



September 2019

SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT

ADOPTED BUDGET

FISCAL YEAR 2020





GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished
Budget Presentation
Award

PRESENTED TO

San Francisco Bay Area Rapid Transit
California

For the Fiscal Year Beginning

July 1, 2018

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Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to San Francisco Bay Area Rapid Transit, California, for its Annual Budget for the fiscal year beginning July 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This 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 GFOA to determine its eligibility for another award.

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1 MESSAGE FROM LEADERSHIP

Letter from the General Manager


BART Patrons, Members of the Community, and Staff:

As BART's new General Manager my number one commitment is to put riders first while giving employees the support they need to get the job done safely and effectively.

I plan to continue BART's focus on Quality of Life initiatives, which include connecting the homeless that seek shelter at BART with support services, preventing fare evasion, and improving system safety and cleanliness. The ability to fund these new initiatives did not come easily. BART staff implemented targeted budget reductions to fund these vital efforts that our customers demand. Future economic uncertainty could present more fiscal challenges in the years to come, but I'm confident in our ability to adapt to new unforeseen circumstances.

There is a lot of hard work ahead, but we are well positioned to deliver on the projects we've promised to our riders. These include adding more cars that will comprise our Fleet of the Future, rebuilding infrastructure through Measure RR, reducing crowding by expanding our capacity, and fully staffing the BART Police Department.

I look forward to modernizing and improving the BART system to provide the San Francisco Bay Area with a world class transit system.



Robert M. Powers
BART General Manager

Letter from the President, BART Board of Directors

Dear BART Customers and Taxpayers:

I'm honored to share BART's Fiscal Year 2020 budget with you.

This \$2.4 billion fiscal blueprint represents BART's commitment to reinvest in and modernize our system, which is nearing 50 years of service.

Most of all, our budget reflects the focus on improving rider experience. Safety, cleanliness, and reliability are top priorities.

Recent customer surveys about cleanliness have shown improvements, which is encouraging.

We have added 19 new BART police officers in the FY20 budget. We have hired 37 officers in the first 8 months of 2019 because of stronger recruitment efforts and \$15,000 lateral bonuses for officers who transfer from other law enforcement agencies.

We have received the message that full BART police staffing and visible community policing help prevent crime at our Stations, in our Parking Lots and on trains. We are continuing to engineer new prototypes for Fare Gates that reduce fare evasion.

As the Bay Area grapples with an unprecedented crisis of homelessness, BART dramatically increased our efforts to partner with Cities and Counties to provide needed services, treatment and housing for those who are unhoused, addicted or affected by mental illness.

BART now partners to help fund Homeless Outreach services in our facilities in San Francisco, San Mateo, Alameda and Contra Costa Counties. Our incredibly successful Elevator Attendant pilot program at Powell and Civic Center will now be expanded to Montgomery and Embarcadero.

This budget also reflects fiscal responsibility. We implemented \$17 million in efficiencies and budget cuts necessitated by recent declines in off-peak and weekend ridership. The declines in BART ridership are much less than those experienced by other transit agencies nationwide. Still, we made adjustments and savings to balance our FY20 budget.

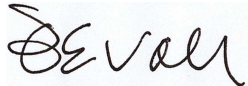
To advance our systemwide rebuilding effort, the budget includes \$1.4 billion for capital programs, a 5% increase from FY19, with the largest portion coming from BART Safety, Reliability, and Traffic Relief Program (Measure RR).

In 2016, BART District voters approved Measure RR to provide us with \$3.5 billion over the coming years to address long overdue infrastructure needs.

Already, 32 Measure RR projects are either under construction or complete. We're replacing track components that, in some cases, date back to the beginning of service in 1972 and have long-since outlived their useful lives. This long-term rebuilding project will benefit BART riders for decades to come.

It is an exciting time at BART as we now have the resources to address these challenges. More than 80 new Fleet of the Future cars are now on BART property. That's allowed us to deploy a new Fleet of the Future train on every line in the system. This budget includes significant investments to purchase 775 new rail cars. BART is also poised to open the 10-mile Silicon Valley Berryessa Extension into Santa Clara County in FY20. The Santa Clara Valley Transportation Authority is fully funding construction for this expansion and will reimburse BART for all operations and maintenance costs.

I look forward to continuing to receive input from our riders and communities about their priorities. I will continue to work with my fellow BART board members to ensure we are always putting riders first. We must do everything we can to improve their experience on BART, a system that is vital to the entire Bay Area.

A handwritten signature in black ink, appearing to read "Bevan Dufty". The signature is written in a cursive, flowing style. The background of the signature area is a light blue rectangular highlight.

BEVAN DUFTY
BART President 2019

2 ABOUT US

2.1 DEMOGRAPHICS

The BART District consists of three counties; Alameda, Contra Costa and San Francisco, while serving the greater San Francisco Bay Area. The San Francisco Bay Area is the fourth-largest metropolitan area in the United States by population and home to nearly eight million people, about half of which live in the BART service area. The region spans 7,000 square miles, 101 cities—anchored by San Francisco, San Jose and Oakland—and nine counties, including Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano and Sonoma.¹

Population in the region has more than doubled since 1960 with the most significant growth occurring in Santa Clara County, now 25% of the region's residents. Distribution has followed national trends with residents shifting from concentration in the urban core to outlying areas; however, over the past decade, the distribution of Bay Area residents between center cities and suburban communities has stabilized.²

The Bay Area is a diverse region with 52.5% White (10.1% Hispanic), 23.5% Hispanic or Latino of any race, 23.3% Asian, 6.7% non-Hispanic Black or African American, 0.7% Native American or Alaska Native, 0.6% Pacific Islander, 5.4% from two or more races, and 10.8% from other races.³

2.2 ECONOMY

The region's economy is bolstered by many industries including banking, technology, tourism and manufacturing, and hosts the second highest concentration of Fortune 500 companies after the New York metropolitan area.⁴ The area is also home to multiple public and private colleges and universities, including San Jose State University, Stanford University, University of California at Berkeley, and University of California at San Francisco.

Strong economic growth has created great wealth but also resulted in a housing shortage, high costs of living, and poverty. Since 2007 low income resident incomes decreased by 9%, with the bottom 10% earning an average of \$20,000.⁵

¹ Metropolitan Transportation Commission (<https://mtc.ca.gov/about-mtc/what-mtc/nine-bay-area-counties>)

² Metropolitan Transportation Commission (<http://www.vitalsigns.mtc.ca.gov/our-population>)

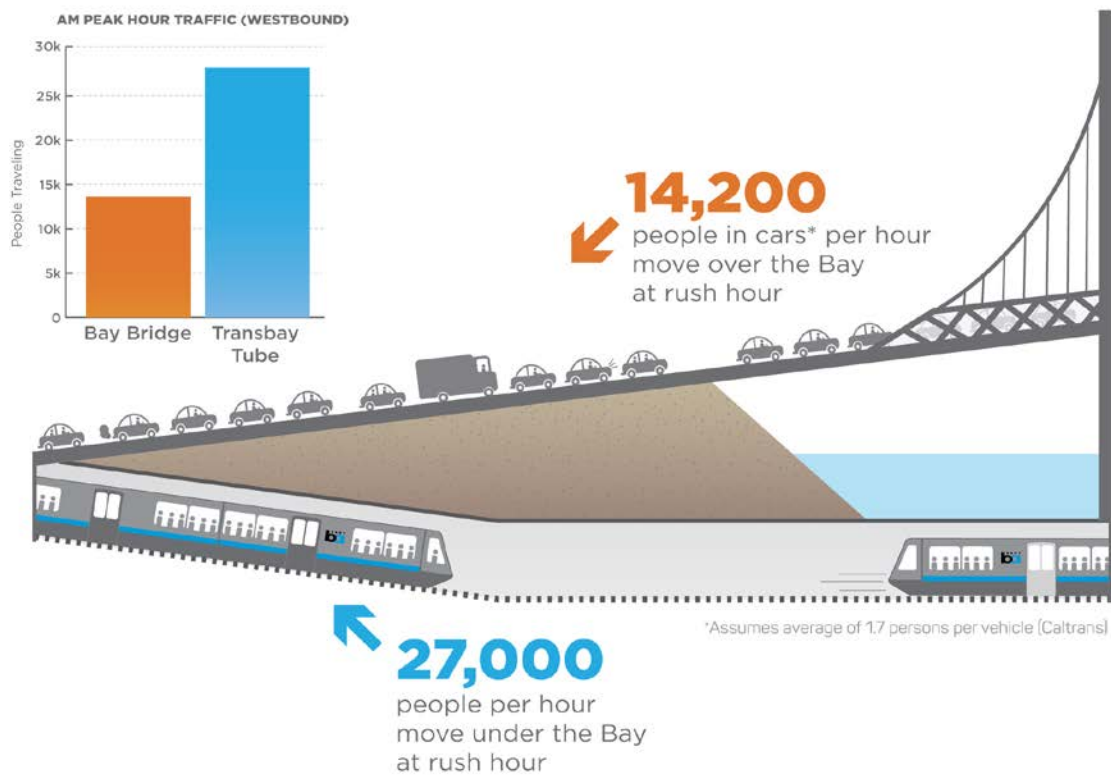
³ 2010 US Census (<https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>)

⁴ Walker, Richard and Alex Schafran (2015). "The strange case of the Bay Area". Environment and Planning. (https://web.archive.org/web/20170924185034/http://geography.berkeley.edu/wp-content/uploads/2016/01/Walker_107.pdf)

⁵ Levin, Matt (August 11, 2016). "California's rich-poor gap: The reality may surprise you". CalMatters. (<https://calmatters.org/articles/income-inequality-in-california-may-not-look-like-you-think-it-does-and-why-that-may-be-a-good-thing/>)

2.3 TRANSPORTATION

With dozens of transit providers, Bay Area residents have multiple options for regional travel, including light, heavy and commuter rail, bus, ferry, and private vehicle sharing utilizing Transportation Network Companies such as Uber and Lyft. BART fills a critical role in this transit sphere, carrying over 120 million riders in 2018. BART serves San Francisco, Oakland, and four counties with plans to serve San Jose and Santa Clara County as well.⁶

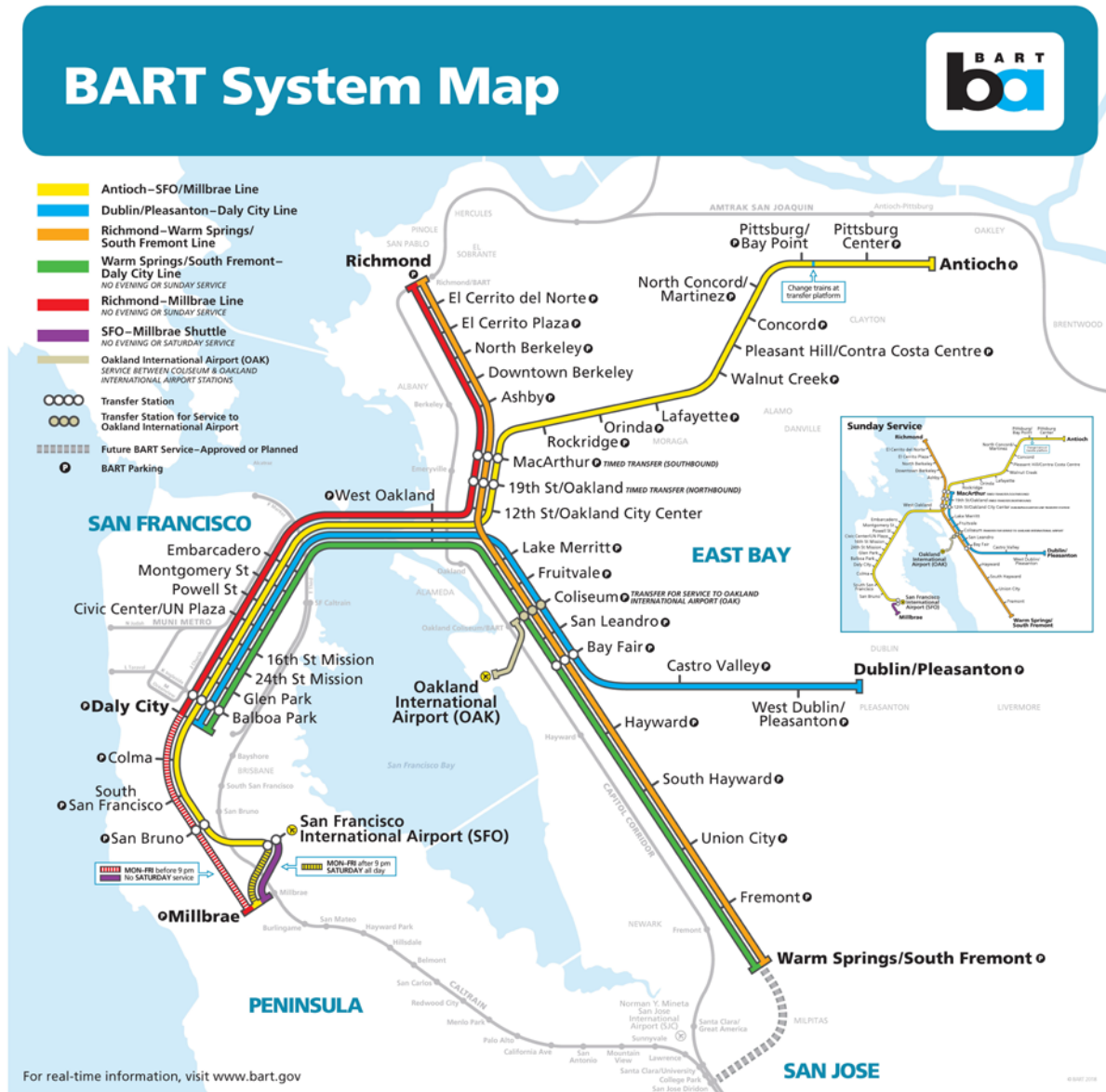


⁶ Moody's Investors Service Credit Opinion (July 2019).

2.4 THE SYSTEM

BART is a traction power, protected right-of-way commuter rail system that spans 121 miles of double track, 48 stations, and four counties—Alameda, Contra Costa, San Francisco, and San Mateo.

BART service lines run through urban and suburban landscapes, crossing the San Francisco Bay via an underwater passageway, (the “Transbay Tube”) and connecting passengers to San Francisco International Airport, Oakland International Airport, Caltrain, Capitol Corridor, and the San Francisco Municipal Railway (“MUNI”).



3 OVERVIEW

The Fiscal Year 2020 (FY20) Adopted Budget presents a continuation of the challenges BART faced in FY19, with declining ridership and fare revenue, aging infrastructure and increased operating expenses, while BART continues major structural system reinvestments and Quality of Life improvements. The FY20 Budget supports BART’s Strategic Plan Framework mission to deliver safe, reliable, clean, quality transit service while balancing this commitment with limited financial resources. Highlights of the FY20 budget include:

- Addressing Quality of Life on BART
- Continuing capital investment
- Preparing for the Silicon Valley Berryessa Extension
- Launching first phase of Mobility as a Service
- Increasing efficiency and preparing for new compliance requirements

As with each annual budget, development has been informed by the long-term outlook; in this case, the FY19 Short Range Transit Plan/Capital Improvement Program (SRTP/CIP) adopted by the Board in October 2018. The SRTP/CIP projected an operating shortfall of \$327M over 10 years and \$10 billion of unfunded capital needs over 15 years. This provides valuable context for considering the long-term financial and operational impacts of FY20 budget decisions, with priority assigned to projects and programs that focus on the customer, safety, system reinvestment, and efficiency.

