



DRAFT

Operating Budget Fiscal Year 2011
Capital Improvement Program 2011 - 2015

Public Hearing: June 17, 2010
Budget Adoption: June 17, 2010



Mission...

deliver safe, convenient, reliable and user-friendly public transportation services.

Vision...

provide an integrated transit system that enables our customers to travel easily and efficiently throughout our growing region.

Goals...

We will achieve our Mission and Vision by:

- placing service to our customers first
- ensuring the safety and security of our employees and customers
- delivering high quality transit services
- developing and maintaining facilities that sustain and promote current and future transportation services
- securing adequate revenue, protecting our assets and getting the maximum return on the public investment
- encouraging innovation, creativity and leadership
- working in partnership with our communities and other stakeholders

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DISTRICT OVERVIEW

Board of Directors



NCTD Board Chairman and Member of Executive Committee:
Council Member Bob Campbell
City of Vista, pop. 89,857
600 Eucalyptus Avenue
Vista, CA 92084
email: bcampbell@ci.vista.ca.us
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Member of Marketing, Service Planning and Business Development Committee:
Mayor Jim Wood
City of Oceanside, pop. 161,029
300 N. Coast Highway
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NCTD Board Vice Chairman and Member of Executive Committee Chair of Performance, Administration and Finance Committee:
Council Member Chris Orlando
City of San Marcos, pop. 73,054
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Member of Executive Committee and Vice-Chair of Performance, Administration and Finance Committee:
Council Member Dave Roberts
City of Solana Beach, pop. 12,979
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Solana Beach, CA 92075
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Member of Performance, Administration and Finance Committee:
Council Member Matt Packard
City of Carlsbad, pop. 78,247
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Member of Performance, Administration and Finance Committee:
Council Member Sam Abed
City of Escondido, pop. 133,559
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Vice-Chair of Marketing, Service Planning and Business Development Committee:
Council Member Carl Hilliard
City of Del Mar, pop. 4,543
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Member of Marketing, Service Planning and Business Development Committee:
Supervisor Bill Horn
County of San Diego, 5th District
North County pop. 545,900
County Administration Center
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San Diego, CA 92101
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Member of Executive Committee Chair of Marketing, Service Planning and Business Development Committee:
Council Member Jerome Stocks
City of Encinitas, pop. 58,014
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ONGOING OPERATIONS

Fund ongoing operations with ongoing revenues in a changing environment where safety, compliance and effectiveness are paramount.

BUDGET

Adopt an annual balanced budget where total revenues are equal to or exceed total expenses to support service, operations and capital decisions by engaging staff and Board members to identify significant budget issues, focus on projected and anticipated revenues and expenses, integrate business capital needs into the capital program that would focus on maintaining an adequate level of capital investment and implement effective financial analysis, prioritization and performance-based budgeting. Additionally, coordinate long range financial planning with SANDAG, the Regional Transportation Authority, which provides guidance in planning, programming, and construction to ensure an integrated, regional transportation framework for San Diego County.

REVENUES

Revenues must be conservatively estimated annually having regard for Federal, State and local conditions, considering new sources and assessing fare and route changes as needed while using one-time revenues for one time expenses or for capital investments.

EXPENSES

Expenses must be planned so that they support effective transportation by identifying priority services, establishing service levels, delivering efficient service and ensuring fiscal stability producing long-term effectiveness.

CAPITAL IMPROVEMENT PROGRAM

Adopt a Capital Improvement Program (CIP) annually that is based on need, is in accordance with the long-term capital program, has received scrutiny for cost, value and priority to the District, has been reviewed for relevant details of each item to conform to CIP requirements, funding only those projects where revenues are already committed or where budget savings or one-time revenues can pay for them and where consideration has been given to all funding sources and grants where applicable.

INTER-GOVERNMENTAL RELATIONS

Maintain good relations with other government bodies that encourage shared use of facilities, joint purchases and shared cost of service delivery to the end that transit services, inter-connections and accessibility will be improved, unfunded legislative mandates will be opposed and transit-promoting initiatives will be supported.

DEBT

Short and long term debt may be used for valid business reasons including temporary cash flow and emergency shortfalls and urgent unfunded capital improvements provided the Board adopts the debt by resolution and an analysis is done on the fiscal effect on the District's operations.

ACCOUNTING AND FINANCE

Records and reports shall be maintained in accordance with GAAP, including but not limited to the maintenance of an effective capital asset system, regular financial reports to the Board, an annual audit together with an audit opinion and annual Board adoption of an investment policy emphasizing safety and liquidity before yield.

RESERVE POLICY

It is prudent for NCTD to maintain reserves to adequately provide for unforeseen or special events. Accordingly, NCTD shall maintain a Board Reserve Fund with a targeted account balance of 15% of annually budgeted operating expenses. The Board Reserve Fund shall be available only as directed by the NCTD Board of Directors.

The financial principles listed above provide a high-level summary of specific financial policies previously adopted by the District.

TEAM APPROACH AND REGIONAL COORDINATION

Following NCTD fiscal policy, the budget is prepared at the functional level, the level at which accountability and control will be held.

After the initial functional budgets are prepared by department managers, budgets are reviewed by the Executive Staff. It is during these sessions that proposed staffing levels, programs, and line item expenses are justified.

As a result of the creation of a Regional Transportation Planning Authority for the San Diego region in 2003-04, beginning in 2005, NCTD also coordinates its annual budget process with SANDAG, the Regional Transportation Planning Authority, and includes it in the review and approval process.

THE PROCESS

The Budgeting department is responsible for distribution of budget instructions and materials to each division and department for the operating budget as well as budget instructions and materials for the capital improvement program (CIP). All departments coordinate their efforts to facilitate a budget process that is focused on achieving the District's short-term and long-term goals and objectives.

The budget is prepared from the bottom up to arrive at a function-level and then a District-level budget. Function budgets are prepared and reviewed first by department management before being submitted to the Budgeting department for compilation and review. The Budget Manager works closely with the Executive Staff in conducting detailed reviews and analysis of the various departmental budgets. The group conducts an extensive review of the requested budgets and validates current and projected expenses in light of guiding principles, service assumptions and revenue estimates. All new programs must include a justification in order to remain in the budget and have been approved as part of the SIP.

After final budget adjustments, the Executive Staff presents the operating budget to the Board for consideration and review. The District also makes the budget available for public review and comment for at least 15 days prior to holding a public hearing. After the public review and comment period and the public hearing, the operating budget and CIP are presented to the Board for final consideration and adoption. Once the NCTD Board has approved the budget, it is presented to SANDAG's Transportation Committee and the SANDAG Board to approve for funding.

CAPITAL PROJECTS

Because capital projects can require a significant investment and potential ongoing commitment of funds, capital budgets are given separate attention. Before a capital project is programmed in the budget, it must go through the capital submission and review process. All projects are rated and ranked according to established criteria. All capital programs are prioritized on how well they meet the District's goals and objectives. This includes an evaluation of the sources and limitations of funding. Many capital programs meet criteria for external grant funding. The District aggressively seeks all sources of outside grant funding for capital projects before committing internal funds for capital projects.

