to projects and programs within the county of origin.

TDM	Transportation Demand Management -- Low-cost ways to reduce demand by automobiles on the transportation system, such as programs to promote telecommuting, flextime and ridesharing.
TIP	Transportation Improvement Program -- The spending plan for federal funding expected to flow to the region from all sources for transportation projects of all types; ranks capital projects according to criteria developed by a task force of regional transit operators.
TOD	Transit Oriented Development – Moderate to higher density development, located within an easy walk of a major transit stop, generally with a mix of residential, employment and shopping opportunity designed for pedestrians without excluding the auto.
TMAX	Transport Max -- Purchasing of supplies directly through the Internet.
TSM	Transportation Systems Management -- Low-cost improvements to make the transportation system work more efficiently.
Transit Center	A facility designed to accommodate several buses at one time, for the purposes of transferring. These facilities are usually located off-street and have amenities for passenger and bus operator convenience.
Turnout	Allows train to move from on track onto a siding or branch line.

**SCHEDULE OF CREDITS**

<i>George Cameron Acting Chief Financial Officer</i>	<i>General Overview</i>
<i>Lynn Lockwood Financial Analyst</i>	<i>Overall Coordination, Report Design, Budget Guide, Operating Data Presentation, Operating Budget Summary, Budget Highlights Revenue and Expense Narrative</i>
<i>Carey Dare Auditor</i>	<i>Overall Coordination, Report Design, Budget Guide, Operating Data Presentation, Operating Budget Summary, Budget Highlights Revenue and Expense Narrative</i>
<i>Michael J. Scanlon Executive Director</i>	<i>Budget Message</i>
<i>Rita Haskin Chief Communications Office</i>	<i>Editing</i>
<i>Roger Lawrence Manager, Quality Assurance and Analysis</i>	<i>On-Time Performance Data, and Equipment Availability</i>
<i>Carol Lawson Treasury Manager</i>	<i>Debt Service</i>
<i>Martha Martinez Manager, Executive &amp; Governing Boards Support</i>	<i>Editing</i>
<i>Jim Shelton Budget Manager</i>	<i>General Overview</i>
<i>Jerry Willard Transit Management Analyst</i>	<i>Fares Schedule</i>
<i>April Chan Manager, Capital Programming &amp; Grants</i>	<i>Capital Budget</i>
<i>Beth Thomas Senior Planner</i>	<i>Special Projects and New Programs</i>