When staff presented the SRTP/CIP in October 2018, it included a projected \$33M FY20 operating deficit. Subsequent information, including more detailed expense and revenue projections, updated State Transit Assistance (STA) estimates received from the State, the decision to bring a portion of the FY20 Low Carbon Fuel Standard (LCFS) revenue into the operating budget (under Board policy), and other adjustments, further refined the projected deficit, to approximately \$4M by early March. The document that follows balances this \$4M deficit and funds critical new initiatives.

In addition, in order to advance Board priorities as indicated at the January 2019 Board Workshop and recent Board meetings, staff have recently invested Stations and Access Program funds available at the end of FY16 and FY18 in: Closed-Circuit Television (CCTV) upgrades to support Quality of Life – Security; materials to support station hardening efforts at eight stations proposed in the FY20 budget; Transit Oriented Development (TOD) standards development to meet the AB2923 June 2020 legislative deadline; and funds required to match Metropolitan Transportation Commission’s (MTC) contribution towards the 2020 Station Profile study of BART patrons.

3.1 QUALITY OF LIFE ON BART

In FY19, to advance the BART strategy to Connect and Create Great Places and address a number of challenges identified by customers, including those identified in the 2018 Customer Satisfaction Survey, BART continued and expanded upon strategic initiatives aimed at improving the customer experience on BART. These programs continue and evolve in FY20, with a primary FY20 focus being “Quality of Life on BART.” As discussed at the January 2019 Board Workshop, BART intends to ramp up initiatives that have proven successful, and BART will continue to innovate and adapt using industry best practices. Quality of Life programs address the interrelated issues of fare evasion, homelessness, cleanliness, and safety & security. These issues negatively affect BART’s riders, employees, trains, infrastructure, and revenue.

Homelessness

BART will continue the Homeless Outreach Team partnership with San Francisco (SF HOT), which has successfully connected homeless individuals in the four Market Street stations to services. In FY20, BART will expand the Outreach Team approach by strengthening connections to services in Alameda, Contra Costa, and San Mateo Counties, as well as at San Francisco International Airport (SFO). A dedicated member of the BART Police Department will continue to coordinate the identification of resources for those experiencing homelessness and partnerships throughout the four counties. BART and the San Francisco Municipal Transportation Agency (SFMTA) will continue to share costs at the Civic Center/UN Plaza and Powell Street Stations for the elevator attendant program, and both agencies will be expanding the program to Montgomery Street and Embarcadero Stations. BART will continue participation in the San Francisco Pit Stop program, which provides attended street-level public restrooms adjacent to three underground BART stations. To ensure reliable BART train service, high-risk BART properties will be further secured (including additional fencing, signage, and cameras) to reduce the threat of fires at encampments near BART trackways and facilities.

Cleanliness

Maintenance and Engineering (M&E) will continue to implement a comprehensive plan for station cleaning improvements that incorporates findings from the 2017 Transportation Research Associates (TRA) Station Cleaning Study and input from International Sanitary Supply Association (ISSA), a worldwide cleaning association and benchmarking organization. In addition, Rolling Stock & Shops (RS&S) will continue to improve car cleaning with updated training and methods.

Fare Evasion

To address fare evasion, BART has been hardening facilities by enclosing elevators, increasing the height of paid area railing, and alarming emergency doors and swing gates. Additional hardening will roll out in FY20, including expansion of the digital camera network. Additionally, BART Police have implemented operations focused on preventing fare evasion, and the proof-of-payment team will be expanded to enforce the Board-approved ordinance authorizing Fare Inspectors to check for proof of payment. The proof-of-payment team enforces the ordinance on trains and provides visual confirmation of BART's commitment to fairness and equity to all patrons. BART Police continue to conduct enforcement of state law fare evasion violations throughout the BART System.

Safety & Security

The FY20 Budget provides a sustained increase in law enforcement presence at BART, consistent with the Five-Year Strategic Patrol Staffing Plan prepared by the University of North Texas. The FY20 budget includes 19 new police officer positions. Recently bargained salary and benefit changes to the BART Police Officers' Association contract are increasing the number of lateral transfers from other law enforcement agencies to BART, and BART hopes such changes will also assist with retention. BART Police have undertaken operations focused on crime prevention, increased visibility, and law enforcement when necessary. A concerted effort is being undertaken to address customer concerns about safety on trains during evening hours by increasing the presence of BART police and civilian employees on trains.

3.2 CAPITAL INVESTMENT

New Rail Cars

In support of BART's Expand Capacity Manage Demand Strategy, BART is replacing its aging legacy rail car fleet of 669 rail cars and expanding to 775 new rail cars through its initial contract with Bombardier. As part of the Systemwide Transbay Corridor Core Capacity Project (STCCCP), BART intends to purchase 306 additional rail cars to expand the fleet to 1,081 cars for increased service frequency and train length. In

the future, BART may expand the fleet up to 1,200 rail cars upon implementation of the Silicon Valley Rapid Transit Project, Phase 2, to meet increasing travel demand through the Transbay Corridor.

This new fleet will improve reliability, decrease maintenance costs, relieve crowding, improve the customer experience, and help meet growing demand associated with regional population growth and system expansions. Production of rail cars will continue to ramp up in FY20, and final delivery of the last of the 775 rail cars is scheduled for 2022.

Systemwide Transbay Corridor Core Capacity Project (STCCCP)

STCCCP is a system wide undertaking to increase frequency and capacity in the Transbay Corridor, and includes the following elements:

- **Train Control Modernization Project (TCMP):** Install Communications-Based Train Control (CBTC) system wide to implement higher frequency service.
- **Vehicles:** Purchase 306 additional rail cars to provide more trains and longer trains needed for the higher frequency service.
- **Hayward Maintenance Complex (HMC) Phase 2:** Construct a new east-side storage yard for up to 250 rail cars at the Hayward Maintenance Complex to support the expanded fleet.
- **Traction Power Substations (TPSS):** Install five new substation facilities to provide the additional power needed for the increased service levels.

The STCCCP is in the Federal Transit Administration's (FTA) Capital Investment Grant (CIG) Program in the Core Capacity category of eligibility and was recently approved to enter the engineering phase of the program. FTA considers a portion of the overall project scope to be within the FTA's program and eligible for FTA CIG funding. The remaining scope will be funded through state, regional, and local sources.

The project goal is to reduce the level of crowding between the East Bay and San Francisco and allow for continued ridership growth. BART currently operates a maximum of 23 ten-car trains per hour (TPH) in the peak direction through the Transbay Corridor. When the project is implemented, BART will be able to increase its throughput to 30 ten-car trains at peak hours. The current project schedule calls for an increase to 28 TPH in late 2026, and a further increase to 30 TPH in late 2028 with full implementation.

BART Safety, Reliability, and Traffic Relief Program (Measure RR)

In November 2016, BART District voters approved Measure RR. The measure authorizes the sale of \$3.5 billion in general obligation bonds to fund high priority capital projects. Ninety percent of Measure RR funding will go toward projects to repair and replace critical safety infrastructure, including renewing track; renewing power cables and substations; repairing tunnels and structures; renewing mechanical systems; and replacing train control and vital communication systems. Ten percent of Measure RR funding will support projects to renew stations, expand safe access to stations, and relieve crowding.

Measure RR-funded projects will continue in FY20, focusing on rail replacement; traction power cable and substation replacement; downtown San Francisco escalator replacements; and station access improvements; all of which advance the Fix Maintain and Modernize Strategy which is further discussed in Section 13.

Second Crossing

BART and Capitol Corridor are co-leading early regional efforts on a new Transbay rail crossing. Looking at a 21-county Northern California megaregion⁸, staff will be evaluating future demand for rail trips, and determining how a new Transbay crossing can best serve this demand. Important considerations include integrating land use and transportation, equity, the regional economy and Quality of Life, network rail operations, customer experience, project delivery mechanisms, funding, revenue generation, and environmental impacts and benefits. A contract for strategic advising and program management was approved by the Board in FY19. Next steps include developing the program for engagement, feasibility, and environmental analysis. The engagement effort will run through the timeline of the project and will involve the numerous stakeholders of the Northern California megaregion.

3.3 SILICON VALLEY BERRYESSA EXTENSION

The two-station, 10-mile Silicon Valley Berryessa Extension (SVBX) into Santa Clara County will connect to the Warm Springs/South Fremont Station in southern Alameda County. Construction of the project is managed by the Santa Clara Valley Transportation Authority (VTA), in cooperation with BART. VTA is funding all construction costs of the project and will reimburse BART for all costs associated with rail service, including operations, maintenance, core system impacts, and funding of a share of core system capital expenses. VTA anticipates opening SVBX service in FY20.

3.4 MOBILITY AS A SERVICE

BART has successfully launched its first phase of Mobility as a Service (MaaS), which includes the official mobile app (iOS and Android), newly designed BART.gov website, and an application that offers discounts to airport travelers. These channels include features such as the new multi-modal trip planner, incentives for patrons to reduce travel during the peak times, payment for Early Bird Express parking between 4:00 and 5:00 am, mobile ticketing, and a unified user account across all channels.

Having seen success with MaaS Phase 1, BART will continue to enhance MaaS offerings by incorporating convenience features such as ability to pay for parking (daily, carpool, and permit) by mobile phone, providing additional mode choices for end-to-end journeys (e.g., integrate shared mobility), and offering further optimized and up-to-date trip planner itineraries. Overall, BART plans to augment the MaaS offerings with user-oriented and easy-to-use solutions.

3.5 COMPLIANCE

Fire Life Safety (FLS)

BART is establishing a new Department of Fire Life Safety (FLS) to handle safety and code compliance issues. This department will support various construction projects and operations initiatives and interface with the California Public Utilities Commission (CPUC) and fire departments serving BART as described in Section 14.1.4.

As BART continues its comprehensive Measure RR System Renewal program, construction projects will encounter fire code and compliance issues that will need to be resolved. Since BART currently liaisons with over twenty different fire departments and jurisdictions in its service areas, it is paramount to have consistency and uniformity across BART and a single authority to preside over FLS issues.

⁸ As defined by the San Francisco Bay Area Planning and Urban Research Association (SPUR), the 21-county Northern California megaregion includes Alameda, Contra Costa, El Dorado, Marin, Merced, Monterey, Napa, Placer, Sacramento, San Benito, San Francisco, San Joaquin, San Mateo, Santa Clara, Santa Cruz, Solano, Sonoma, Stanislaus, Sutter, Yolo, and Yuba counties.

The primary responsibility of the Department is to support the BART Safety Management System (SMS) program by minimizing the risks associated with fire and smoke events for the BART System. This responsibility includes performing inspections of facilities and infrastructure, conducting FLS assessments, investigating fire/smoke incidents, and enforcing of all BART Facilities Standards, federal and state laws, and city ordinances pertaining to fire protection and life safety. The activities of the department will be completed in conjunction with, not in replacement of, existing safety, operations, and maintenance practices required by BART as well as regulations, codes, and standards.

Inspector General

Senate Bill (SB) 595, also known as Regional Measure 3, was approved by the voters in June 2018 and increases Bay Area bridge tolls by up to \$3 over a number of years. Increased revenues will help fund improvements for regional transit operators and counties including new BART rail cars, SVBX, San Jose Diridon Station, new high-occupancy vehicle lanes on U.S. 101 in Marin and Sonoma counties, more frequent and expanded ferry service, highway improvements, and the extension of Caltrain to downtown San Francisco. An additional component of SB 595 established an Office of the Inspector General (IG) for BART. The IG is intended to monitor not only BART's expenditures of bridge toll funds but also to examine BART operating practices to identify fraud risks, waste, and opportunities for efficiencies; to identify best practices in the delivery of capital projects; and to recommend best practices for BART to maintain positive and productive relations with its employees and collective bargaining units.

Under the terms of SB 595 the Governor appointed Harriet Richardson to serve as the Inspector General for a four-year term, beginning July 2019. Per language in SB 595, BART is to be fully reimbursed by an allocation of bridge toll funds for the IG.

3.6 FY20 ADOPTED BUDGET

The following sections begin with a discussion of the Financial Structure, Policy & Process, followed by the FY20 Rail Service Plan. Operating and capital sources and uses are shown together in a combined Income Statement to present a comprehensive picture of BART's financial situation. This is followed by descriptions of operating and capital sources and uses, and a summary of efforts to address a projected shortfall while funding a limited number of high-priority initiatives for FY20.

The final sections of the document focus on BART's goals, objectives, and performance evaluation as an entity. In addition, department specific four-year workplans are included which highlight each department's respective goals and success metrics.

4 FINANCIAL STRUCTURE, POLICY & PROCESS

Financial Policies

BART aims to maintain integrity of the budget by keeping operating costs within what estimated revenue can fund. Daily operations are financed by fare revenue, parking revenue, sales tax and property tax, and other revenue such as income from advertising and fiber optics. The budget is prepared under the accrual basis of accounting, where revenues are recorded when earned and expenses are recorded when a liability is incurred.

BART has two financial policies—the Financial Stability Policy and the Fare Policy—that help guide decision-making.

The Financial Stability Policy, adopted in 2003, is designed to ensure long-term operating and capital financial stability through a combination of strategies involving revenues, operating expenses, capital investments, and prudent reserves. This policy also laid the foundation for the Board to approve two series of biennial Productivity-Adjusted Consumer Price Index-Based fare increases. The last increase of the second series is scheduled for January 2020. The contributions from these small, regular increases have been essential to the BART’s financial and operational well-being.

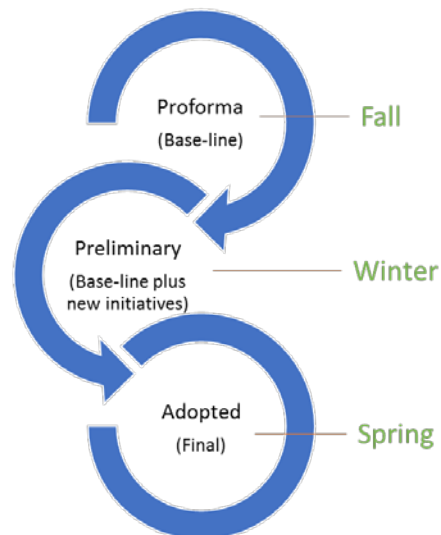
The Fare Policy, adopted in 2005, underscores the influence fares have on multiple interconnected areas: customer satisfaction, ridership growth, financial health, seamless interagency travel, and optimal system usage. These five interconnected areas comprise the five goals of the Fare Policy, each with strategies to achieve them, with no one goal taking precedence to the exclusion of another.

Budget Process

BART produces long-range financial projections and an annual budget on a yearly basis. Both reflect and incorporate BART’s Strategic Plan and are aligned with BART’s Financial Stability Policy and Fare Policy.

The SRTP/CIP incorporates BART’s operating forecast and capital investment program for the next 10 and 15 years, respectively. The SRTP/CIP reports are posted on the bart.gov/financials page.