**OPERATING BUDGET
SUMMARY**

Operating Budget by Classification

S U M M A R Y (millions)	FY 2009 Budget	*FY 2010 Budget	FY 2011 DRAFT Budget	% CHANGE FY11 TO FY10 Budget
TOTAL REVENUES	\$ 91.8	\$ 87.9	\$ 80.8	(8.0%)
TOTAL EXPENSES	91.8	87.9	80.8	(8.0%)
ANNUAL SURPLUS (DEFICIT)	\$ 0	\$ 0	\$ 0	

D E T A I L	FY 2009 Budget	*FY 2010 Budget	FY 2011 DRAFT Budget	% CHANGE FY11 TO FY10 Budget
REVENUES				
Passenger Fares	\$ 20,675,995	\$ 18,972,669	\$ 17,170,328	(9.5%)
Other Operating Revenue	9,197,720	10,008,633	9,419,004	(5.9%)
Subtotal Operating Revenue	\$ 29,873,715	\$ 28,981,302	\$ 26,589,332	
TDA Sales Tax	32,053,000	28,348,352	25,481,758	(10.1%)
TransNet	11,108,240	10,639,242	9,191,604	(13.6%)
FTA	11,620,615	14,411,016	18,729,641	30.0%
STA	1,027,261	0	5,900,000	N/A
Revenue at Risk		0	(5,900,000)	N/A
Non-recurring Federal Grants (ARRA)		463,000	250,000	(46.0%)
Non-recurring Federal Grants (CMAQ)		4,500,000	0	(100.0%)
Other State and Federal	6,083,191	477,000	460,000	(3.6%)
Subtotal Grants Revenue	\$ 61,892,307	\$ 58,838,610	\$ 54,113,003	
Investment Income (Loss)	10,000	50,000	99,000	98.0%
Gain on Disposal of Capital Assets	9,000	0	0	N/A
Other	0	0	0	N/A
Subtotal Other Nonoperating Revenue	\$ 19,000	\$ 50,000	\$ 99,000	
TOTAL REVENUES	\$ 91,785,022	\$ 87,869,912	\$ 80,801,335	(8.0%)
EXPENSES				
Salaries & Wages	\$ 24,077,342	\$ 23,034,509	\$ 9,645,911	(58.1%)
Employee Benefits	12,125,329	13,233,047	5,887,241	(55.5%)
Professional Services	17,030,842	15,767,460	15,501,367	(1.7%)
Materials and Supplies	14,369,879	11,322,601	8,309,337	(26.6%)
Utilities	2,132,242	1,911,451	1,904,398	(0.4%)
Casualty and Liability	3,791,909	3,784,806	2,965,421	(21.6%)
Taxes	829,882	594,760	616,172	3.6%
Purchased Transportation	14,276,320	15,131,760	33,156,029	119.1%
Advertising and Misc.	668,584	555,938	616,184	10.8%
Expense Reclasp/Reimbursements	(720,000)	(737,500)	(1,325,000)	79.7%
Leases and Rentals	495,488	526,080	499,900	(5.0%)
Workers' Comp	1,200,000	1,100,000	1,100,000	0.0%
Debt Service	1,507,205	1,645,000	1,387,600	(15.6%)
Contingency	0	0	536,775	N/A
TOTAL EXPENSES	\$ 91,785,022	\$ 87,869,912	\$ 80,801,335	(8.0%)
ANNUAL SURPLUS (DEFICIT)	\$ 0	\$ 0	\$ 0	

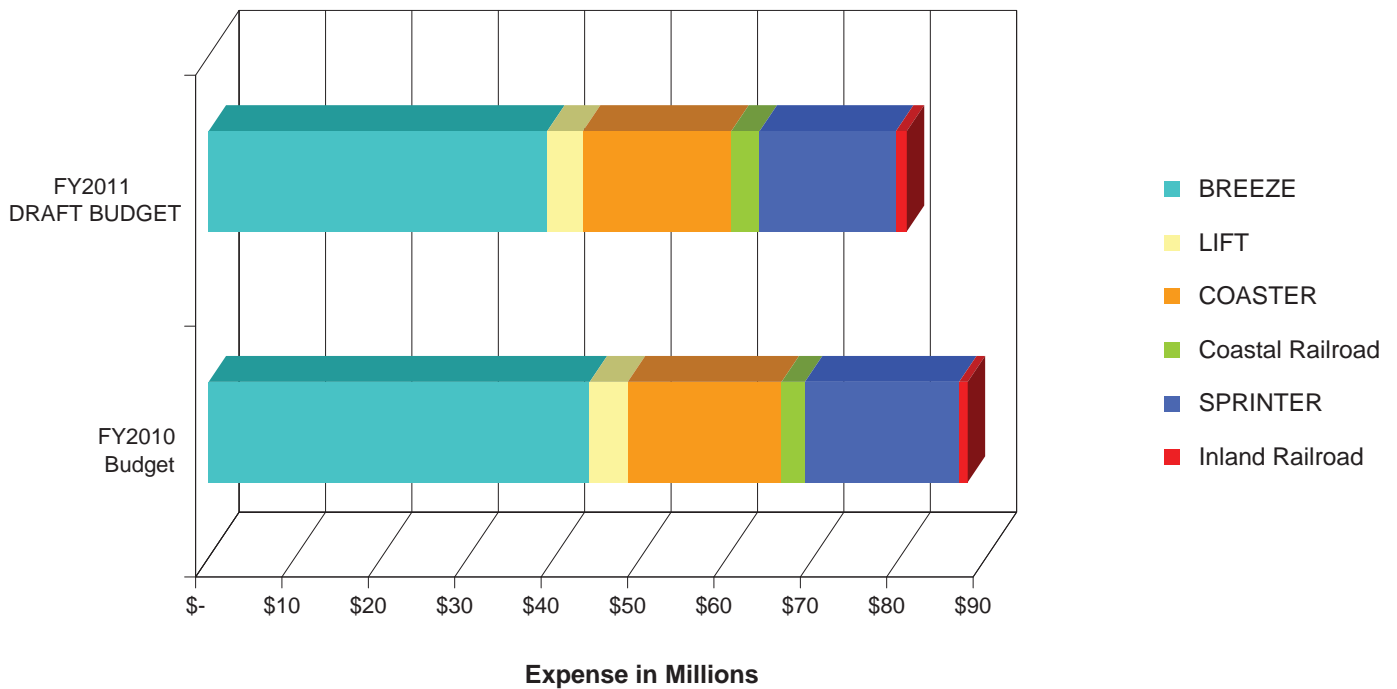
* FY 2010 Budget as adopted on June 18, 2009

Operating Expenses by Division and Department

EXPENSES	FY 2010 Budget	FY 2011 DRAFT Budget	% CHANGE FY11 TO FY10 Budget
GENERAL MANAGEMENT			
General Management	\$ 2,288,471	\$ 871,786	(61.9%)
Board of Directors	44,600	39,350	(11.8%)
TOTAL GENERAL MANAGEMENT	\$ 2,333,071	\$ 911,136	(60.9%)
POLICY & STRATEGIC PLANNING			
Chief of Policy & Strategic Planning	\$ 177,599	\$ 440,299	147.9%
Media Relations and Marketing	1,006,517	1,280,752	27.2%
TOTAL POLICY & STRATEGIC PLANNING	\$ 1,184,116	\$ 1,721,051	45.3%
FINANCE AND ADMINISTRATION			
Chief Financial and Administrative Officer	\$ 307,310	\$ 368,564	19.9%
Accounting	638,499	616,456	(3.5%)
Budgeting and Fare Collection	1,902,590	1,888,124	(0.8%)
Safety, Risk & Training	5,178,529	3,799,257	(26.6%)
Information Technology	1,881,811	1,762,367	(6.3%)
Contracts and Procurement	484,415	591,311	22.1%
Management Accounting	256,990	66,851	(74.0%)
Human Resources	1,942,522	1,991,758	2.5%
Real Estate	0	333,823	N/A
TOTAL FINANCE AND ADMINISTRATION	\$ 12,592,666	\$ 11,418,511	(9.3%)
RAIL OPERATIONS			
Chief of Rail Operations	\$ 269,634	\$ 500,636	85.7%
Commuter Rail Services	11,206,914	11,093,310	(1.0%)
Light Rail Services	9,106,309	8,409,714	(7.6%)
Maintenance of Way	2,852,593	2,893,720	1.4%
TOTAL RAIL OPERATIONS	\$ 23,435,450	\$ 22,897,380	(2.3%)
SERVICE PLANNING, COORDINATION AND DEVELOPMENT			
Chief of Service Planning Coord and Dev	\$ 0	\$ 265,550	N/A
Director of Bus Operations & Maintenance	0	0	N/A
Bus Operators	16,641,664	0	(100.0%)
Bus Operations Contract	0	27,331,594	N/A
Bus Services Administration	2,366,295	0	(100.0%)
Customer Service	820,546	667,202	(18.7%)
Facility Maintenance	5,728,386	1,885,556	(67.1%)
Fleet Maintenance	13,067,363	4,044,959	(69.0%)
Service Implementation	327,572	375,086	14.5%
Service Quality and Accessibility	4,340,053	3,994,038	(8.0%)
TOTAL SVC PLAN, COORD AND DEV	\$ 43,291,879	\$ 38,563,985	(10.9%)
SPECIAL PROJECTS			
Chief of Special Projects	\$ 0	\$ 264,356	N/A
Rail Safety and Compliance	151,668	208,170	37.3%
Security Services	3,236,062	2,541,222	(21.5%)
Capital Project Construction	0	0	0.0%
TOTAL SPECIAL PROJECTS	\$ 3,387,730	\$ 3,013,748	(11.0%)
Contingency	\$ 0	\$ 887,925	N/A
Sprinter Debt Service	\$ 1,645,000	\$ 1,387,600	(15.6%)
EXPENSE TOTAL	\$ 87,869,912	\$ 80,801,335	(8.0%)