The annual budget includes expected operating and anticipated maximum capital expenditures for the fiscal year, which begins on July 1 and concludes on June 30. The budget development process starts in the fall of the prior year, as the Budget team develops the Proforma budget and departments work with the Asset Management team to build workplans and begin to identify resource needs. During the last quarter of the calendar year, Departments begin planning organizational changes and revising capital needs, and detailed budget studies are completed. The Board Workshop is in January, Strategic Budget Discussions are held in February, and preliminary capital project



budgets are due in March. The Budget team finalizes the Preliminary budget for release and delivery to the Board of Directors by March 31. The capital budget is finalized in April. A series of public budget presentations are made in April and May to the Board of Directors, with the public hearing on the proposed budget held in May. Board Rules require adoption of the upcoming annual budget by June 30 with a start date of July 1.

During the year, management reviews fiscal performance on a monthly basis. The Capital Budget team monitors project budgets against available funding, expenditures, and grant end dates throughout the year. The Budget team reviews fiscal performance with the Board of Directors on a quarterly basis via the Quarterly Financial Report (QFR) and on an annual basis for Year End Close. All financial reports, presented by the Budget team, are based on data provided by the Finance Department. All reports presented by the Capital Budget team are based on data queried directly through BART's financial system and/or via data analytics software.

Fund Structure and Basis of Budgeting

BART operates as an Enterprise Fund and uses the economic resources measurement focus and the accrual basis of accounting. Operating and capital budgets are created annually. Budgeted operating revenues include revenues that are directly related to transit operations, and principally derived from passenger fares. Other revenues captured in the operating budget include agency-generated revenue from parking fees and advertising; financial assistance in the form of sales and property taxes; and funding from local, state or federal agencies for transit related activities. Budgeted operating expenses include all costs related to providing transit operations, excluding depreciation and the effect of expense adjustments associated with changes in unfunded pension and other post-employment obligations, which are required to be recognized for financial reporting purposes to comply with Government Accounting Standards. Operating costs include labor, materials, supplies, services, utilities, leases, and rentals. The operating budget also includes allocations to support capital projects, funds to cover debt service for outstanding sales tax revenue bonds, and allocations to fund operating reserves.

Budgeted capital funding includes grants and other funding from federal, state, and local agencies; voter approved bond measures; and allocated BART operating funds. BART applies for FTA formula funds through MTC to support its capital activities, as summarized in the Capital Sources section of this document. In addition to federal funds, BART has received and expects to continue to receive funding from the state, regional bridge tolls, and local governments for capital renovation and expansion of the BART System, as described in Section 9.2 Tax and Financial Assistance and Section 11.2 Capital Sources. BART also leverages a combination of General Obligation (GO) bonds and Sales Tax Revenue bonds to fund improvements to the BART System, which is described in the Capital Sources section. Each capital funding source, including allocations to capital from the operating budget, is assigned a unique fund identification number. Budgeted capital expenses include all costs related to capital improvements and capitalized maintenance of the transit system. All capital expenditures are tracked by project and activity projects.

5 RAIL SERVICE PLAN

BART's FY20 service plan is summarized in the table below. The two service plans shown (end of FY19 and end of FY20) demonstrate the cumulative effects of all anticipated changes, fluctuations, and known events during FY20.

| Service Snapshot | End of FY19 | End of FY20 |
|--------------------------------|-------------------------------|-----------------------|
| New Service | 5:00 am System Opening | SVBX Extension |
| Total Peak Vehicle Requirement | 627 | 708 |
| Total Fleet | 723 | 819 |
| Peak Period Trains | 65 | 70 |
| Total Car Hours (million) | 2.6 | 2.8 |
| Total Car Miles (million) | 88.6 | 91.8 |

5.1 NEW RAIL CARS

BART's first 10 new rail cars went into revenue service in January 2018, and 92 new cars have been delivered as of June 2019. As additional new rail cars become available for revenue service, BART will lengthen trains with the goal of eventually running 10-car trains on all Transbay routes by 2020. Concurrently, BART intends to use the increasing inventory of cars to raise the fleet spare ratio toward the industry standard of 20%. As new cars enter service, cars from the existing fleet will be allocated to lengthen other peak trains, such as on the Red (Richmond-Millbrae) or Blue (Dublin/Pleasanton-Daly City) lines. These lines currently operate trains with less than the 10-car maximum.

5.2 SILICON VALLEY BERRYESSA EXTENSION (SVBX)

Beginning SVBX service during FY20 will require significant schedule changes. Four additional trains will serve the Green (Berryessa-Daly City) and Orange (Berryessa-Richmond) lines, and one additional peak commute train will supplement peak service on the Green Line.

5.3 OTHER SERVICE CHANGES

In addition to upcoming service changes, a set of changes that took effect in February 2019 will continue to affect BART service in FY20. Construction began on the BART Transbay Tube Earthquake Retrofit project, which required starting weekday BART service at 5:00 am, one hour later than BART's previously established start time. Early Bird Express bus service is provided for customers traveling at this time. Additionally, the headways (time between trains) of evening services on weekdays and Sundays after 9:30 pm was increased from 20 to 24 minutes to enable single-track Transbay Tube service to transport construction equipment. The project and associated service changes are anticipated to last through the end of FY22. The M Line (San Francisco and West Bay) 34.5KV Cable Project, funded by Measure RR, also began in February 2019. This project replaces electrical cable between Embarcadero Station and 24th Street/Mission Station. This work requires single-tracking trains through San Francisco between those stations and will limit service systemwide on Sundays. This project is anticipated to be completed by the end of FY22.

6 FY20 ADOPTED BUDGET INCOME STATEMENT

| Income Statement | Budget | | Change | |
|--|-----------------|-----------------|---------------|-------------|
| | FY19 Adopted | FY20 Adopted | \$ | % |
| (\$ millions) | | | | |
| Rail Passenger Revenue | \$ 485.0 | 479.4 | (5.6) | (1%) |
| ADA Passenger Revenue | 0.9 | 0.9 | (0.0) | (1%) |
| Parking Revenue | 36.7 | 36.5 | (0.1) | (0%) |
| Other Operating Revenue | 38.3 | 28.7 | (9.6) | (25%) |
| Subtotal - Operating Revenue | 560.8 | 545.5 | (15.3) | (3%) |
| Sales Tax Proceeds | 264.6 | 277.0 | 12.4 | 5% |
| Property Tax Proceeds | 46.8 | 50.6 | 3.9 | 8% |
| State Transit Assistance | 38.0 | 39.4 | 1.4 | 4% |
| SFO Ext Financial Assistance | - | 5.8 | 5.8 | 0% |
| Local & Other Assistance | 5.4 | 6.4 | 1.0 | 18% |
| Low Carbon Transit Operations Program | - | 8.4 | 8.4 | 0% |
| Low Carbon Fuel Standard Program | 6.5 | 14.1 | 7.6 | 118% |
| Subtotal - Financial Assistance | 361.3 | 401.8 | 40.4 | 11% |
| SUBTOTAL - OPERATING SOURCES | 922.2 | 947.3 | 25.1 | 3% |
| SUBTOTAL - CAPITAL SOURCES | 1,354.9 | 1,419.9 | 65.1 | 5% |
| TOTAL SOURCES | 2,277.1 | 2,367.2 | 90.1 | 3% |
| Labor & Benefits | 560.7 | 591.6 | 31.0 | 6% |
| ADA Paratransit | 16.1 | 16.9 | 0.9 | 5% |
| Purchased Transportation | 14.1 | 14.6 | 0.5 | 4% |
| Power | 43.8 | 45.6 | 1.8 | 4% |
| Other Non-Labor | 133.1 | 131.0 | (2.2) | (2%) |
| Subtotal - Operating Expense | 767.8 | 799.8 | 32.0 | 4% |
| Bond Debt Service | 46.6 | 47.2 | 0.6 | 1% |
| Allocations | 107.8 | 100.3 | (7.5) | (7%) |
| Subtotal - Debt Service & Allocations | 154.4 | 147.5 | (6.9) | (4%) |
| TOTAL - OPERATING EXPENSE | 922.2 | 947.3 | 25.1 | 3% |
| System Reinvestment | 995.4 | 983.0 | (12.4) | (1%) |
| Safety & Security | 77.9 | 74.0 | (4.0) | (5%) |
| Earthquake Safety | 103.8 | 167.1 | 63.3 | 61% |
| Service Capacity & Enhancement | 135.9 | 158.2 | 22.3 | 16% |
| System Expansion | 35.0 | 30.2 | (4.8) | (14%) |
| Reimbursable/Other | 6.9 | 7.5 | 0.6 | 8% |
| TOTAL - CAPITAL EXPENSE | 1,354.9 | 1,419.9 | 65.1 | 5% |
| TOTAL USES | 2,277.1 | 2,367.2 | 90.1 | 4% |
| NET RESULT | - | - | \$ - | |
| Average Weekday Trips | 413,000 | 404,900 | (8,100) | (2%) |
| Total Annual Trips (M) | 119.7 | 116.0 | (3.7) | (3%) |
| Rail Farebox Recovery Ratio | 63.3% | 60.0% | (3.2%) | (5%) |
| Operating Ratio | 73.0% | 68.2% | (4.8%) | (7%) |
| Rail Cost/Passenger Mile | \$ 0.412 | \$ 0.436 | \$ 0.024 | 6% |

7 FOUR YEAR OPERATING FINANCIAL SCHEDULE

The following table outlines BART’s total operating sources and uses. Two years of historical data is provided for observing current trends in each category.

| Four Year Consolidated Financial Schedule | | | | |
|--|----------------|----------------|-----------------|-----------------|
| (\$ millions) | FY17 Actual | FY18 Actual | FY19 Adopted | FY20 Adopted |
| Sources | | | | |
| Operating Revenue | \$ 549.4 | 551.4 | 560.8 | 545.5 |
| Sales Tax | 247.2 | 257.9 | 264.6 | 277.0 |
| Other Assistance | 66.1 | 100.4 | 96.7 | 124.8 |
| <i>Federal Grant - MTC Rail Car Fund Swap⁹</i> | 52.5 | - | - | - |
| TOTAL SOURCES | 915.3 | 909.7 | 922.2 | 947.3 |
| Uses | | | | |
| Labor | 488.9 | 524.1 | 560.7 | 591.6 |
| <i>Pension - GASB 68 Adjustment¹⁰</i> | 11.0 | 44.2 | - | - |
| <i>Non-Pension - GASB 75 Adjustment¹⁰</i> | 14.9 | 5.8 | - | - |
| Non-Labor | 201.5 | 199.0 | 207.1 | 208.1 |
| Total Expense | 716.2 | 773.0 | 767.8 | 799.8 |
| <i>Extraordinary Exp. - MTC Rail Car Fund Swap⁹</i> | 52.5 | - | - | - |
| Debt Service | 50.5 | 45.6 | 46.6 | 47.2 |
| Capital & Other Allocations | 121.9 | 140.9 | 107.8 | 100.3 |
| Total Debt Service & Allocations | 172.4 | 186.5 | 154.4 | 147.5 |
| TOTAL USES | 941.1 | 959.6 | 922.2 | 947.3 |
| Adjustments | | | | |
| <i>Pension - GASB 68 Adjustment Offset¹⁰</i> | (11.0) | (44.2) | - | - |
| <i>Non-Pension - GASB 75 Adjustment¹⁰</i> | (14.9) | (5.8) | - | - |
| TOTAL USES - After Adjustments | 915.3 | 909.70 | 922.2 | \$ 947.3 |
| NET RESULT | - | - | - | - |

⁹ MTC allocates Federal Section 5307 Urbanized Area Formula Grant funds to BART for preventive maintenance work. Through an agreement with MTC, BART spends the federal funds and returns an equivalent amount of BART funds that MTC places in an interest-generating reserve account to help MTC fund its share of the new rail cars. BART recognizes financial assistance for the Section 5307 funds received and a non-operating expense to record the transfer of the funds to MTC, thus there is no net impact to BART’s operating budget bottom line as the Section 5307 funds are merely swapped for other funds. The Rail Car Fund Swap agreement was completed in FY17.

¹⁰ The expenses determined under GASB 68 and GASB 75 are not funded by BART, so the recognized expenses are backed out as non-expense allocations to reconcile with BART’s annual operating budget.

8 FUND BALANCE

The following table summarizes the fund balances at the beginning of the fiscal year, the preliminary unaudited sources and uses of funds during fiscal year 2019 and the ending balances at the end of June 30, 2019.

| Bay Area Rapid Transit District – Fund Balance* | | | |
|--|-------------------|-----------------------------|-------------------|
| (\$ millions) | General Fund | Capital & Debt Service Fund | Total |
| Beginning Fiscal Year Fund Balance 6-30-18 | \$ 5,929.6 | 622.3 | 6,551.8 |
| Sources of Funds | | | |
| Passenger Fares | 482.6 | - | 482.6 |
| Other Operating Income | 72.3 | - | 72.3 |
| Sales Tax Revenue | 280.4 | - | 280.4 |
| Property Taxes ¹¹ | 48.1 | 75.6 | 123.7 |
| Investment Income | 3.7 | 15.5 | 19.2 |
| Financial Assistance | 65.4 | 186.6 ¹² | 252.1 |
| Total Sources of Funds | 952.6 | 277.8 | 1,230.3 |
| Uses of Funds | | | |
| Operating Expenses Excluding Depreciation | (757.8) | - | (757.8) |
| Depreciation | (207.3) | - | (207.3) |
| Debt Service Allocations | (46.7) | 46.7 | - |
| Capital Allocations and Transfers ¹³ | (99.1) | 99.1 | - |
| Interest and Debt Service Expense | - | (31.1) | (31.1) |
| Transfer of Completed & Capitalized Fixed Assets ¹⁴ | 407.1 | (407.1) | - |
| Total Uses of Funds | (703.8) | (292.5) | (996.3) |
| Ending Fiscal Year Fund Balance 6-30-19 | 6,178.3 | 607.5 | \$ 6,785.9 |

*Sources, uses, and ending fiscal year balance 6-30-19 are preliminary and unaudited.

¹¹ The District receives property tax allocations for debt service payments of outstanding General Obligation Bonds.

¹² These are grant funds the District received for capital projects.

¹³ Capital Allocations and Transfers include allocations from the General Fund to the Capital Fund to support ongoing capital needs. This also include reverse capital allocations to the General Fund to cover funding of project expenses considered non-capitalizable, which are recognized as operating expenses.

¹⁴ The District recognizes capitalized fixed assets upon acquisition or project completion in the General Fund. Depreciation expense and resulting gain or losses from disposition of fixed assets are included in operations. The District ignores depreciation for budgeting purposes.

9 OPERATING SOURCES

The below table summarizes operating sources for the FY19 and FY20 Adopted Budgets. Each line item is described in further detail in the subsequent sections.

| Operating Sources (\$ millions) | Budget | | Change | |
|---------------------------------------|-----------------|-----------------|----------------|-------------|
| | FY19 Adopted | FY20 Adopted | \$ | % |
| Revenue | | | | |
| Rail Passenger Revenue | \$ 485.0 | 479.4 | (5.6) | (1%) |
| ADA Passenger Revenue | 0.9 | 0.9 | (0.0) | (1%) |
| Parking Revenue | 36.7 | 36.5 | (0.1) | (0%) |
| Other Operating Revenue | 38.3 | 28.7 | (9.6) | (25%) |
| Total Operating Revenue | 560.8 | 545.5 | (15.3) | (3%) |
| Financial Assistance | | | | |
| Sales Tax Revenue | 264.6 | 277.0 | 12.4 | 5% |
| Property Tax | 46.8 | 50.6 | 3.9 | 8% |
| SFO Extension Financial Assistance | - | 5.8 | 5.8 | - |
| State Transit Assistance (STA) | 38.0 | 39.4 | 1.4 | 4% |
| Low Carbon Transit Operations Program | - | 8.4 | 8.4 | - |
| Low Carbon Fuel Standard Program | 6.5 | 14.1 | 7.6 | 118% |
| Local & Other Assistance | 5.4 | 6.4 | 1.0 | 18% |
| Total Financial Assistance | 361.3 | 401.8 | 40.4 | 11% |
| OPERATING SOURCES, TOTAL | 922.2 | 947.3 | \$ 25.1 | 3% |

9.1 OPERATING REVENUE

9.1.1 Ridership and Passenger Revenue

Recent Trends

BART ridership peaked in FY16 and began to decline in early FY17, and that downward trend has continued through FY18 and into FY19. Over this same period, regional employment and population have grown. This divergence is a break from the long-term trend, in which BART ridership has been strongly correlated with regional growth over several decades. This shift is not unique to BART and is affecting many transit operators in North America. This nationwide trend may be driven in part by growing transportation services that compete well with BART for certain trips, such as Transportation Network Companies (TNCs), bike share, and scooter share. In addition, as discussed in Section 3.1 of this document, concerns about Quality of Life on BART have reduced customer satisfaction over the last two years and may have contributed to the decline in ridership.

In addition to the Quality of Life impact on ridership, peak ridership is impacted by lack of capacity to accommodate demand. This has constrained ridership growth at a time when regional employment and population have grown. Fortunately, as new Fleet of the Future (FOTF) cars continue to go into service, BART capacity will increase to accommodate more demand.

Total trips for FY19 were 2.0% lower than in FY18, and 1.4% below budget. Average weekday trips were 0.8% lower than in FY18, and below budget by 0.5%. Saturdays and Sundays trailed FY18 ridership by 8.5% and 8.0% respectively, and were below budget projections by 5.2% and 4.2%, respectively. While ridership for longer trips taken during the peak commute periods in the Transbay market has remained flat, ridership continues to decline for most other trip types. While longer trips generate higher-than-average fare revenue, longer trips generally utilize the most capacity-constrained segments of the system.

| | FY18 | FY19 | % | FY19 | FY19 | % |
|------------------------|---------|---------|--------|---------|---------|------------|
| | Actual | Actual | Change | Budget | Actual | Difference |
| Total Trips (millions) | 120.6 | 118.1 | (2.0%) | 119.7 | 118.1 | (1.4%) |
| Avg Weekday Trips | 414,166 | 410,774 | (0.8%) | 413,000 | 410,774 | (0.5%) |
| Avg Saturday Trips | 176,482 | 161,430 | (8.5%) | 170,373 | 161,430 | (5.2%) |
| Avg Sunday Trips | 126,673 | 116,481 | (8.0%) | 121,553 | 116,481 | (4.2%) |

Ridership Forecast

The FY20 ridership budget used projections for FY19 ridership based on two quarters of actual data as a baseline and was modified for factors expected to impact ridership such as recent ridership trends, the February 2019 start of the Transbay Tube Earthquake Safety Retrofit Project affecting early morning and evening service, and known changes to regular high-density events (i.e., the relocation of the Golden State Warriors basketball team from Oakland to San Francisco). This forecast included ridership from the existing system only and does not include the SVBX opening in FY20.

The table below compares the FY19 actual ridership and the FY20 ridership forecast.

| | FY19 | FY20 | % |
|------------------------|---------|----------|---------|
| | Actual | Forecast | Change |
| Total Trips (millions) | 118.1 | 116.0 | (1.8%) |
| Avg Weekday Trips | 410,774 | 404,900 | (1.4%) |
| Avg Saturday Trips | 161,430 | 152,900 | (5.3%) |
| Avg Sunday Trips | 116,481 | 103,600 | (11.1%) |

The FY20 budget projects 116M annual trips, a decrease of 1.8% compared to the FY19 actual ridership; and 404,900 average weekday trips, a decrease of 1.4% compared to the FY19 actual ridership. This forecast reflects the following factors:

- Uncertainty about core ridership growth
- Continued downward trend of weekend and evening trips
- Impact of service reductions due to the Transbay Tube Earthquake Retrofit project, primarily affecting weekday ridership
- Impact of service change due to the M Line 34.5 KV Cable project, affecting Sunday ridership
- Effect of the January 2019 Bay Bridge toll increase due to Regional Measure 3
- Assessment of planned weekend shutdowns for track work
- Relocation of the Golden State Warriors basketball team from Oakland to San Francisco

Passenger Revenue

Passenger revenue is below budget, although less so than ridership due to the relatively strong performance of Transbay trips and long trips as discussed above. Fare revenue projections for FY20 take into account ridership forecasts, and the FY20 fare changes discussed in the next section.

Rail fare revenue for FY20 is estimated at \$479.4M. This forecast includes \$52.2M of revenue resulting from BART's productivity-adjusted inflation-based fare increase program, which is dedicated by Board-approved policy to high priority capital projects. The inflation-based fare increase program is detailed in the next section. The remaining base rail passenger revenue is available to operate rail service, and is projected to be \$427.2M, down \$14.9M from the FY19 budget. Total passenger revenue also includes \$0.9M in fares paid by Americans with Disabilities Act (ADA) paratransit customers.

Fare Changes for FY20

BART's productivity-adjusted inflation-based fare increase program, first approved by the BART Board in 2006 and renewed for a second series in 2013, calls for fares to increase by slightly less than inflation every two years. Fare increases are calculated using an average of the local and national consumer price index (CPI) over the preceding two years, minus 0.5% to account for increases in BART efficiency. The policy is intended to maintain fiscal stability for BART and predictable fares for customers. The last of four biennial fare increases called for under the 2013 series is a 5.4% increase scheduled for January 1, 2020. FY20 ridership and revenue forecasts assume the fare increase.

BART will participate in the MTC's Regional Means-Based Fare (MBF) Discount Pilot Program along with Caltrain, Golden Gate Transit, and the San Francisco Municipal Transportation Agency. The discount will be available to adult riders earning 200% or less of the federal poverty level. BART and Caltrain will offer a 20% discount per trip through a specially encoded Clipper card. Golden Gate Transit staff have recommended adopting a 50% discount, which their board will consider in September 2019. MTC has identified approximately \$11M in funding, first to pay administrative and verification expenses and then to help offset up to 50% of an operator's revenue loss. Based upon 2018 Customer Satisfaction Survey data and FY20 Budget figures, BART's annual revenue loss from the program is forecast to be approximately \$8.6M. MTC's estimated offsetting annual contribution to BART is approximately \$4.3M, resulting in an annual estimated revenue loss for BART of approximately \$4.3M. The FY20 budget assumes one-half year of the MBF pilot with an estimated revenue loss of \$2.15M.

| Passenger Fare Revenue (\$ millions) | Budget | | Change | |
|---|-----------------|-----------------|-----------------|-------------|
| | FY19 Adopted | FY20 Adopted | \$ | % |
| Base Rail Passenger Revenue | \$ 442.1 | 427.2 | (14.9) | (3%) |
| Incremental Fare Increase Revenue | 42.9 | 52.2 | 9.3 | 22% |
| Subtotal, Rail Fare Revenue | 485.0 | 479.4 | (5.6) | (1%) |
| ADA Paratransit Revenue | 0.9 | 0.9 | (0.0) | (1%) |
| TOTAL | 485.9 | 480.2 | \$ (5.7) | (1%) |

9.1.2 Parking Fee Revenue

BART generates revenue from daily and permit parking fees at its 36 stations with parking facilities. Under a demand-based approach to pricing parking, daily parking fees are re-evaluated every six months. Costs for permits and fees may either increase or decrease, depending upon whether the facility's utilization is above or below 95% capacity. The daily fee maximum is capped at \$3 at all stations, except West Oakland Station, which does not have a cap and is currently at \$10.50, and South Hayward, which is currently \$2. Parking revenue generated at stations on the SVBX extension will be collected by VTA and will not be budgeted by BART. The adopted FY20 parking revenue budget is \$36.5M.

Under the current parking fee program approved by the Board in 2013, incremental revenue raised from the demand-based parking fee program is dedicated to investments in station access, station rehabilitation, and station modernization. Programs and projects funded by the increased parking revenue consist of both operating and capital efforts, some of which are one-time in nature and others ongoing. Approximately \$15.0M of the FY20 parking revenue is generated by the demand-based parking fee program, with \$12.6M funding ongoing initiatives implemented between FY14 and FY19, such as additional station cleaners and station improvement efforts. The remaining approximately \$2.4M will fund new programs in FY20, as described in the FY20 Initiatives section.

The Board has expressed interest in reviewing the BART's parking program to better serve customers, meet BART's access goals, and increase ridership. Staff is advancing plans for a modernized parking fee collection and enforcement system. New fee collection equipment will work in conjunction with an automated enforcement system, with the goals to offer more flexibility in BART's pricing policies and to ensure greater compliance with the rules of BART's parking programs.

The Transit Oriented Development projects at the Walnut Creek and Millbrae BART stations will cause the loss of the surface parking spaces at these two locations through FY20, which is a significant factor in the decrease of projected FY20 parking revenue. The developers at these two sites will build replacement parking, most of which will be accessible to BART patrons; however, the spaces will be under the control of a private development team.

| Parking Revenue (\$ millions) | Budget | | Change | |
|----------------------------------|-----------------|-----------------|-----------------|-------------|
| | FY19 Adopted | FY20 Adopted | \$ | % |
| Daily | \$ 26.0 | 25.9 | (0.1) | (0%) |
| Monthly Reserved | 8.5 | 8.1 | (0.4) | (5%) |
| Single Day Reserved | 1.4 | 2.1 | 0.6 | 44% |
| Airport/Long Term | 0.6 | 0.4 | (0.2) | (31%) |
| Coliseum Special Events | 0.1 | - | (0.1) | (100%) |
| TOTAL | 36.7 | 36.5 | \$ (0.1) | (0%) |

9.1.3 Other Operating Revenue

BART also generates operating revenue from non-passenger sources, the value of which is expected to be \$28.7M in FY20. The two largest sources are advertising and the Commercial Communications Revenue Program (CCRP), budgeted at \$10.1M and \$8.1M, respectively. Smaller revenue sources include fines and forfeitures, investments, building and ground leases, concessions, and other miscellaneous revenues.

BART has an advertising franchise agreement with a third party that manages the sales and posting of advertising on BART’s behalf. In FY20, the Franchisee is obligated to pay a Minimum Annual Guarantee of \$12.0M in revenue to BART, leaving a net of \$10.1M after SFMTA receives its share under an agreement governing shared use of the downtown San Francisco stations. The total guaranteed gross amount of advertising revenue BART received from FY19-FY29 is \$160M. The Franchisee estimates an additional \$112M in revenue share payments to BART from FY19-FY29, depending on the timing and cost of digital advertising screen installations in BART stations over the next few years. Staff are currently working to expedite these installations.

The CCRP, managed by the Office of the Chief Information Officer (OCIO), works to expand BART’s commercial fiber and wireless telecommunications revenue footprint. In FY18, BART completed evaluation on a public commercial invitation for a proposal to develop new license agreements with firms interested in large fiber optic and wireless projects both around BART and within the SFMTA underground, a new business opportunity established in FY17 under the BART/SFMTA Communications Agreement. CCRP is estimated to generate \$8.4M in FY19, and \$8.1M in FY20 as the focus continues to shift to new construction, with revenue increasing steadily thereafter as new fiber optic and wireless assets come online.

Parking citation revenue, noted in the table below as fines and forfeitures, is budgeted at \$3.7M in FY20, an increase of \$0.4M from the FY19 budget. The increase is from the addition of parking enforcement officers in FY19. Approved citation fee increases were implemented in January 2017.

Building and ground lease revenue is received from leasing vacant parcels and office space in the Joseph P. Bort MetroCenter (MET) building, and from Special Entrance Agreements at Powell Street Station that provide access from the station to the shopping center entrance. The budget for FY20 is \$1.8M.

“Other” revenue, budgeted at \$5.1M in FY20, includes investments income; public telephones; concessions; ground leases at West Dublin/Pleasanton, Pleasant Hill/Contra Costa Centre, MacArthur and Castro Valley stations; special fees and permits; the Capitol Corridor Joint Powers Authority’s overhead recovery; and other miscellaneous sources.

| Other Operating Revenue (\$ millions) | Budget | | Change | |
|--|-----------------|-----------------|-----------------|--------------|
| | FY19 Adopted | FY20 Adopted | \$ | % |
| Advertising | \$ 20.7 | 10.1 | (10.5) | (51%) |
| Telecommunications | 8.4 | 8.1 | (0.4) | (5%) |
| Fines and Forfeitures | 3.3 | 3.7 | 0.4 | 11% |
| Building and Ground Leases | 1.1 | 1.8 | 0.7 | 65% |
| Other | 4.8 | 5.1 | (0.2) | (4%) |
| TOTAL | 38.3 | 28.7 | \$ (9.9) | (25%) |

9.2 TAX AND FINANCIAL ASSISTANCE

9.2.1 Sales Tax Revenue

A dedicated 75% share of a one-half cent sales tax levied in the three BART Counties is BART’s second largest source of revenue after passenger fares. The remaining 25% is split equally between AC Transit and the SFMTA. BART’s sales tax base is diverse, and data from the California Department of Tax and Fee

Administration indicates that the largest economic segments driving BART sales tax include restaurants, retail, and new auto sales. These sectors are susceptible to economic downturns, which result in reduced sales tax revenue. The 2018 Supreme Court ruling on the South Dakota v. Wayfair, Inc. case, which will require sales tax from online sales to be collected in the state of the purchaser, will result in a small increase in BART sales tax revenue starting in FY20.

Over the past two decades, which include two recessions and several periods of strong economic growth, BART’s annual sales tax growth rate has averaged 3.1%. Annual sales tax growth for FY14-FY18 averaged 4.3%, with a range between 2.3% and 6%. The FY19 unaudited results for sales tax are \$280.4M, \$15.8M above the adopted budget with 8.7% growth over FY18. About \$9.2M of the FY19 revenue is due to receipt of delayed FY18 sales tax payments from the state. Based upon the adjusted FY19 results, FY20 sales tax revenue is projected to grow 2.1% to \$277.0M.

9.2.2 Property Tax Revenue

Property tax revenue is derived from a statutory portion of the 1% general levy in each of the three BART Counties¹⁵. This legacy property tax was originally enrolled in 1957 to fund planning and pre-development costs associated with construction of the original BART System, and is permanently dedicated to fund ongoing operating needs.

County assessors are responsible for assessing the value of all taxable, non-exempt property on January 1st of each year. That value is used to set the property tax bill that is due in December of that year and April of the following year. The BART tax rates were fixed in place by Proposition 13 and remain a relatively small fixed percentage of the 1% general levy. However, since the tax is based on assessed property values, the revenue it generates has increased over the years in proportion to rising property values.