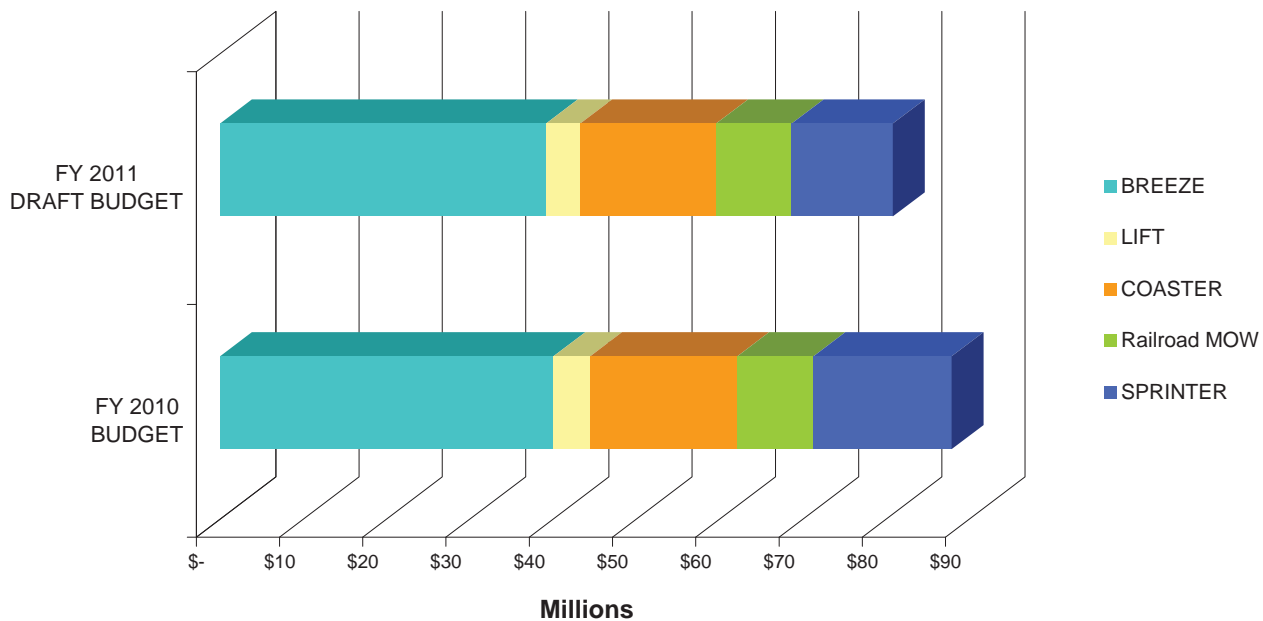
Operating Expenses by Mode

EXPENSES	FY2010 Budget	FY2011 DRAFT BUDGET	% CHANGE FY11 TO FY10 Budget
BY MODE			
BREEZE	\$ 44,114,737	\$ 39,198,362	(11.1%)
LIFT	4,404,819	4,118,303	(6.5%)
COASTER	17,792,503	17,186,695	(3.4%)
Coastal Railroad	2,703,433	3,264,670	20.8%
SPRINTER	17,850,542	15,788,437	(11.6%)
Inland Railroad	1,003,878	1,244,868	24.0%
EXPENSE TOTAL	\$ 87,869,912	\$ 80,801,335	(8.0%)



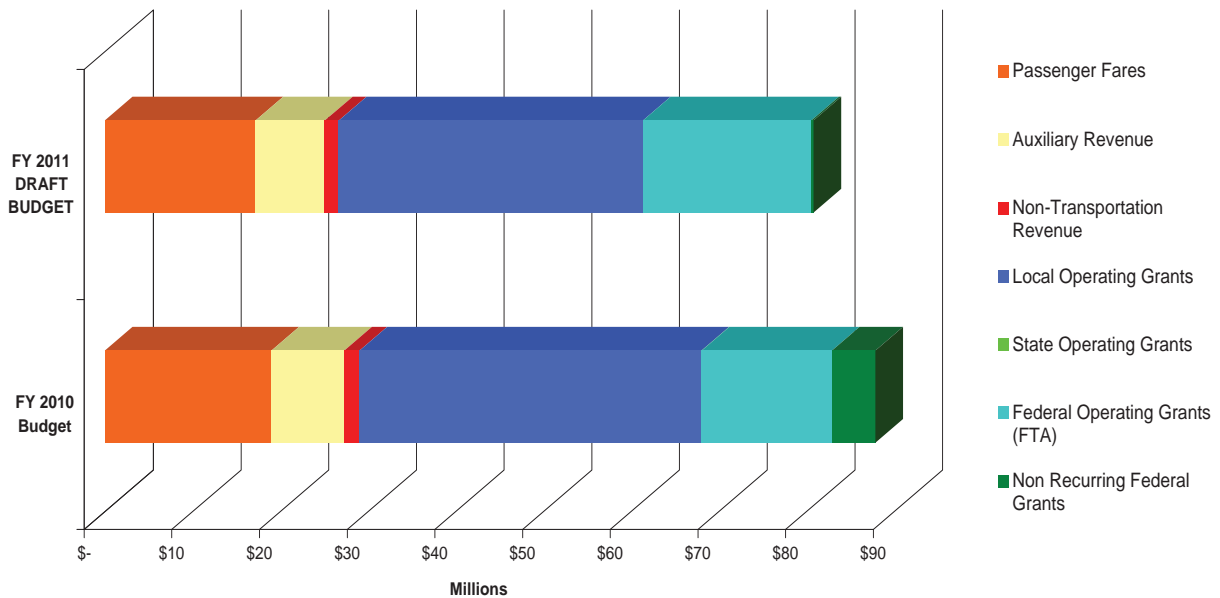
Revenue by Mode and Type

REVENUE	FY 2010 Budget	FY 2011 DRAFT Budget	% CHANGE FY11 TO FY10 Budget
BREEZE	\$ 40,045,717	\$ 39,141,983	(2.3%)
Passenger Fares	8,513,100	8,440,469	
Other Revenues	853,576	348,602	
Grants	30,679,041	30,352,912	
LIFT	\$ 4,404,819	\$ 4,118,303	(6.5%)
Passenger Fares	493,750	501,332	
Other Revenues	0	0	
Grants	3,911,069	3,616,971	
COASTER TOTAL	\$ 17,667,319	\$ 16,322,727	(7.6%)
Passenger Fares	7,622,319	6,018,764	
Other Revenues	52,500	40,140	
Grants	9,992,500	10,263,823	
RAILROAD TOTAL	\$ 9,149,857	\$ 9,072,752	(0.8%)
Other Revenues	9,149,857	9,072,752	
Grants	0	0	
SPRINTER TOTAL	\$ 16,602,200	\$ 12,145,570	(26.8%)
Passenger Fares	2,343,500	2,209,763	
Other Revenues	2,700	56,510	
Grants	14,256,000	9,879,297	
REVENUE TOTAL	\$ 87,869,912	\$ 80,801,335	(8.0%)