BART’s FY19 property tax revenue is projected at \$48.9M (\$2.1M, or 4.5% over budget). FY20 property tax revenue is forecast to increase by 3.5% over the FY19 year-end estimate to \$50.6M.

| Sales Tax and Property Tax Proceeds | | | | | |
|-------------------------------------|---------------------|--------------|---------------------|----------------|---------------------|
| | (\$ millions) | Sales Tax | Year-to-Year Change | Property Tax | Year-to-Year Change |
| Actual | FY14 | \$ 221.1 | 6.0% | 32.5 | 3.8% |
| | FY15 | 233.1 | 5.4% | 34.3 | 5.7% |
| | FY16 | 241.5 | 3.6% | 38.1 | 11.0% |
| | FY17 | 247.2 | 2.3% | 41.6 | 9.3% |
| | FY18 | 257.9 | 4.3% | 45.7 | 9.8% |
| | FY19 Adopted | 264.6 | 2.6% | 46.8 | 2.3% |
| | FY19 Estimate | 268.4 | 4.1% | 48.9 | 7.0% |
| | FY20 Adopted | 277.0 | 3.2% | \$ 50.6 | 3.5% |

¹⁵ BART has a separate tax levy for general obligation bond debt service associated with the 2004 seismic retrofit program and for the 2016 system renewal program. For the FY19 tax year, the enrolled rate was \$5.20 and \$1.80 per \$100,000 of assessed value, respectively.

9.2.3 SFO Extension Financial Assistance

BART operates a five-station extension into San Mateo County, outside of the three BART Counties, to the SFO and Millbrae stations. Per the terms of agreements with MTC and SamTrans governing service outside the BART District, BART tracks fare revenue and estimated expenses and sets aside excess fare revenue to help fund \$145M of the new rail car purchase. Between FY11 and FY18, the extension generated funds that BART deposited into an SFO Extension reserve account. However, ridership on the extension has declined more than 10% from its peak in FY16. BART forecasts that beginning in FY20 the expense of operating the extension will exceed revenue by \$5.8M. Following the terms of the agreements, BART will withdraw \$5.8M from the SFO Extension reserve account to cover this net operating deficit.

9.2.4 State Transit Assistance

BART receives funding through appropriations of State Transit Assistance (STA), which is derived from actual receipts of the sales tax on diesel fuel. Statewide collections can fluctuate based on diesel prices and consumption. In addition, appropriations to transit operators can vary based on calculations of qualifying revenues for the local operator and the region. STA funding has not been consistent and can be subject to actions in the governor's state budget. In some years, BART received no STA funds and in recent years, STA revenues statewide have declined due to lower diesel prices.

Senate Bill 1 (SB1), passed in April 2017, provides for new formula-based funding sources for public transit, augmenting the current STA program. For public transit, SB1 increased the incremental sales tax on diesel fuel dedicated to the STA program by 3.5%, generating approximately \$250M per year statewide to be used for transit capital and operations purposes. SB1 also implemented a 0.5% increase on the incremental sales tax on diesel fuel, generating approximately \$40M per year to intercity passenger and commuter rail systems.

SB1 established a new "Transportation Improvement Fee" (TIF) under the Vehicle License Fee law. The TIF is based on a vehicle's current market value and ranges from \$25 to \$175. Fee revenues are dedicated to the STA program (\$105M per year statewide) for State of Good Repair expenditures. Fees are also directed to the Transit and Intercity Rail Capital Program (\$245M per year) and a new "Solutions for Congested Corridors Program" (\$250M per year) for allocation to a balanced set of transportation, environmental and community access improvements within highly congested travel corridors in California, including public transit projects. The TIF will be adjusted annually for inflation starting July 1, 2020.

For FY20, MTC estimates that STA revenue will remain flat. BART will receive approximately \$40.5M of revenue-based STA funds and \$6.1M of State of Good Repair revenue-based STA funds. From this amount, MTC will direct \$7.3M to feeder bus operators providing service to BART stations, leaving a net of \$39.4 for BART. BART will claim \$0.5M of FY19 Population-Based County Block Grant Program funds from Alameda and Contra Costa counties. The net STA revenue budgeted for FY20 is \$39.4M.

9.2.5 Low Carbon Transit Operations Program

BART is eligible to receive funding from the Low Carbon Transit Operations Program (LCTOP), one of several programs of the Transit, Affordable Housing, and Sustainable Communities Program (Senate Bill 862) established in 2014 by the California legislature. The LCTOP provides transit agencies with operating and capital assistance for programs to reduce greenhouse gas emissions and improve mobility, and it prioritizes serving disadvantaged communities. LCTOP revenues are derived from the State's greenhouse gas emissions reduction Cap and Trade auction proceeds.

BART received \$8.4M of LCTOP in June of 2019, which will be programmed for BART to Antioch operations in FY20.

9.2.6 Low Carbon Fuel Standard Program

The Low Carbon Fuel Standard (LCFS) Program is a state market-based program administered by the California Air Resources Board (CARB). The purpose of the program is to move state fuel production toward less carbon-intensive sources. Under CARB’s fixed guideway regulations, which became effective in 2016, electric railroad operators such as BART are permitted to generate and sell credits to producers of higher-carbon-intensity fuels for the purpose of meeting their program compliance obligations.

In June 2017, the BART Board adopted an LCFS revenue policy, and BART proceeded to sell credits that had been carried over from 2016 as well as credits generated in 2017. The retained inventory from 2016, plus exceptionally favorable LCFS market conditions in late 2017, resulted in higher than forecast LCFS revenues in FY18. BART’s FY19 LCFS revenue budget was \$6.5M, while actual fiscal year sales will likely exceed \$15.8M. Revenues collected from the LCFS credits depend on the LCFS credit market and the timing of BART’s sales. LCFS revenues are budgeted at \$14.1M for FY20, though actual revenues in future years are unpredictable and will depend on market conditions at the time.

9.2.7 Other Assistance

Other Assistance to BART in FY20 includes budgeting \$3.0M and \$2.2M from Alameda County’s Measure BB and Measure B, respectively, which will be used for paratransit and transit operations in Alameda County. The FY20 budget also includes \$1.0M paid by Caltrain for the Millbrae Station Use, Operations, and Maintenance Agreement, and \$97,000 from Contra Costa County’s Measure J sales tax measure.

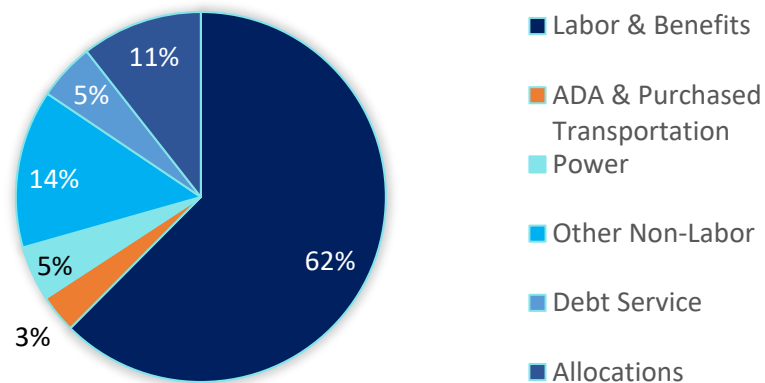
| Other Assistance (\$ millions) | Budget | | Change | |
|---------------------------------------|-----------------|-----------------|----------------|------------|
| | FY19 Adopted | FY20 Adopted | \$ | % |
| State Transit Assistance (STA) | \$ 38.0 | 39.4 | 1.4 | 4% |
| Financial Assistance - SFO Extension | - | 5.8 | 5.8 | - |
| Low Carbon Transit Operations Program | - | 8.4 | 8.4 | - |
| Low Carbon Fuel Standard Program | 6.5 | 14.1 | 7.6 | 118% |
| Measure B/Millbrae UOM/Other | 5.4 | 6.4 | 1.0 | 18% |
| TOTAL | 50.0 | 74.0 | \$ 24.1 | 48% |

10 OPERATING USES

Operating Uses includes two main categories: Operating Expenses, which are expenses related to the day-to-day operations of the system; and Debt Service and Allocations, which include debt payments and allocations to fund capital and other projects. Total Operating Uses increased by \$25.1M or 3% from FY19, mostly due to a \$32M increase in operating expenses.

| Operating Uses (\$ millions) | Budget | | Change | |
|---|-----------------|-----------------|--------------|-------------|
| | FY19 Adopted | FY20 Adopted | \$ | % |
| Labor | 560.7 | 591.6 | 31.0 | 6% |
| ADA Paratransit | 16.1 | 16.9 | 0.9 | 5% |
| Purchased Transportation | 14.1 | 14.6 | 0.5 | 4% |
| Power | 43.8 | 45.6 | 1.8 | 4% |
| Other Non-Labor | 133.1 | 131.0 | (2.2) | (2%) |
| OPERATING EXPENSES TOTAL | 767.8 | 799.8 | 32.0 | 4% |
| Debt Service | 46.6 | 47.2 | 0.6 | 1% |
| Capital Rehabilitation | 29.9 | 25.4 | (4.5) | (15%) |
| Priority Capital Projects/Programs | 42.9 | 52.2 | 9.3 | 22% |
| SFO Operations/New Car Allocation | 4.8 | - | (4.8) | (100%) |
| Stations & Access Projects | 3.7 | 3.9 | 0.2 | 5% |
| Other (Leases, OAC CARP, MET Bldg.) | 4.6 | 4.2 | (0.3) | (9%) |
| Allocation to LCFS/Reserves | 6.5 | 7.1 | 0.6 | 9% |
| Operating Reserve - Econ Uncertainty | 15.3 | - | (15.3) | (100%) |
| Pension Liability | - | 10.0 | 10.0 | 0% |
| Reverse Capital Allocation | - | (2.5) | (2.5) | 0% |
| DEBT SERVICE AND ALLOCATIONS TOTAL | 154.4 | 147.5 | (6.9) | (4%) |
| OPERATING USES TOTAL | 922.2 | 947.3 | 25.1 | 3% |

OPERATING USES - % OF TOTAL



The main drivers of the expense increase are contractual wage increases, pension expense, Quality of Life and Safety & Security investments, accessibility improvements, regulatory compliance investments, and other investments detailed in the following pages. The expense increase was partially offset by decreases in allocations as detailed in Section 10.4.

10.1 LABOR: WAGES AND BENEFITS

The table below shows changes in full-time equivalent (FTE) positions from the FY19 Adopted budget to the FY20 Adopted budget.

| FY19 to FY20 FTE Summary | | | |
|---|----------------|----------------|----------------|
| | Operating | Capital/Reimb | Total FTEs |
| FY19 Adopted Budget | 3,433.3 | 1,244.0 | 4,677.3 |
| FY19 Adjustments | 13.0 | (1.0) | 12.0 |
| FY20 Adjustments | (62.6) | 62.8 | 0.1 |
| Inspector General | - | 1.0 | 1.0 |
| FY20 New Initiatives* | 61.0 | - | 61.0 |
| FY20 Capital Adjustments | - | 268.0 | 268.0 |
| Total Adjustments | 11.4 | 330.8 | 342.1 |
| FY20 Adopted Budget | 3,444.6 | 1,574.8 | 5,019.4 |
| *Additional details on the FY20 new budget initiative positions can be found in Section 14. | | | |

A total of 342.1 full-time equivalent (FTE) positions are added in the FY20 budget. This is net of the following changes:

- 13.0 net increase in operating positions and 1.0 net reduction to capital positions during FY19 due to positions abolished to fund mid-year position upgrades, and positions added for critical BART needs
- 0.1 net reductions, additions, and conversions mostly related to the budget balancing process described in Section 12
- 1.0 position for the new Inspector General department (see Section 3.5)
- 61.0 positions for new initiatives described in Section 14 including 23.0 positions for Police for the Quality of Life/Safety & Security Initiative
- 268.0 capital additions: 132.0 Measure RR and 136 non-Measure RR

| Labor (Wages and Benefits) (\$ millions) | Budget | | Change | |
|---|-----------------|-----------------|----------------|-----------|
| | FY19 Adopted | FY20 Adopted | \$ | % |
| Wages | \$ 475.5 | 518.0 | 42.5 | 9% |
| Overtime | 23.8 | 31.8 | 8.0 | 34% |
| CalPERS Pension | 95.2 | 110.9 | 15.7 | 16% |
| Other Pension Benefits | 14.2 | 15.1 | 0.9 | 6% |
| Active Employee Medical Insurance | 83.2 | 84.5 | 1.3 | 2% |
| Retiree Medical | 39.5 | 41.8 | 2.3 | 6% |
| Workers' Compensation | 13.4 | 18.3 | 4.9 | 37% |
| Capital Labor Credits | (210.2) | (256.5) | (46.3) | 22% |
| Other Labor* | 26.0 | 27.7 | 1.7 | 7% |
| NET LABOR | 560.7 | 591.6 | \$ 31.0 | 6% |

*Other labor is comprised of Vision, Dental, Medicare, Life Insurance, Disability, Unemployment, Meal and Uniform Allowances, Temp Help, and Employee Wellness Benefits

The FY20 labor budget is projected to total \$591.6M. This includes the cost of the new positions as well as scheduled wage increases. The lowering by CalPERS (see below) of the pension fund's rate of return, in addition to other changes in actuarial assumptions, resulted in an increase of \$15.7M for pension funding. Other major labor cost drivers are:

- Increases in the retiree medical liability contribution due to the impact of actuarial assumptions in previous valuations.
- Increases in overtime to better align the budget with expense and increased operational needs.
- Increases in workers compensation by \$4.9M to maintain required funding for reserves.
- Increases in capital labor credits by \$46.3M due to position conversions from operating to capital in FY20.

10.1.1 CalPERS Pension

The California Public Employee Retirement System (CalPERS) administers and determines funding rates for BART pension plans for Miscellaneous (which covers most employees) and Safety (which covers sworn police officers) employees.

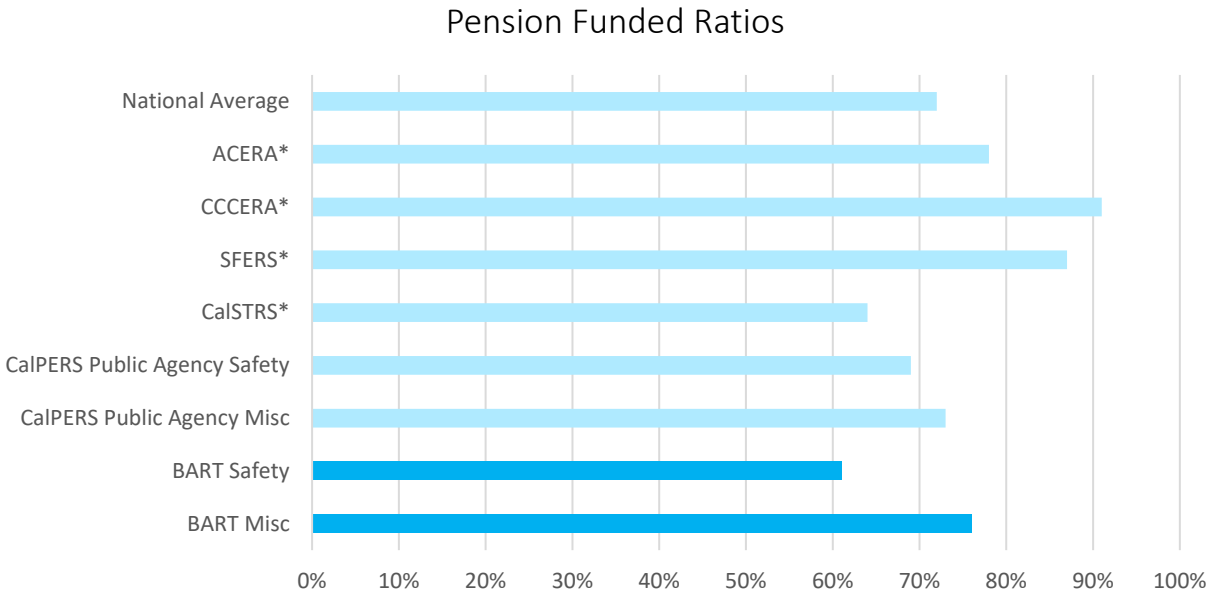
As of the latest actuarial valuation reports for FY20 (based on data as of June 30, 2017)¹⁶, BART's funded ratio increased from 74% to 76% for the Miscellaneous plan and from 59% to 61% for the Safety plan. The funded ratio measures plan assets relative to plan liabilities. Both ratios have increased slightly from last year's valuation reports as the unfunded accrued liabilities (UAL) decreased, due to increasingly positive investment performance.

Both plans have hovered around current funding levels since the recession in 2009 – 2010. In 2009, CalPERS incurred a 24% investment return loss, and BART's plans, like other CalPERS agencies, have not yet recovered. Prior to the recession funding ratios were much higher; in FY10 the Miscellaneous Plan was

¹⁶ There is a three-year lag from the data CalPERS uses for the annual valuation to the fiscal year the valuation applies to.

112% funded and the Safety Plan was 92% funded, although factors other than investment return, such as CalPERS’s stabilization policy, have impacted plan ratios.

The following chart compares BART’s current funded ratio to other state and local agencies. While BART’s funded ratio for the Safety plan is below average, the Miscellaneous plan, which covers more than 90% of BART’s employees, is on par with most of the other agencies.



*ACERA - Alameda County Employees' Retirement Association, CCERA - Contra Costa County Employee's Retirement Association, SFERS - City and County of San Francisco Employees' Retirement System, CalSTRS - California State Teachers' Retirement System

FY20 Employer Contribution

CalPERS has implemented several actions to improve stability of the pension fund and guard against market downturns. In December 2016, the CalPERS board voted to lower the discount rate (assumed rate of return on investments) from 7.5% to 7.0% over a three-year period beginning with the June 30, 2016 actuarial valuation. In FY20, the assumed discount rate will be 7.25%. This lower discount rate, in addition to the amortization of prior year losses and assumption changes, significantly impacts BART’s pension contribution. For FY20, BART is required to contribute 8.803% and 26.689% of payroll for the normal cost for the Miscellaneous and Safety plans, respectively; up from 8.243% and 25.432%, respectively, in FY19. BART is also required to contribute \$52.2M as a flat fixed payment towards the UAL for both plans, up from \$42.7M in FY19. The total employer contribution is projected to increase by \$15.1M (17.4%) from FY19.

FY20 Employee Contribution

Employees subject to the California Public Employees’ Pension Reform Act (PEPRA) pay 100% of the required employee contribution, which is 7.0% for Miscellaneous employees and 13.75% for Safety employees, up from 6.25% and 13.0%, respectively in FY19. Classic (Non-PEPRA) employees, per the

current labor contracts, pay only a portion of the required employee contribution.¹⁷ BART pays the remainder, which for FY20 is estimated to be \$9.4M.

| CalPERS Employer and Employee Rates | | | | | |
|-------------------------------------|----------------|---------|--------|---------|--------|
| (\$ millions) | | FY19 | | FY20 | |
| | | MISC | SAFETY | MISC | SAFETY |
| Classic | Employer Rate* | 8.24% | 25.43% | 8.80% | 26.69% |
| | Employee Rate | 7.00% | 9.00% | 7.00% | 9.00% |
| PEPRA | Employer Rate* | 8.24% | 25.43% | 8.80% | 26.69% |
| | Employee Rate | 6.25% | 13.00% | 7.00% | 13.75% |
| UAL (Fixed Amount)* | | \$ 34.6 | \$ 8.1 | \$ 42.7 | \$ 9.5 |

*The estimated total employer contribution rate is a combination of (a) the actual employer rate, plus (b) an estimated rate which approximates the unfunded liability contribution amount. The estimated rate is 19.64% in FY20 up from 17.52% in FY19 for Miscellaneous, and 69.81% in FY20 up from 62.99% in FY19 for Safety.

| BART Contributions* | | | | | | | | |
|--|-------------|-------------|-------------|-------------|-------------|--------------|----------------|---------------|
| (\$ millions) | FY19 | | | FY20 | | | Change | |
| | MISC | SAFETY | TOTAL | MISC | SAFETY | TOTAL | \$ | % |
| Employer Contribution <i>Classic</i> | \$ 21.0 | 5.9 | 26.9 | 21.3 | 4.1 | 25.4 | (1.5) | (5.7%) |
| Employer Contribution <i>PEPRA</i> | 15.8 | 1.0 | 16.8 | 21.6 | 2.3 | 23.9 | 7.1 | 42.4% |
| UAL (Fixed Amount) | 34.6 | 8.1 | 42.7 | 42.7 | 9.5 | 52.2 | 9.5 | 22.2% |
| Subtotal - Employer Rate | 71.4 | 15.0 | 86.4 | 85.6 | 15.9 | 101.5 | 15.1 | 17.4% |
| Employer Paid Member Contribution - <i>Classic</i> | 7.6 | 1.2 | 8.8 | 7.6 | 1.8 | 9.4 | 0.6 | 7.1% |
| Subtotal by Plan | 79.0 | 16.2 | 95.2 | 93.2 | 17.7 | 110.9 | \$ 15.7 | 16.5% |

*The table is only showing dollar amounts that BART is paying towards pension. It does not include employee contributions referenced in the above paragraph.

Pension Funding Plan

Over the past year, the Board of Directors and staff have been discussing different options to contribute additional funds to pay down BART's pension liability and mitigate increased contributions required by CalPERS. The Board recently approved a Pension Funding Policy and authorized BART to establish and fund a Section 115 Pension Trust or join a multi-employer Trust which can be used only for pension payments. BART will contribute \$10M each fiscal year to the Trust over the next ten years beginning with FY19.

10.1.2 Other Pension Benefits

In addition to the CalPERS pension, BART contributes to a defined contribution retirement plan (401(a)), the Money Purchase Pension Plan (MPPP). BART's contribution consists of 6.65% of base wages, but contributions are capped at an annual amount of \$1,868.65 per employee. The total BART MPPP is projected to be \$9.2M in FY20.

¹⁷ Prior to FY14, BART funded the entire employee contribution as a benefit to employees.

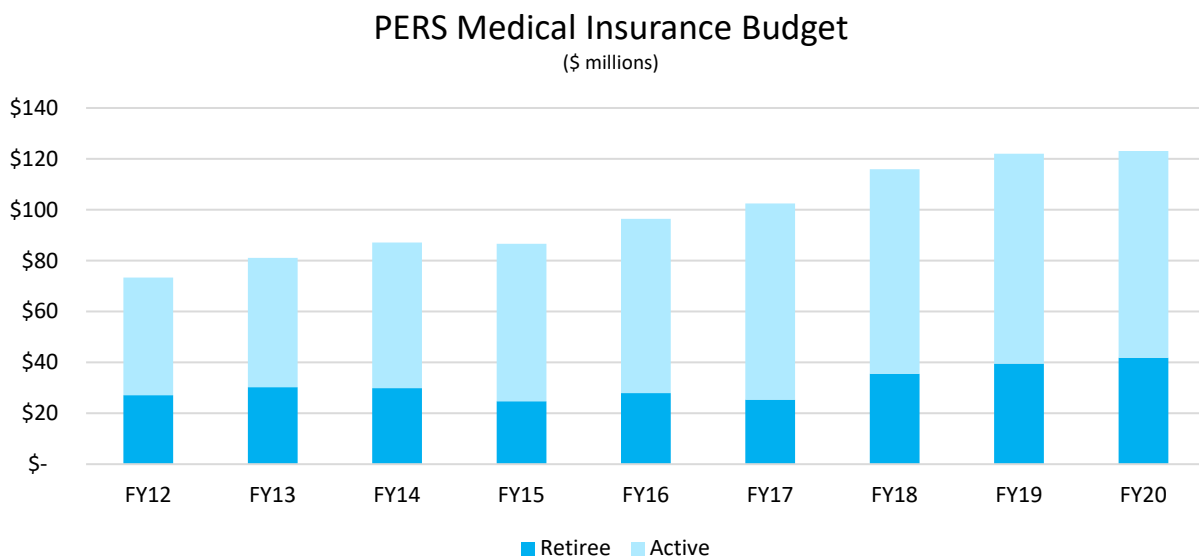
An additional 1.627% of wages is contributed to the pension plan for all employees except sworn police. Per the labor agreements, the following is deducted from this portion of the contribution:

- For all employees, 0.0888% is retained by BART.
- For employees represented by AFSCME, ATU and SEIU¹⁸, \$37 per month is deducted and included as a contribution towards medical insurance.

BART’s total estimated net cost for the additional 1.627% MPPP after these deductions in FY20 is \$5.9M.

10.1.3 Active Employee Medical Insurance

The FY20 cost of healthcare insurance for active employees is projected to be \$84.5M, a two percent increase from FY19. This amount includes an accounting credit of \$4.4M for an “implied subsidy” from the Retiree Medical cost actuarial report (see Retiree Medical section 10.1.4).



To offset a portion of BART’s medical insurance costs, the current labor contract provisions remain in place to gradually increase the employee contributions:

- All employees are subject to a 3% annual contribution increase on January 1, 2020, bringing the “base” employee contribution to \$113.44.
- Non-represented employees pay an additional \$37 per month directly in their medical contribution.
- AFSCME, ATU and SEIU members “redirect” \$37 per month of BART’s additional 1.627% MPPP contribution to contribute towards medical insurance costs (see “Other Pension Benefits”).
- BPOA and BPMA¹⁹ members pay an additional \$44²⁰ per month directly in their medical contribution.

¹⁸ AFSCME – American Federation of State, County, and Municipal Employees; ATU – Amalgamated Transit Union; SEIU – Service Employees International Union.

¹⁹ BPOA - BART Police Officers’ Association; BPMA - BART Police Managers’ Association

²⁰ With the latest change to the BPOA collective bargaining agreement, the additional \$44 per month was added to the “base” employee contribution

10.1.4 Retiree Medical

BART's annual retiree medical cost is the amount of the Actuarial Determined Contribution (ADC) which covers insurance premiums for current retirees and builds funds into a retiree medical reserve to cover payments for the long-term liability of current employees.

The FY20 ADC is \$41.8M, a 6% increase from FY19, a portion of which is an implied subsidy payment of \$4.4M.²¹ The FY20 ADC increase, while lower than projected due to favorable conditions for healthcare premiums, is a result of changes in the discount rate in prior valuations.

Since the prior valuation, the unfunded liability decreased by \$21.7M and the funded ratio increased from 47% to 52%. BART's funding plan follows a 30 year "closed" amortization schedule and is on schedule to pay off the unfunded liability by 2034.

10.1.5 Workers' Compensation

BART is self-insured for workers' compensation and maintains a reserve for outstanding losses based on annual actuarial reports. Annual funding is based on actuarial loss projections and BART's reserve balance. If needed, the liability reserve account is supplemented at the end of each fiscal year. In FY19, there was a significant decrease (\$3.0M less than FY18) in the budget as the reserve was overfunded at the time. The FY20 workers' compensation budget is \$18.3M (\$4.9M higher than FY19), which is required to maintain appropriate reserves.

10.2 NON-LABOR

10.2.1 Traction & Station Power

Electrical traction and station power costs are projected to total \$45.6M in FY20, an increase of \$1.8M or 4% above the adopted FY19 budget²². Increased expenditures are attributed to modest growth in forecasted energy consumption in FY20, coupled with an increase in costs of short-term wholesale electric supply and energy-related compliance instruments. Energy consumption forecasts affect both energy supply costs and energy delivery costs. Year-over-year increases in energy delivery rates collected by Pacific Gas & Electric (PG&E) and the California Independent System Operator apply to all load serving entities relying on wholesale energy delivery services, including BART, and are currently reflected in the FY20 budget projections.

BART made the following assumptions in developing its FY20 power budget:

- **Transmission:** Transmission delivery costs are expected to increase 4% due to a modest increase in electric consumption as well as an increase in transmission rates.
- **Distribution:** Distribution delivery costs are expected to increase 3% due to a modest increase in electric consumption as well as higher utility rates for distribution service.
- **Supply:** Costs for electric power supply are expected to increase 4% in FY20 relative to FY19 due to upward pressure on short-term wholesale electricity prices. BART has secured the majority of its forecasted energy supply needs through mid-2020 from low- and zero-carbon sources at favorable prices and expects new long-term fixed-price renewable supplies to come online in late-

²¹ \$41.8M ADC includes the \$4.4M implied subsidy credit which is subtracted from the active medical insurance budget. This assumes that a portion of the cost for premiums (\$4.4M) for active employees is "subsidizing" the higher claims cost for retirees.

²² Approximately 79%, or \$34.7M, of BART's energy costs in FY20 are for traction power (train propulsion and on-board uses), while 21%, or \$10.9M, are for non-traction power (stations, shops, ventilation, trackside electronics, etc.).

2020. However, the market for short-term energy supply and energy market compliance instruments has tightened significantly over the past year, contributing to an increase in cost of BART’s overall electric procurement.

- For FY20, approximately 90% of BART’s energy needs will be met from hydroelectric imports from the Pacific Northwest, which have a very low carbon content, but do not qualify as renewable under California state law.
- Approximately 5% of BART’s energy needs will be met with long-term federal hydroelectric power purchases from the Western Area Power Administration, which is zero-carbon but does not qualify as renewable under state law.
- The remaining 5% of BART’s energy needs will be met primarily with long-term renewable power contracts including several on-site solar projects on BART properties.

For FY20, BART expects its power portfolio will continue to be over 90% low- and zero-carbon electric supply, but only 2% to 5% will be qualified as renewable under California state law. In line with BART priorities to maintain low and stable energy operating costs and increase its renewable and carbon-free electricity portfolio content, two long-term renewable supply contracts for wind and solar will begin delivery in late 2020. By 2021, approximately 90% of BART’s electricity needs will be provided by renewable energy.

| Traction & Station Power | Budget | | Change | |
|----------------------------------|-----------------|-----------------|---------------|-----------|
| (\$ millions) | FY19 Adopted | FY20 Adopted | \$ | % |
| NCPA, Western, BART Power Supply | \$ 22.9 | 23.8 | 1.0 | 4% |
| Transmission Services | 10.9 | 11.4 | 0.5 | 4% |
| Distribution Services | 8.9 | 9.2 | 0.3 | 3% |
| NCPA Member Expenses | 1.1 | 1.2 | 0.0 | 3% |
| TOTAL | 43.8 | 45.6 | \$ 1.8 | 4% |

10.2.2 Purchased Transportation

BART has agreements with other agencies for various transit services to directly or indirectly support and augment BART service. BART’s cost of purchased transportation is projected to be \$31.6M in FY20, an increase of \$1.4M over the adopted FY19 budget.

| Purchased Transportation | Budget | | Change | |
|--------------------------------|-----------------|-----------------|---------------|-----------|
| (\$ millions) | FY19 Adopted | FY20 Adopted | \$ | % |
| ADA Paratransit | \$ 16.1 | 16.9 | 0.9 | 5% |
| Muni Purchased Transportation | 3.7 | 3.8 | 0.1 | 3% |
| AC Transit Feeder Agreement | 3.9 | 4.1 | 0.2 | 5% |
| Purchased Transportation - OAC | 6.5 | 6.7 | 0.2 | 3% |
| TOTAL | 30.2 | 31.6 | \$ 1.4 | 5% |

Paratransit

BART participates in the East Bay Paratransit Consortium (EBPC) for service in the East Bay and pays SFMTA for a share of paratransit services in the West Bay. BART also provides funding to other local bus operators in the BART service area. Paratransit expenses are estimated to be \$16.9M in FY20, an increase of \$867K or 5% over the adopted FY19 budget. These costs include vehicle and fuel costs, as well as increases in provider costs.