Major Revenue Sources

REVENUE SOURCE	FY 2010 Budget	FY 2011 DRAFT BUDGET	% CHANGE FY11 TO FY10 Budget
Passenger Fares	\$ 18,972,669	\$ 17,170,328	(9.5%)
Auxiliary Revenue	8,307,000	7,915,020	(4.7%)
Non-Transportation Revenue	1,751,633	1,602,984	(8.5%)
Local Operating Grants	38,987,594	34,673,362	(11.1%)
State Operating Grants	27,000	5,900,000	21751.9%
Revenue at Risk	0	(5,900,000)	N/A
Federal Operating Grants (FTA)	14,861,016	19,189,641	29.1%
Non Recurring Federal Grants	4,963,000	250,000	(95.0%)
TOTAL REVENUE	\$ 87,869,912	\$ 80,801,335	(8.0%)



Passenger Revenue - Includes farebox revenues collected from monies deposited in the farebox by riders or through the sale of tickets and passes to the public.

Auxiliary Revenues - Includes advertising, shared use of the railroad, dispatching services, and concessions.

Non-Transportation Revenues - Includes interest income, lease revenue, permit and administrative fee revenues and other miscellaneous revenues.

Local Operating Grants - Includes TDA (Transportation Development Act) sales tax funds that are generated by the ¼% sales tax collected in each region in the state for transportation purposes. Also includes TransNet funding, an additional ½ cent local sales tax to fund transportation programs for San Diego County which was created by Proposition A in 1987 and re-authorized by voters in 2004 to extend through 2048.

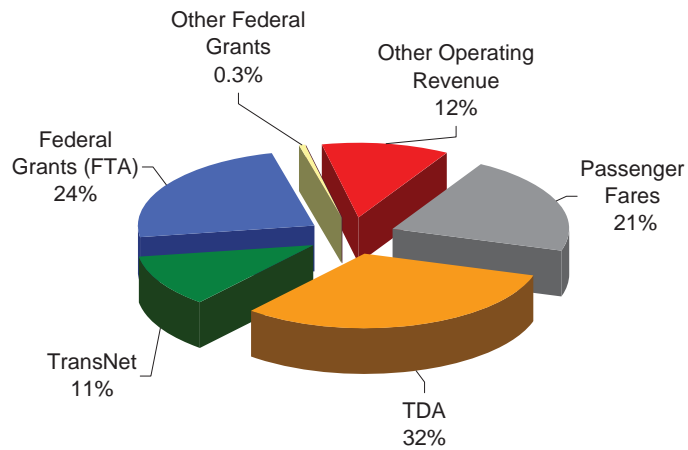
State Operating Grants - Includes STA (State Transit Assistance) funds and other miscellaneous state funding. State Operating Assistance was eliminated in 2009 and subsequently restored at a lower level in early 2010.

Federal Operating Grants - Includes FTA (Federal Transit Administration) Section 5307 and 5309 funding for preventive maintenance, ADA operations, transit planning, and fixed guideway (rail) modernization.

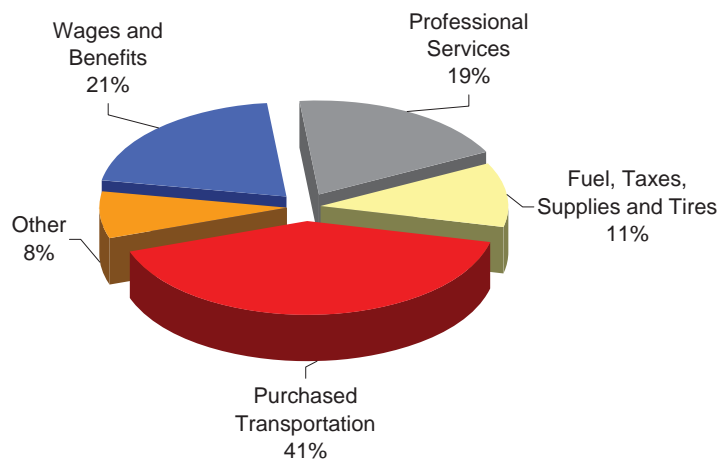
Non-recurring Federal Operating Grants - Includes Congestion Mitigation and Air Quality (CMAQ) Improvements Program for FY 2008-2010 and the American Recovery and Reinvestment Act (ARRA) for FY 2009-2011.

FY 2011 DRAFT BUDGET

Where the money comes from.....



Where the money goes.....



Operational Statistics

	FY 2008 Actual	FY 2009 Actual	FY 2010 BUDGET	FY 2010 Y/E Estimate	FY 2011 DRAFT BUDGET	% CHANGE FY2011 TO FY2010 Budget	% CHANGE FY2011 TO FY2010 Y/E Est Actual
PASSENGERS							
BREEZE	9,744,558	8,747,458	8,513,100	8,100,000	8,038,542	(5.6%)	(0.8%)
FAST	87,818	8,205	0	0	0	N/A	N/A
LIFT	101,161	115,496	124,691	120,000	117,408	(5.8%)	(2.2%)
COASTER	1,686,015	1,501,619	1,587,983	1,300,000	1,308,427	(17.6%)	0.6%
SPRINTER	717,960	2,195,373	2,343,500	2,100,000	2,104,536	(10.2%)	0.2%
TOTAL PASSENGERS	12,337,512	12,568,151	12,569,274	11,620,000	11,568,913	(8.0%)	(0.4%)
TOTAL MILES							
BREEZE	7,200,043	6,317,053	6,156,156	5,778,845	5,335,800	(13.3%)	(7.7%)
FAST	249,696	24,454	0	0	0	N/A	N/A
LIFT	1,148,355	1,352,620	1,459,379	1,430,178	1,430,178	(2.0%)	0.0%
COASTER	269,724	271,126	272,395	275,054	275,054	1.0%	0.0%
SPRINTER	142,990	490,401	488,925	493,832	493,832	1.0%	0.0%
TOTAL MILES	9,010,808	8,455,654	8,376,855	7,977,909	7,534,864	(10.1%)	(5.6%)
REVENUE VEHICLE MILES							
BREEZE	6,650,337	5,745,711	5,635,159	5,296,972	4,890,871	(13.2%)	(7.7%)
FAST	224,674	21,921	0	0	0	N/A	N/A
LIFT	975,766	1,138,108	1,231,628	1,162,898	1,162,898	(5.6%)	0.0%
COASTER	256,166	257,404	259,711	261,262	261,262	0.6%	0.0%
SPRINTER	140,347	481,862	480,331	485,400	485,400	1.1%	0.0%
TOTAL REVENUE MILES	8,247,290	7,645,006	7,606,829	7,206,532	6,800,431	(10.6%)	(5.6%)
PASSENGER MILES							
BREEZE	49,697,246	41,471,389	40,011,570	38,880,000	38,585,002	(3.6%)	(0.8%)
FAST	331,074	27,876	0	0	0	N/A	N/A
LIFT	1,456,718	1,522,615	1,620,983	1,128,000	1,103,635	(31.9%)	(2.2%)
COASTER	46,365,413	42,056,346	42,399,146	37,310,000	37,551,855	(11.4%)	0.6%
SPRINTER	7,466,784	21,761,276	22,497,600	21,840,000	21,887,174	(2.7%)	0.2%
TOTAL PASSENGER MILES	105,317,235	106,839,502	106,529,299	99,158,000	99,127,666	(6.9%)	(0.0%)
FARE REVENUE PER PASSENGER							
BREEZE	\$ 0.95	\$ 0.97	\$ 1.00	\$ 1.05	\$ 1.05	5.0%	0.0%
FAST	\$ 0.91	\$ 0.97	\$ 0	\$ 0	\$ 0	N/A	N/A
LIFT	\$ 3.75	\$ 4.20	\$ 3.96	\$ 4.27	\$ 4.27	7.8%	0.0%
COASTER	\$ 4.15	\$ 4.65	\$ 4.80	\$ 4.60	\$ 4.60	(4.2%)	0.0%
SPRINTER	\$ 0.93	\$ 1.03	\$ 1.00	\$ 1.05	\$ 1.05	5.0%	0.0%
AVERAGE	\$ 1.41	\$ 1.45	\$ 1.51	\$ 1.48	\$ 1.48	(2.0%)	0.0%
FAREBOX RECOVERY RATIO							
BREEZE	19.6%	20.7%	19.3%	20.2%	21.5%	11.6%	6.4%
FAST	8.0%	7.7%	0.0%	0.0%	0.0%	N/A	N/A
LIFT	10.8%	12.9%	11.2%	11.9%	12.2%	8.6%	2.4%
COASTER	39.2%	42.4%	42.8%	37.8%	35.0%	(18.3%)	(7.4%)
SPRINTER	10.7%	15.1%	14.5%	16.5%	15.3%	6.1%	(6.9%)
AVERAGE	22.9%	23.8%	23.0%	22.8%	22.9%	(0.3%)	0.7%