EBPC costs include BART's share of operating an 80-person office with a call center, certification and scheduling, increases for fuel costs, hourly rates to the providers for vehicles, and wage and benefit increases for drivers and mechanics. Ridership has been slowly increasing to levels seen before the economic downturn and the cost of providing service continues to increase in kind.

San Francisco Municipal Transportation Agency/AC Transit Feeder Agreements

BART has agreements with SFMTA and AC Transit that link the annual Purchased Transportation (Feeder) payments to the rate of change in riders transferring between BART and the local operators, and to changes in Bay Area inflation. The FY20 budgeted payments are \$3.8M for SFMTA and \$4.1M for AC Transit. In addition, MTC directs over \$7.0M of BART STA funds annually to four East Bay transit operators providing service to BART stations, as discussed under STA in the Tax and Financial Assistance section.

Purchased Transportation – Oakland Airport Connector (OAC)

BART service to the Oakland International Airport opened in November 2014 and is operated and maintained for 20 years by a private contractor, Doppelmayr Cable Car (DCC). The FY20 estimated cost for OAC is \$6.7M²³.

10.2.3 Other Non-Labor

Other Non-Labor for FY20 is \$131M, or \$2.2M lower than the FY19 Adopted Budget. Increased costs in Rent, Clipper fees, and Utilities are offset by decreases in Insurance, Professional & Technical Services, Maintenance & Repairs, and Other Miscellaneous costs. The table below summarizes Other Non-Labor by category.

| Other Non-Labor (\$ millions) | Budget | | Change | |
|-----------------------------------|-----------------|-----------------|-----------------|-------------|
| | FY19 Adopted | FY20 Adopted | \$ | % |
| Clipper, Ticket Sales & Bank Fees | \$ 16.9 | 17.8 | 0.9 | 5% |
| Insurance | 10.1 | 9.8 | (0.3) | (3%) |
| Materials & Supplies | 35.3 | 35.9 | 0.6 | 2% |
| Professional & Technical Fees | 33.4 | 31.4 | (2.0) | (6%) |
| Maintenance & Repairs | 13.2 | 10.0 | (3.2) | (24%) |
| Rent | 14.7 | 16.3 | 1.6 | 11% |
| Utilities | 4.4 | 5.7 | 1.3 | 29% |
| Other Miscellaneous | 5.2 | 4.1 | (1.1) | (21%) |
| TOTAL | 133.1 | 131.0 | \$ (2.2) | (2%) |

The table above does not include ADA Paratransit, Purchased Transportation, or Power, which are detailed in their respective sections.

²³ Based on the contract estimate plus CPI escalation. BART also allocates funds to an escrow account each year that will fund the refurbishment and replacement costs for the system for the 20-year term.

Major Other Non-Labor account groups are:

- **Clipper, Ticket Sales & Bank Fees** includes credit card and interchange fees, Clipper program fees, ticket sales commissions, and bank service charges.
- **Insurance** funding pays for premiums, reserve contributions and self-insured losses for public liability, damage to property, and risk-related services ²⁴.
- **Materials & Supplies** includes inventory withdrawals and purchases for required maintenance of rail cars, such as aluminum wheel assemblies, circuit boards, seat cushions, other materials used to keep cars in use, parts for infrastructure maintenance such as escalators, automated fare equipment, materials required to keep stations accessible, supplies, etc.
- **Professional & Technical Fees** includes costs for audit and legal services, benefit and insurance administration fees, printing, computer hardware and software service contracts, environmental fees, specialized consulting contracts, professional services contracts, etc.
- **Maintenance & Repairs** funds graffiti removal, traction motor rewinds, painting, equipment overhaul, elevator pit cleaning, and other maintenance and repair related contracts.
- **Rent** includes funds for administrative building leases and other lease expenses.
- **Utilities** includes non-traction and station power electrical energy, trash collection, natural gas, water, sewer, telephones and other utilities, etc.
- **Other Miscellaneous** includes dues and memberships, promotion expense, diesel and gasoline, county filing fees, miscellaneous supplies, etc.

The other non-labor changes include:

- \$0.9M increase in Clipper and bank fees due to forecasted 14% increase in FY20 Clipper usage in addition to added fees for mobile parking payments and Early Bird customers.
- \$0.3M decrease in the overall BART insurance and loss provisions due to prior year budget increases resulting in BART now maintaining appropriate reserves.
- \$2.0M decrease in Professional and Technical Services due to removal of prior year one-time initiatives and reductions provided by departments during the budget balancing process described in Section 12.
- \$3.2M decrease in Maintenance & Repairs resulting from efficiencies due to the Strategic Maintenance Program (SMP), procurement modernization, and magnetic ticket stock inventory.
- \$1.6M increase in rent includes rent and operating cost escalations and \$0.2M for additional office space at BART's downtown Oakland Lakeside headquarters.
- \$1.3M increase in utilities driven by a 3% escalation and a FY20 initiative to budget additional utilities needed for ongoing operations.
- \$1.1M decrease in Other Miscellaneous Non-Labor decreased due to removal of election expense that was budgeted in FY19.

²⁴ Non-Labor Insurance does not include active employee health insurance, workers' compensation, Medicare, unemployment and other insurance categories included in the labor budget.

10.3 DEBT SERVICE

BART issues bonds, backed by BART's dedicated sales tax revenues, to fund capital costs for system improvement and renovation. The debt service budget in FY20 is \$47.2M for outstanding Series 2012A, 2012B, 2015A, 2016A, 2017A, and 2017B revenue bonds.

| (\$ millions) | Long-Term Debt Rollforward Schedule | 6-30-17 | Defeasance & Amortization | Additions/ Accretion | 6-30-18 |
|--|---|----------------|---------------------------------|-------------------------|------------------|
| Sales Tax Bonds (Operating Budget) | | | | | |
| | 2010 Sales Tax Revenue Refunding Bonds | \$ 118.1 | (118.1) | - | - |
| | 2012A Sales Tax Revenue Refunding Bonds | 119.7 | (29.4) | - | 90.2 |
| | 2012B Sales Tax Revenue Bonds | 102.2 | (88.6) | - | 13.6 |
| | 2015A Sales Tax Revenue Refunding Bonds | 171.2 | (15.6) | - | 155.7 |
| | 2016A Sales Tax Revenue Refunding Bonds | 83.8 | - | - | 83.8 |
| | 2017A Sales Tax Revenue Refunding Bonds | - | - | 118.3 | 118.3 |
| | 2017B Sales Tax Revenue Refunding Bonds | - | - | 67.2 | 67.2 |
| | Subtotal Sales Tax Bonds | 595.1 | (251.8) | 185.5 | 528.8 |
| GO Bonds/Property Tax (Not in Operating Budget) | | | | | |
| | 2007 (Series B) GO Bonds - Measure AA | 4.1 | (4.1) | - | - |
| | 2013 (Series C) GO Bonds | 225.5 | (19.8) | - | 205.7 |
| | 2015 (Series D) GO Bonds | 276.8 | (1.1) | - | 275.8 |
| | 2017 (Series E) GO Bonds | 84.7 | - | - | 84.7 |
| | 2017 (Series A) GO Bonds | 300.0 | (28.4) | - | 271.6 |
| | Subtotal GO Bonds/Property Tax | 891.1 | (53.3) | - | 837.8 |
| | Subtotal All Bonds | 1,486.2 | (305.1) | 185.5 | 1,366.6 |
| | Add (Less): Premium/Discounts | 170.5 | (29.7) | 24.8 | 165.6 |
| | Subtotal Less Premium/Discounts | 1,656.7 | (334.8) | 210.3 | 1,532.2 |
| | Less: Current Portion of Long-Term Debt | (77.1) | - | - | (50.8) |
| | Net Long-Term Debt | 1,579.6 | - | - | \$1,481.4 |

10.4 OPERATING ALLOCATIONS TO CAPITAL PROJECTS AND OTHER PROGRAMS

Each fiscal year, BART allocates operating funds to capital projects and strategic initiatives. These allocations support projects that may not be eligible for external funds, serve as BART's local match to leverage outside funding, or may represent programmatic areas BART intends to advance. The amount of allocations depends on available operating funds, including fare and parking revenue, as well as actual program needs. Major categories of planned allocations are:

- Baseline Capital Allocation \$25.3M:** These allocations serve as the local match for federal grants and to fund ongoing capital projects for which grants are not available, such as stations and facilities renovation, inventory buildup, non-revenue vehicle replacement, tools and other capitalized maintenance. Also included is an allocation for \$4.2M ongoing to the Office of the Chief Information Officer (OCIO) to support BART's growing technology needs and \$0.1M for Art Policy funding.

- **Additional Capital Initiatives \$0.1M:** This allocation will contribute funding to an accessibility initiative, which includes new elevator mitigation service. The full initiative is described in Section 14.
- **Priority Capital Program Allocations \$52.2M:** Since January 2014, incremental fare revenue from BART's productivity-adjusted inflation-based fare increase program has been directed to a fund for high-priority capital programs: Rail Car Replacement Program, the Hayward Maintenance Complex, and the Train Control Modernization Program. Actual allocations are based upon actual ridership and fare revenue. Including FY19 allocations, \$169M has been allocated to the reserve from fare increase revenue and \$151M has been drawn down, leaving a balance of \$18M.
- **SFO Operations/New Car Allocation \$0M:** Dependent upon ridership and fare revenue, net positive financial results from operations of the SFO Extension are allocated to a reserve account per the terms of the 2007 agreements relieving SamTrans of financial responsibility for the extension into San Mateo County. Per the terms of MTC's 2013 Transit Core Capacity Challenge Grant Program (Resolution 4123), the first \$145M in the SFO reserve account will be directed to the Rail Car Replacement Program. Based upon ridership decline on the extension, the FY20 budget does not anticipate allocating funds to the reserve.
- **Station Access Projects \$3.9M:** Allocation to Stations and Access Programs are funded by incremental parking fee revenue generated by BART's demand-based parking program. The incremental revenue is estimated at \$15.0M in FY20, of which \$11.1M will fund continuing station and access operating programs implemented in FY14 through FY19. The remaining \$3.9M will fund \$1.5M of ongoing station hardening and brightening capital programs and \$2.4M of new capital project initiatives. Further detail is provided in the Section 14 of this document.
- **BART-to-OAK CARP \$1.0M:** BART allocates funds to the Capital Asset Replacement Program (CARP) for BART-to-Oakland International Airport (OAK) to provide a reserve for future renovation and replacement needs. Fund expenditure is controlled jointly by BART and the contract provider DCC, based upon actual needs for refurbishment and replacement over the 20 years of the agreement. DCC is required to fund costs in excess of the CARP.
- **Joseph P. Bort MetroCenter (MET) Building \$2.7M:** This allocation is for the purchase of the MetroCenter building. There will be operating to capital allocations between FY19 and FY25 to fund repayment of the loan from BART cash reserves used to purchase the building, totaling approximately \$20M. The FY20 budget is \$2.7M.
- **Low Carbon Fuel Standard (LCFS) Program \$7.1M:** Based upon the Board-approved LCFS policy, proceeds from LCFS credit sales are divided equally between the Sustainability Program and BART's operating fund. The FY20 budget includes an estimated \$14.1M from credit sales, with \$7.1M allocated to the Sustainability Program. The remaining \$7.1M will be used to fund operations in FY20, consistent with Board policy.
- **Allocation to Operating Reserves for Economic Uncertainty \$0M:** This was a one-time allocation for FY19. No allocation is budgeted for FY20.
- **Allocation to Operating Reserves for Fiscal Stability - Pension \$10M:** The FY20 budget allocates \$10M for additional pension funding subject to Board direction.
- **Reverse Operating Reserve \$2.5M:** In FY18 a favorable year-end result of \$2.5M was allocated to an operating reserve account for Safety & Security. This capital allocation will be reversed in FY20 to fund nineteen Police operating positions for half a year and four Fare Inspectors.
- **Other Allocations \$0.6M:** This category of allocations includes accounting entries of \$0.6M to offset amounts booked as Other Revenue or Financial Assistance for the Pleasant Hill/Contra Costa Centre and MacArthur stations.

| Allocations (\$ millions) | Budget | | Change | |
|---|-----------------|-----------------|-----------------|-------------|
| | FY19 Adopted | FY20 Adopted | \$ | % |
| Debt Service | \$46.6 | 47.2 | 0.6 | (1%) |
| Allocations | | | | |
| Baseline Capital Allocation | 22.3 | 25.3 | 3.1 | 14% |
| Additional Capital Initiatives | 7.6 | 0.1 | (7.5) | (99%) |
| Priority Capital Programs | 42.9 | 52.2 | 9.3 | 22% |
| SFO Operations/New Car Allocation | 4.8 | - | (4.8) | (100%) |
| Stations & Access Projects | 3.7 | 3.9 | 0.2 | 5% |
| BART-to-OAK (CARP) | 1.0 | 1.0 | 0.0 | 4% |
| MET Building | 3.1 | 2.7 | (0.4) | (14%) |
| LCFS Allocation to Sustainability | 3.3 | 7.1 | 3.8 | 118% |
| LCFS Allocation to Reserves | 3.3 | - | (3.3) | (100%) |
| Allocation to Reserves - Econ Uncertainty | 15.3 | - | (15.3) | (100%) |
| Allocation to Op. Reserves– Pension Liability | - | 10.0 | 10.0 | - |
| Reverse Capital Allocation – Safety & | - | (2.5) | (2.5) | - |
| Other | 0.6 | 0.6 | 0.0 | - |
| TOTAL | 154.4 | 147.5 | \$ (6.9) | (4%) |

11 CAPITAL SOURCES AND USES

11.1 CAPITAL BUDGET

The adopted FY20 capital budget anticipates a maximum investment of \$1,420M for BART capital assets. The capital budget includes all planned capital expenditures including those paid for using funds BART expects to receive in FY20 as well as capital funds awarded in prior years.

The annual capital budget is an estimate of the cost of work that project managers intend to accomplish in the coming fiscal year. All cost estimates in the annual capital budget are fully funded. Although the capital budget is presented as a fixed figure, the number changes throughout the year and over the life of the projects, based on shifting priorities, resources, and funding. In general, the prioritization of capital projects is handled by three groups through different processes: Planning and Development, Maintenance and Engineering, and Design and Construction. The annual capital budget is a plan, which changes in real time as the year progresses based on Board priorities, BART needs, funding, and risks to operations.

11.1.1 Definition of Capital Assets

A capital asset is a facility, unit of rolling stock, land, unit of equipment (valued over \$5,000), element of infrastructure, or intellectual property (including software), with a useful life of more than one year that is capitalized in accordance with Generally Accepted Accounting Principles (GAAP). Capital assets may also include an addition, improvement, modification, replacement, rearrangement, reinstallation, renovation, or alteration to capital assets that materially increase the value of the asset (excluding ordinary repairs and maintenance).