Operational Statistics cont.

	FY 2008 Actual	FY 2009 Actual	FY 2010 BUDGET	FY 2010 Y/E Estimate	FY 2011 DRAFT BUDGET	% CHANGE FY2011 TO FY2010 Budget	% CHANGE FY2011 TO FY2010 Y/E Est Actual
COST PER PASSENGER							
BREEZE	\$ 4.86	\$ 4.71	\$ 5.18	\$ 5.19	\$ 4.88	(5.8%)	(6.0%)
FAST	\$ 11.37	\$ 12.48	\$ 0	\$ 0	\$ 0	N/A	N/A
LIFT	\$ 34.75	\$ 32.47	\$ 35.33	\$ 35.91	\$ 35.08	(0.7%)	(2.3%)
COASTER	\$ 10.59	\$ 10.97	\$ 11.20	\$ 12.17	\$ 13.14	17.3%	8.0%
SPRINTER	\$ 8.66	\$ 6.86	\$ 6.92	\$ 6.37	\$ 6.84	(1.2%)	7.4%
AVERAGE	\$ 6.16	\$ 6.10	\$ 6.57	\$ 6.50	\$ 6.47	(1.5%)	(0.5%)
COST PER PASSENGER MILE							
BREEZE	\$ 0.95	\$ 0.99	\$ 1.10	\$ 1.08	\$ 1.02	(7.3%)	(5.6%)
FAST	\$ 3.02	\$ 3.67	\$ 0	\$ 0	\$ 0	N/A	N/A
LIFT	\$ 2.41	\$ 2.46	\$ 2.72	\$ 3.82	\$ 3.73	37.3%	(2.3%)
COASTER	\$ 0.39	\$ 0.39	\$ 0.42	\$ 0.42	\$ 0.46	9.1%	8.0%
SPRINTER	\$ 0.83	\$ 0.69	\$ 0.72	\$ 0.61	\$ 0.66	(8.7%)	7.4%
AVERAGE	\$ 0.72	\$ 0.72	\$ 0.77	\$ 0.76	\$ 0.76	(1.3%)	0.0%
PASSENGERS PER SERVICE MILE							
BREEZE	1.47	1.52	1.51	1.53	1.64	8.6%	7.2%
FAST	0.39	0.37	0.00	0.00	0.00	N/A	N/A
LIFT	0.10	0.10	0.10	0.10	0.10	(0.3%)	(2.2%)
COASTER	6.58	5.83	6.11	4.98	5.01	(18.1%)	0.6%
SPRINTER	5.12	4.56	4.88	4.33	4.34	(11.1%)	0.2%
AVERAGE	1.50	1.64	1.65	1.61	1.70	3.0%	5.6%
PASSENGERS PER REVENUE HOUR							
BREEZE	20.48	20.58	20.79	20.44	21.97	5.7%	7.5%
FAST	4.24	4.08	0.00	0.00	0.00	N/A	N/A
LIFT	2.09	2.06	2.09	1.96	1.92	(8.2%)	(2.2%)
COASTER	270.02	235.88	245.97	200.06	201.36	(18.1%)	0.6%
SPRINTER	115.48	100.71	108.02	95.32	95.53	(11.6%)	0.2%
AVERAGE	22.14	24.58	25.27	23.91	25.39	0.5%	6.2%
REVENUE HOURS							
BREEZE	475,848	425,029	409,548	396,212	365,836	(10.7%)	(7.7%)
FAST	20,724	2,012	0	0	0	N/A	N/A
LIFT	48,334	56,139	59,796	61,304	61,304	2.5%	0.0%
COASTER	6,244	6,366	6,456	6,498	6,498	0.7%	0.0%
SPRINTER	6,217	21,799	21,695	22,030	22,030	1.5%	0.0%
TOTAL REV. HOURS	557,367	511,345	497,495	486,044	455,668	(8.4%)	(6.2%)
COST PER REVENUE HOUR							
BREEZE	\$ 99.61	\$ 97.02	\$ 107.72	\$ 106.09	\$ 107.15	(0.5%)	1.0%
FAST	\$ 48.17	\$ 50.88	\$ 0	\$ 0	\$ 0	N/A	N/A
LIFT	\$ 72.73	\$ 66.81	\$ 73.66	\$ 70.28	\$ 67.18	(8.8%)	(4.4%)
COASTER	\$ 2,858.92	\$ 2,586.61	\$ 2,755.96	\$ 2,433.86	\$ 2,644.92	(4.0%)	8.7%
SPRINTER	\$ 1,000.10	\$ 690.44	\$ 746.97	\$ 607.23	\$ 653.69	(12.5%)	7.7%

DIVISION BUDGETS

Operating Expenses by Department

DEPARTMENT	FY 2010 Budget	FY 2011 DRAFT Budget	% CHANGE FY11 TO FY10 Budget
General Management	\$ 2,288,471	\$ 871,786	(61.9%)
Board of Directors	44,600	39,350	(11.8%)
TOTAL GENERAL MANAGEMENT	\$ 2,333,071	\$ 911,136	(60.9%)

Operating Expenses by Cost Classification

EXPENSES	FY 2010 Budget	FY 2011 DRAFT Budget	% CHANGE FY11 TO FY10 Budget
Salaries and Wages	\$ 304,635	\$ 410,531	34.8%
Employee Benefits	167,894	183,755	9.4%
Professional Services	1,740,242	163,900	(90.6%)
Materials and Supplies	1,150	2,350	104.3%
Utilities	2,000	2,000	0.0%
Travel, Meetings and Misc.	145,350	154,200	6.1%
Expense Reclass/Reimbursement	(28,200)	(6,600)	(76.6%)
Workers' Comp	0	1,000	N/A
TOTAL GENERAL MANAGEMENT	\$ 2,333,071	\$ 911,136	(60.9%)

For the FY 2011 budget, NCTD will record most legal and consulting costs in the most closely related division. Accordingly General Management costs were reduced by more than \$1 million for FY 2011.

Operating Expenses by Department

DEPARTMENT	FY 2010 Budget	FY 2011 DRAFT Budget	% CHANGE FY11 TO FY10 Budget
Chief of Policy & Strategic Planning	\$ 177,599	\$ 440,299	147.9%
Media Relations and Marketing	1,006,517	1,280,752	27.2%
TOTAL POLICY & STRATEGIC PLANNING	\$ 1,184,116	\$ 1,721,051	45.3%

Operating Expenses by Cost Classification

EXPENSES	FY 2010 Budget	FY 2011 DRAFT Budget	% CHANGE FY11 TO FY10 Budget
Salaries and Wages	\$ 386,698	\$ 456,110	17.9%
Employee Benefits	199,168	206,791	3.8%
Professional Services	12,500	400,000	3100.0%
Materials and Supplies	335,450	335,200	(0.1%)
Utilities	2,700	1,800	(33.3%)
Travel, Meetings and Misc.	243,600	317,150	30.2%
Workers' Comp	4,000	4,000	N/A
TOTAL POLICY & STRATEGIC PLANNING	\$ 1,184,116	\$ 1,721,051	45.3%

For the FY 2011 budget, NCTD will record costs for state and federal legislative advocacy to the Policy and Strategic Planning division. Also, the FY 2011 budget has increased costs for promotions and advertising by over \$250,000.

Operating Expenses by Department

DEPARTMENT	FY 2010 Budget	FY 2011 DRAFT Budget	% CHANGE FY11 TO FY10 Budget
Chief Financial and Administrative Officer	\$ 307,310	\$ 368,564	19.9%
Accounting	638,499	616,456	(3.5%)
Budgeting and Fare Collection	1,902,590	1,888,124	(0.8%)
Safety, Risk & Training	5,178,529	3,799,257	(26.6%)
Information Technology	1,881,811	1,762,367	(6.3%)
Contracts and Procurement	484,415	591,311	22.1%
Management Accounting	256,990	66,851	(74.0%)
Human Resources	1,942,522	1,991,758	2.5%
Real Estate	0	333,823	N/A
TOTAL FINANCE AND ADMINISTRATION	\$ 12,592,666	\$ 11,418,511	(9.3%)

Operating Expenses by Cost Classification

EXPENSES	FY 2010 Budget	FY 2011 DRAFT Budget	% CHANGE FY11 TO FY10 Budget
Salaries and Wages	\$ 2,913,250	\$ 2,360,005	(19.0%)
Employee Benefits	2,457,394	2,341,225	(4.7%)
Professional Services	2,905,372	3,508,278	20.8%
Materials and Supplies	243,929	174,106	(28.6%)
Utilities	251,026	240,310	(4.3%)
Casualty and Liability	3,784,806	2,965,421	(21.6%)
Travel, Meetings and Misc.	71,589	65,766	(8.1%)
Expense Reclass/Reimbursement	(105,700)	(300,600)	184.4%
Leases and Rentals	63,000	60,000	(4.8%)
Workers' Comp	8,000	4,000	(50.0%)
TOTAL FINANCE AND ADMINISTRATION	\$ 12,592,666	\$ 11,418,511	(9.3%)

For the FY 2011 budget, a portion of estimated legal fees will be recorded in the department for the Chief Financial and Administrative Officer. Also, costs for the Real Estate department have been transferred to this division.

Operating Expenses by Department

DEPARTMENT	FY 2010 Budget	FY 2011 DRAFT Budget	% CHANGE FY11 TO FY10 Budget
Chief of Rail Operations	\$ 269,634	\$ 500,636	85.7%
Commuter Rail Services	11,206,914	11,093,310	(1.0%)
Light Rail Services	9,106,309	8,409,714	(7.6%)
Maintenance of Way	2,852,593	2,893,720	1.4%
TOTAL RAIL OPERATIONS	\$ 23,435,450	\$ 22,897,380	(2.3%)

Operating Expenses by Cost Classification

EXPENSES	FY 2010 Budget	FY 2011 DRAFT Budget	% CHANGE FY11 TO FY10 Budget
Salaries and Wages	\$ 807,863	\$ 690,953	(14.5%)
Employee Benefits	408,393	330,608	(19.0%)
Professional Services	6,827,756	8,055,055	18.0%
Materials and Supplies	3,616,100	3,291,508	(9.0%)
Utilities	301,500	310,500	3.0%
Taxes	296,455	269,134	(9.2%)
Purchased Transportation	11,250,423	10,444,360	(7.2%)
Travel, Meetings and Misc.	29,160	24,362	(16.5%)
Expense Reclass/Reimbursement	(404,500)	(836,400)	106.8%
Leases and Rentals	302,300	317,300	5.0%
TOTAL RAIL OPERATIONS	\$ 23,435,450	\$ 22,897,380	(2.3%)

For the FY 2011 budget, a portion of estimated legal fees will be recorded in the department for the Chief of Rail Operations.

Operating Expenses by Department

DEPARTMENT	FY 2010 Budget	FY 2011 DRAFT Budget	% CHANGE FY11 TO FY10 Budget
Chief of Service Plan, Coord and Dev	\$ 0	\$ 265,550	N/A
Director of Bus Operations & Maintenance	0	0	N/A
Bus Operators	16,641,664	0	(100.0%)
Bus Operations Contract	0	27,331,594	N/A
Bus Services Administration	2,366,295	0	(100.0%)
Customer Service	820,546	667,202	(18.7%)
Facility Maintenance	5,728,386	1,885,556	(67.1%)
Fleet Maintenance	13,067,363	4,044,959	(69.0%)
Service Implementation	327,572	375,086	14.5%
Accessible Services	4,340,053	3,994,038	(8.0%)
TOTAL SERVICE PLAN, COORD AND DEV	\$ 43,291,879	\$ 38,563,985	(10.9%)

Operating Expenses by Cost Classification

EXPENSES	FY 2010 Budget	FY 2011 DRAFT Budget	% CHANGE FY11 TO FY10 Budget
Salaries and Wages	\$ 17,731,712	\$ 4,687,879	(73.6%)
Employee Benefits	9,507,991	2,288,898	(75.9%)
Professional Services	1,993,693	1,419,193	(28.8%)
Materials and Supplies	7,116,372	4,499,573	(36.8%)
Utilities	1,448,950	1,342,427	(7.4%)
Taxes	298,305	347,038	16.3%
Purchased Transportation	3,881,337	22,711,669	485.2%
Travel, Meetings and Misc.	64,939	53,707	(17.3%)
Expense Reclass/Reimbursement	0	0	N/A
Leases and Rentals	160,580	122,600	(23.7%)
Workers' Comp	1,088,000	1,091,000	0.3%
TOTAL SERVICE PLAN, COORD AND DEV	\$ 43,291,879	\$ 38,563,985	(10.9%)

Operating Expenses by Department

DEPARTMENT	FY 2010 Budget	FY 2011 DRAFT Budget	% CHANGE FY11 TO FY10 Budget
Chief of Special Projects	\$ 0	\$ 264,356	N/A
Rail Safety and Compliance	151,668	208,170	37.3%
Security Services	3,236,062	2,541,222	(21.5%)
TOTAL SPECIAL PROJECTS	\$ 3,387,730	\$ 3,013,748	(11.0%)

Operating Expenses by Cost Classification

EXPENSES	FY 2010 Budget	FY 2011 DRAFT Budget	% CHANGE FY11 TO FY10 Budget
Salaries and Wages	\$ 890,351	\$ 1,040,433	16.9%
Employee Benefits	492,207	535,964	8.9%
Professional Services	2,187,897	1,603,791	(26.7%)
Materials and Supplies	9,600	6,600	(31.3%)
Utilities	5,275	7,360	39.5%
Travel, Meetings and Misc.	1,300	1,000	(23.1%)
Expense Reclass/Reimbursement	(199,100)	(181,400)	(8.9%)
Leases and Rentals	200	0	(100.0%)
TOTAL SPECIAL PROJECTS	\$ 3,387,730	\$ 3,013,748	(11.0%)

**CAPITAL IMPROVEMENT
PROGRAM**

Baseline Constrained Capital Improvement Program Summary

Asset Class	Asset Description	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	TOTALS
104	Revenue Vehicles	0	\$ 2,440,475	\$ 3,018,400	0	\$ 6,489,625	\$ 11,948,500
223	Service Vehicles	57,750	0	0	255,000	0	312,750
338	Bldg & Structure Improvements	799,990	125,000	125,000	442,500	125,000	1,617,490
433	Right-of-Way Improvements	1,301,985	1,836,250	2,006,250	2,022,500	2,020,000	9,186,985
434	Operating Yard Equipment	0	0	26,250	650,375	650,375	1,327,000
435	Shop & Garage Equipment	40,000	40,000	40,000	40,000	40,000	200,000
438	Vehicle Movement Control Equipment	7,310,494	5,012,500	5,000,000	8,289,625	2,775,000	28,387,619
439	Revenue Collection and Fare Equipment	498,750	635,250	388,500	0	0	1,522,500
440	Data Processing Equipment	1,051,525	610,525	495,600	0	0	2,157,650
TOTALS		\$ 11,060,494	\$ 10,700,000	\$ 11,100,000	\$ 11,700,000	\$ 12,100,000	\$ 56,660,494

Baseline Constrained CIP Detail FY 2011

Description	Transit Mode	Amount
Replacement Truck	Coaster	\$ 57,750
Asset Class 223 - Service Vehicles		<u>\$ 57,750</u>
COASTER Security Camera Replacement	Coaster	\$ 263,340
Facility Capital Renewal Projects	Fixed Route	125,000
Electronic Signage at rail stations	Coastal RR	307,650
Sprinter On-Board Bicycle Facility Upgrade	Sprinter	60,000
Administration Heating, Ventilation and Air Conditioning Re-Coil Project	Fixed Route	44,000
Asset Class 338 - Bldg & Structure Improvements		<u>\$ 799,990</u>
Crosstie Renewal Program	Coastal RR	\$ 251,985
Rail Replacement Program	Coastal RR	210,000
At Grade Crossing Renewal	Coastal RR	262,500
Signal Replacement Project	Coastal RR	525,000
Right Of Way Signage Safety Enhancements	Coastal RR	52,500
Asset Class 433 - Right-of-Way Improvements		<u>\$ 1,301,985</u>
Facility Shop and Garage Equipment Program	Fixed Route	\$ 40,000
Asset Class 435 - Shop & Garage Equipment		<u>\$ 40,000</u>
Sprinter Centralized Traffic Control System Enhanced Capacity for Positive Train Control/Coastal Rail Road signal integration	Sprinter	\$ 250,000
Positive Train Control Implementation	Coaster	7,060,494
Asset Class 438 - Vehicle Movement Control Equipment		<u>\$ 7,310,494</u>
Compass Card Enhancements	Coaster	\$ 498,750
Asset Class 439 - Revenue Collection and Fare Equipment		<u>\$ 498,750</u>
Network Upgrades	Fixed Route	\$ 215,250
Network Digital Video Recorder	Coastal RR	283,500
Information Technology Enhancements	Fixed Route	157,500
Sustainability Investments	Fixed Route	280,350
Business Intelligence Enhancements	Fixed Route	114,925
Asset Class 440 - Data Processing Equipment		<u>\$ 1,051,525</u>
TOTAL Fiscal Year 2011		<u><u>\$ 11,060,494</u></u>

Baseline Constrained CIP Detail FY 2012

Description	Transit Mode	Amount
Full Size Compressed Natural Gas Transit Buses (5) Asset Class 104 - Revenue Vehicles	Fixed Route	\$ 2,440,475 <u>\$ 2,440,475</u>
First Transit Facility Capital Renewal Projects Asset Class 338 - Bldg & Structure Improvements	Fixed Route	\$ 125,000 <u>\$ 125,000</u>
Crosstie Renewal Program	Coastal RR	\$ 275,000
Rail Replacement Program	Coastal RR	275,000
Grade Crossing Replacement	Coastal RR	262,500
Security Improvement Project	Coastal RR	250,000
Signal Replacement Project	Coastal RR	523,750
Signage Improvements	Coastal RR	250,000
Asset Class 433 - Right-of-Way Improvements		<u>\$ 1,836,250</u>
First Transit Facility Shop and Garage Equipment Program Asset Class 435 - Shop & Garage Equipment	Fixed Route	\$ 40,000 <u>\$ 40,000</u>
Positive Train Control Implementation Asset Class 438 - Vehicle Movement Control Equipment	Coaster	\$ 5,012,500 <u>\$ 5,012,500</u>
Compass Card Enhancements Asset Class 439 - Revenue Collection and Fare Equipment	Coaster	\$ 635,250 <u>\$ 635,250</u>
Network Upgrades	Fixed Route	\$ 215,250
Sustainability Investments	Fixed Route	280,350
Business Intelligence Enhancements	Fixed Route	114,925
Asset Class 440 - Data Processing Equipment		<u>\$ 610,525</u>
TOTAL Fiscal Year 2012		<u><u>\$ 10,700,000</u></u>

Baseline Constrained CIP Detail FY 2013

Description	Transit Mode	Amount
Full Size Compressed Natural Gas Transit Buses (6) Asset Class 104 - Revenue Vehicles	Fixed Route	\$ 3,018,400 <u>\$ 3,018,400</u>
First Transit Facility Capital Renewal Projects Asset Class 338 - Bldg & Structure Improvements	Fixed Route	\$ 125,000 <u>\$ 125,000</u>
Crosstie Renewal Program	Coastal RR	\$ 525,000
Grade Crossing Replacement	Coastal RR	248,750
Rail Replacement Program	Coastal RR	210,000
Security Improvement Project	Coastal RR	250,000
Signal Replacement Project	Coastal RR	522,500
Signage Improvements	Coastal RR	250,000
Asset Class 433 - Right-of-Way Improvements		<u>\$ 2,006,250</u>
Underground Storage Tank Removal Asset Class 434 - Operating Yard Equipment	Fixed Route	\$ 26,250 <u>\$ 26,250</u>
First Transit Facility Shop and Garage Equipment Program Asset Class 435 - Shop & Garage Equipment	Fixed Route	\$ 40,000 <u>\$ 40,000</u>
Positive Train Control Implementation Asset Class 438 - Vehicle Movement Control Equipment	Coaster	\$ 5,000,000 <u>\$ 5,000,000</u>
Compass Card Enhancements Asset Class 439 - Revenue Collection and Fare Equipment	Coaster	\$ 388,500 <u>\$ 388,500</u>
Network Upgrades	Fixed Route	\$ 215,250
Sustainability Investments	All	280,350
Asset Class 440 - Data Processing Equipment		<u>\$ 495,600</u>
TOTAL Fiscal Year 2013		<u><u>\$ 11,100,000</u></u>

Baseline Constrained CIP Detail FY 2014

Description	Transit Mode	Amount
Service Trucks (3)	Fixed Route	\$ 130,000
Sedans/Light Duty Vehicles (5)	Fixed Route	125,000
Asset Class 223 - Service Vehicles		<u>\$ 255,000</u>
First Transit Facility Capital Renewal Projects	Fixed Route	\$ 125,000
West Division Roof Replacement	Fixed Route	246,000
Solana Beach Station HVAC Replacement	Coastal RR	71,500
Asset Class 338 - Bldg & Structure Improvements		<u>\$ 442,500</u>
Crosstie Replacement	Coastal RR	\$ 525,000
Grade Crossing Replacement	Coastal RR	262,500
Rail Replacement	Coastal RR	210,000
Security Improvement Project	Coastal RR	250,000
Signal Replacement	Coastal RR	525,000
Signage Improvements	Coastal RR	250,000
Asset Class 433 - Right-of-Way Improvements		<u>\$ 2,022,500</u>
Underground Storage Tank Removal	Fixed Route	\$ 650,375
Asset Class 434 - Operating Yard Equipment		<u>\$ 650,375</u>
First Transit Facility Shop and Garage Equipment Program	Fixed Route	\$ 40,000
Asset Class 435 - Shop & Garage Equipment		<u>\$ 40,000</u>
Positive Train Control Implementation	Coaster	\$ 8,289,625
Asset Class 438 - Vehicle Movement Control Equipment		<u>\$ 8,289,625</u>
TOTAL Fiscal Year 2014		<u><u>\$ 11,700,000</u></u>

Baseline Constrained CIP Detail FY 2015

Description	Transit Mode	Amount
Full Size Compressed Natural Gas Transit Buses (13) Asset Class 104 - Revenue Vehicles	Fixed Route	\$ 6,489,625 \$ 6,489,625
First Transit Facility Capital Renewal Projects Asset Class 338 - Bldg & Structure Improvements	Fixed Route	\$ 125,000 \$ 125,000
Crosstie Replacement	Coastal RR	\$ 525,000
Grade Crossing Replacement	Coastal RR	262,500
Rail Replacement	Coastal RR	210,000
Security Improvement Project	Coastal RR	250,000
Signal Replacement	Coastal RR	522,500
Signage Improvements	Coastal RR	250,000
Asset Class 433 - Right-of-Way Improvements		\$ 2,020,000
Underground Storage Tank Removal Asset Class 434 - Operating Yard Equipment	Fixed Route	\$ 650,375 \$ 650,375
First Transit Facility Shop and Garage Equipment Program Asset Class 435 - Shop & Garage Equipment	Fixed Route	\$ 40,000 \$ 40,000
Positive Train Control Implementation Asset Class 438 - Vehicle Movement Control Equipment	Coastal RR	\$ 2,775,000 \$ 2,775,000
TOTAL Fiscal Year 2015		\$ 12,100,000

APPENDIX

Fare Structure - SPRINTER Light Rail, BREEZE Bus Services and ADA

SPRINTER and BREEZE FARES

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	PROPOSED FY 2011
Basic Fare								
Regular	\$1.75	\$1.75	\$1.75	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00
Senior/Disabled/Medicare	\$0.75	\$0.75	\$0.75	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
SPRINTER/BREEZE Day Pass								
Regular		\$3.50	\$3.75	\$4.00	\$4.00	\$4.50	N/A	N/A
Senior/Disabled/Medicare		\$1.50	\$1.50	\$2.00	\$2.00	\$2.25	\$2.25	\$2.25
SPRINTER/BREEZE Monthly Calendar or Rolling 30-Day Pass								
	\$50.00	\$50.00	\$54.00	\$54.00	\$54.00	\$59.00	\$59.00	\$59.00
Regional Day Pass								
Day Pass					\$5.00	\$5.00	\$5.00	\$5.00
Premium Day Pass					\$11.00	\$11.00	\$11.00	\$11.00
Region Plus Day Pass (valid on COASTER)							\$14.00	\$14.00
Regional Monthly Calendar or Rolling 30-day Pass								
Regular	\$56.00	\$58.00	\$59.00	\$60.00	\$64.00	\$68.00	\$72.00	\$72.00
Youth	\$28.00	\$29.00	\$30.00	\$30.00	\$32.00	\$34.00	\$36.00	\$36.00
Senior/Disabled/Medicare	\$14.00	\$14.50	\$15.00	\$15.00	\$16.00	\$17.00	\$18.00	\$18.00
Regional Premium Monthly Calendar or Rolling 30-day Pass								
Regular						\$90.00	\$100.00	\$100.00
Youth						\$45.00	\$50.00	\$50.00
Senior/Disabled/Medicare						\$22.50	\$25.00	\$25.00
Regional 14 Day Pass								
							\$43.00	\$43.00
Regional Premium 14 Day Pass								
							\$60.00	\$60.00

ADA FARES

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	PROPOSED FY 2011
Weekday								
All day Weekdays and Weekends								
Peak Hour*	\$3.00	-	-	-	-	-	-	-
Non-Peak Hour	\$2.00	-	-	-	-	-	-	-
Saturday & Sunday								
	\$3.00	-	-	-	-	-	-	-

* Peak Hours: 7:00am - 10:00am; 3:00pm - 6:00pm

Fare Structure - COASTER Commuter Rail Services

COASTER FARES

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	PROPOSED FY 2011
Region Plus Day Pass (all zones)								\$14.00	\$14.00
ZONE 1									
Basic Fare									
Regular	\$3.50	\$3.50	\$3.75	\$3.75	\$4.00	\$4.00	\$5.00	\$5.00	\$5.00
Senior/Disabled/Medicare	\$1.50	\$1.50	\$1.75	\$1.75	\$2.00	\$2.00	\$2.50	\$2.50	\$2.50
Monthly Pass									
Regular	\$95.00	\$95.00	\$105.00	\$105.00	\$115.00	\$115.00	\$144.00	\$144.00	\$144.00
Youth (all zones)	\$65.00	\$65.00	\$72.00	\$72.00	\$77.00	\$77.00	\$91.00	\$91.00	\$91.00
Senior/Disabled/Medicare (all zones)	\$32.00	\$32.00	\$34.00	\$34.00	\$38.50	\$38.50	\$45.50	\$45.50	\$45.50
ZONE 2									
Basic Fare									
Regular	\$3.75	\$3.75	\$4.25	\$4.25	\$4.50	\$4.50	\$5.50	\$5.50	\$5.50
Senior/Disabled/Medicare	\$1.75	\$1.75	\$2.00	\$2.00	\$2.25	\$2.25	\$2.75	\$2.75	\$2.75
Monthly Pass									
Regular	\$105.00	\$105.00	\$116.00	\$116.00	\$126.00	\$126.00	\$154.00	\$154.00	\$154.00
ZONE 3									
Basic Fare									
Regular	\$4.25	\$4.25	\$4.75	\$4.75	\$5.00	\$5.00	\$6.00	\$6.00	\$6.00
Senior/Disabled/Medicare	\$2.00	\$2.00	\$2.25	\$2.25	\$2.50	\$2.50	\$3.00	\$3.00	\$3.00
Monthly Pass									
Regular	\$120.00	\$120.00	\$132.00	\$132.00	\$142.00	\$142.00	\$170.00	\$170.00	\$170.00
ZONE 4									
Basic Fare									
Regular	\$4.75	\$4.75	\$5.25	\$5.25	\$5.50	\$5.50	\$6.50	\$6.50	\$6.50
Senior/Disabled/Medicare	\$2.25	\$2.25	\$2.50	\$2.50	\$2.75	\$2.75	\$3.25	\$3.25	\$3.25
Monthly Pass									
Regular	\$130.00	\$130.00	\$144.00	\$144.00	\$154.00	\$154.00	\$182.00	\$182.00	\$182.00