11.2 CAPITAL SOURCES

BART's capital budget is funded with federal, state, and regional funds; allocations from the operating budget; Measure RR system renewal bond proceeds; and Earthquake Safety Program bond proceeds. VTA will fully reimburse incurred costs related to SVBX.

BART and Voter Approved Funds

- **BART Safety, Reliability, and Traffic Relief Program (Measure RR):** Measure RR provides funds to support the most critical investments in safety, reliability, and crowding relief.
- **Earthquake Safety Program (ESP) Bonds:** In FY20, ESP Bond proceeds will provide funds for the Transbay Tube seismic retrofit.
- **Operating to Capital Allocations:** The majority of these allocations fund large scale projects, including rail car procurement costs, with a smaller share to fund system maintenance or as a match to federal funds for State of Good Repair projects.

Federal and Regional Sources

- **Rail Car Joint Account & MTC Funding:** BART and MTC have reserved funds in a joint account to fund replacement and enhancement of BART's rail car fleet.
- **Federal Transit Administration (FTA) Funds, Section 5307 and 5337:** Congress distributes federal transportation dollars to MTC to invest in regional priority transportation projects and programs. MTC uses these funds to help meet transportation priorities identified in the Regional Transportation Plan. Current and prior year federal funds, including Section 5307 and Section 5337 formulas, will support BART's investments in traction power; train control; railway track and structures (tunnels, stanchion towers and elevated trackways); automatic fare collection

equipment; and replacing and enhancing the rail car fleet.

- **Regional Bridge Tolls:** Regional Measures 1 and 2 allot a portion of the additional \$1 toll collected for each measure to station modernization as well as infrastructure throughout BART's system. Net Bridge toll funds are calculated from toll revenue on the San Francisco-Oakland Bay Bridge, San Mateo, and Dumbarton Bridges to be used for transit capital purposes per Streets and Highway Codes. Allocations are made from monies held by MTC. A portion of AB 664 and AB 1171 Net Bridge Tolls allotted to BART are allocated to the costs of replacing and enhancing the rail car fleet.

Statewide Sources

- **Infrastructure Bond (Proposition 1B):** Caltrans has allocated funds for BART's Station Modernization Program.
- **Low Carbon Transit Operations Program (LCTOP):** LCTOP was created to provide operating and capital assistance for transit agencies to reduce greenhouse gas emission and improve mobility, with a priority on serving disadvantaged communities. Caltrans has allocated funds for station modernization and replacing and enhancing BART's rail car fleet.

County and Local Sources

- **Alameda Measures B/BB and Additional County-Controlled Funds:** The Alameda County Transportation Commission controls funds that support the Station Modernization Program and other enhancement projects.
- **Contra Costa Measure J and Additional County-Controlled Funds:** The Contra Costa Transportation Authority has awarded BART funds to support the Station Modernization Program, multiple bike/pedestrian access improvement projects, and the new Antioch parking lot.
- **San Francisco Proposition K Sales Tax Funds:** The San Francisco County Transportation Authority (SFCTA) has awarded BART funds to support the Station Modernization Program and multiple renovation projects.
- **San Francisco Proposition A:** The SFCTA has awarded BART funds to support the Escalator Renovation Projects and the installation of canopies at downtown San Francisco stations.
- **Santa Clara Valley Transportation Authority (VTA) Reimbursement:** VTA will reimburse BART for costs related to the Silicon Valley Extension; HMC; and for replacing and enhancing the rail car fleet.

11.2.1 Anticipated Capital Sources

BART's Grant Development Division continually seeks new funding opportunities for BART's capital program. New funding from the following sources is anticipated in the near term, but is not yet secured and as such, is not reflected in the FY20 capital budget:

- **Federal Transit Administration Discretionary Grant Program:** FTA is reviewing BART's application to receive funds for the Systemwide Transbay Corridor Core Capacity Program, specifically to fund 260 new cars; partial expansion of the Hayward Maintenance Complex (HMC); new Communications-Based Train Control from the San Francisco Airport/Millbrae terminal to the Berkeley, Rockridge, and Bay Fair Stations; and new traction power substations. With the recent entry into engineering approved, BART will receive an accelerated payout of \$300 million and seeks to enter into a fully funded grant agreement (FFGA) by winter FY20.
- **California Road Repair and Accountability Act, Senate Bill 1 (SB 1):** SB 1 augments existing transportation funding programs and creates additional programs that aim to address specific needs across the state. The revenues fund state and local programs. Caltrans has awarded BART

funds from its local Transit & Intercity Rail Capital Program (TIRCP) for the Systemwide Transbay Corridor Core Capacity Program and Escalator Renovation Program.

- **Regional Measure 3:** Approved in 2018, this bridge toll increase on state-owned bridges is expected to generate \$4.45 billion statewide for transportation capital investments over a 25-year period and \$60M statewide annually to support transit operations. Toll funds are currently collected but will not be allocated until pending litigation is resolved. BART is slated to receive \$500M for new rail cars.
- **Alameda Measures B/BB and Additional County-Controlled Funds:** BART is exploring opportunities to secure funding for projects such as the Transportation Operations Facility, Lake Merritt Plaza Improvements, and other station modernization projects including Union City.
- **San Francisco Development Impact Fees:** BART has the opportunity to compete for this funding to support Transbay and station capacity enhancing projects.
- **Additional Funding:** In addition to its annual FTA formula funds application, BART has submitted applications to receive funding from the Lifeline Grant Program for the Elevator Attendant Program; Transportation Fund for Clean Air for a bike station at the Fremont Station, additional bike lockers at the West Oakland station, and/or first/last mile shuttle services at various stations; and the California Office of Emergency Services, Hazard Mitigation Grant Program for Slope Stabilization along the C and A lines and the Oakland Emergency Generator.

11.3 CAPITAL USES

The FY20 capital budget directs \$1,420M across five program areas: System Reinvestment (70%), Service and Capacity Enhancement (11%), Safety and Security (5%), Earthquake Safety (12%), and System Expansion (2%) and \$7.0M of reimbursable expenses. The table “FY20 BART Capital Program - Summary of Uses” below summarizes planned work by program area. The capital budget includes all planned capital expenditures, including those paid for using funds BART expects to receive in FY20 as well as capital funds committed in prior years. Highlights of the FY20 capital budget include:

- **Rail Car Fleet replacement:** The FY20 budget includes funding for payment to Bombardier Transportation for new rail cars and progress milestones. 92 new cars have been received as of July 2019, with a total of 775 cars scheduled for delivery by the end of FY22.
- **Train Control Modernization:** The Train Control Modernization Program will replace BART’s original train control system with a communications-based system. BART has received bids and expects to award a contract for this important project in FY20.
- **Seismic Safety Upgrades:** Seismic safety investments in the Transbay Tube to reduce the risk of flooding in the case of a catastrophic earthquake and repairs in the BART Caldecott Tunnel will address ground creep caused by seismic activity.
- **Track and Structures Reinvestment:** Rehabilitation of BART’s guideway infrastructure, including replacement of tracks and other trackway assets, and tunnel waterproofing.
- **Traction Power Reinvestment:** Continuing the replacement of BART’s original traction power infrastructure. The FY20 budget includes funds to replace high-voltage traction power cables in San Francisco and Alameda County.
- **Station Modernization and Station Access Improvements:** Program to replace escalators and add canopies at station entrances along Market Street in San Francisco, a new parking lot at Antioch Station, and Station Modernization investments at El Cerrito Del Norte, 19th Street Oakland, and Powell Street Stations.

| FY20 BART Capital Program – Summary of Sources | | | |
|--|--|-------------------|--------------|
| Capital Funding Source | FY20 Funding Summary | Amount (millions) | % of Program |
| BART/Voter Approved Funds | | \$1,029 | 72% |
| Measure RR | Measure RR will provide a total of \$3.5B to fund the most critical investments in safety, reliability, and crowding relief | \$646 | 45% |
| | In FY20, Measure RR funding will support investment in focusing on traction power, track replacement, structural rehabilitation, station access, and station modernization | | |
| Earthquake Safety Program GO Bonds | Earthquake Safety bond sale proceeds will provide funding for the Transbay Tube seismic retrofit project | \$110 | 8% |
| BART Operating Allocations | In FY20, new allocations from operating to capital, as well as allocations reserved from prior years, will go toward the 775 rail car procurement, rail car maintenance facilities, station access and sustainability projects, and local match of federal funding for State of Good Repair projects | \$273 | 19% |
| Federal and Regional Funds Distributed by MTC | | \$253 | 18% |
| Rail Car Joint Account & MTC Funding | BART and MTC have reserved funds in a joint account to pay for the costs of replacing BART's fleet. These funds are budgeted for use in FY20 | \$9 | 1% |
| Federal Funds | MTC allocates approximately \$53M per year of FTA formula funds toward BART's State of Good Repair needs; FY20 as well as prior-year 5337 and 5307 allocations will be invested in traction power; train control; rail, way and structures; and AFC equipment | \$229 | 16% |
| Regional Bridge Tolls | A portion of funding is reserved to help fund 775 rail car procurement costs in FY20 | \$15 | 1% |
| State Funding | | \$47 | 3% |
| State Proposition 1A and 1B Bonds | California State infrastructure bonds (Propositions 1A and 1B) approved by voters in 2008 have now been fully committed. Funds reserved from these commitments have been budgeted toward Station Modernization and HMC. | \$31 | 2% |
| Other State Funding | California Low Carbon Transit Operations Program (LCTOP) for rail car procurement | \$15 | 1% |
| Local Funding | | \$84 | 6% |
| VTA | VTA will provide funds toward rail car procurement, and will reimburse BART for costs incurred during construction of SVBX | \$46 | 3% |
| County Measures | Measure J supports station modernization and access projects in Contra Costa County, including a new parking lot at Antioch Station | \$38 | 3% |
| | Measures B/BB will support station modernization and access projects in Alameda County | | |
| | Propositions A and K will support station modernization, replacement of escalators, and installation of canopies at downtown San Francisco stations | | |
| Reimbursable | | \$7 | 0.60% |
| Total | | \$1,420 | 100% |

FY20 BART Capital Program – Summary of Uses

| Program | Example Major Projects (FY20) | Expense (millions) | % of Program |
|---|--|---------------------------|---------------------|
| System Reinvestment | | \$983 | 70% |
| Rolling Stock | \$305M is budgeted expenses for related to procurement of 775 new rail cars. 86% of the cost of that project (\$262M) is categorized as System Reinvestment. | \$262 | 19% |
| Mainline | Continuation of a multi-year program of traction power infrastructure replacement, including replacement of traction power cables on BART’s M-line (San Francisco) and A-Line (Alameda County) | \$409 | 29% |
| | Guideway infrastructure investment, including rail replacement, trackway structural rehabilitation, tunnel waterproofing, and tunnel lighting replacement | | |
| Facilities | Continuing investment HMC Phase 1 | \$94 | 7% |
| | Installation of new wheel truing machine at Concord Yard | | |
| | Preliminary engineering for HMC Phase 2 | | |
| Stations | Replacement of escalators at downtown San Francisco stations | \$118 | 8% |
| | Station Modernization investments at El Cerrito del Norte, 19 th Street, Downtown Berkeley, Concord, and Powell Street Stations | | |
| Controls and Communications | Planning and Engineering for the TCMP Program | \$97 | 7% |
| | Renewing components of the existing train control system, including transformers, switch machines, and speed encoding equipment at stations | | |
| Work Equipment | Maintenance and replacement of non-revenue vehicles and shop equipment | \$3 | 0.20% |
| | Engineering for new car lifts at Richmond and Daly City maintenance shops | | |
| Service & Capacity Enhancement | | \$158 | 11% |
| Stations | Station access improvements including new parking lot at Antioch Station and upgraded bus intermodal facility at Union City Station | \$94 | 6% |
| | New platform stairs at Civic Center/UN Plaza Station | | |
| Mainline | 14% of costs associated with procuring 775 rail cars (\$43M in FY20) is categorized as Service & Capacity Enhancement | \$64 | 5% |
| | Extension of tail tracks at Millbrae | | |
| | Continued Core Capacity project development | | |
| Earthquake Safety | Transbay Tube seismic retrofit | \$167 | 12% |
| | BART Caldecott Tunnel creep mitigations | | |
| System Expansion | Design support and connectivity for SVBX (reimb. by VTA) | \$30 | 2% |
| | Second Transbay Crossing studies | | |
| Safety & Security | Tunnel lighting replacement | \$74 | 5% |
| | Replacement of uninterrupted power supply systems for train control rooms | | |
| | Replacement of fences systemwide | | |
| Reimbursable | Reimbursable expenses related to Capitol Corridor/other | \$7 | 0.50% |
| Total | | \$1,420 | 100% |

11.4 IMPACT OF CAPITAL INVESTMENTS ON OPERATING BUDGET

When BART builds or acquires new capital assets, the operating program may need to take on additional expense to operate and maintain those assets. As part the budget process, BART staff forecasts the impacts of large investments on future operating costs. The table below summarizes the operating costs resulting from recently completed major construction projects, as well as the forecast costs of major new assets to be added over the next two fiscal years.

Fleet Expansion

BART is replacing its aging legacy rail car fleet and expanding from 669 to 775 new rail cars. The total cost of this project will be \$2.58B.

As summarized in Section 5 of this document, as additional new rail cars become available for revenue service, BART will identify opportunities to lengthen trains across the system with the goal of eventually running 10-car trains on all Transbay routes. The operating cost of additional BART service made possible by the larger fleet is estimated at \$9.1M in FY21.

Other Major New Capital Assets

| New Asset | Year Completed | Capital Investment | Annual Cost** |
|---|--------------------|--------------------|----------------|
| Coliseum–Oakland International Airport Line | FY14 | \$680.0M | \$6.7M (FY20) |
| Warm Springs Extension | FY17 | \$890.0M | \$21.2M (FY20) |
| BART to Antioch | FY18 | \$578.0M | \$16.3M (FY20) |
| Silicon Valley Berryessa Extension* | <i>FY21 – Est.</i> | \$2,300.0M | \$45.8M (FY21) |

*VTA owns the Silicon Valley Berryessa Extension. The project was funded and built by VTA, and VTA will fully reimburse BART for the operating and maintenance cost of the extension.

**Includes operating and maintenance costs.

Asset Replacement

70% of the FY20 capital budget is for System Reinvestment, focused on rehabilitating and replacing system assets such as rail cars, rails, structures, and power infrastructure. Generally, new assets replaced through these projects are less costly to maintain than the older assets they replace. For budgeting purposes, staff forecasts stable labor and non-labor resources for maintenance over time, with savings due to asset replacement offset by the aging of the rest of BART’s asset stock.

12 FY20 BUDGET BALANCING SOLUTIONS

To address a projected operating deficit in FY20, a series of measures are outlined below in the FY20 Budget that include position savings, non-labor expense reductions, and realignment of existing funding. Staff leveraged existing funding and prioritized targeted reductions and resource deployment to minimize negative impact on work and initiatives, maximize investment, and improve operational efficiencies. This effort was shared across BART and every Executive Office contributed to the reductions listed below.

12.1 POSITION SAVINGS

The FY20 budget includes a reduction of 62.6 operating FTEs, for an estimated savings of approximately \$9.2M. Of these positions, 6.9 vacant positions will be eliminated, and 55.8 positions will be converted to capital positions to support BART’s growing capital reinvestment program. These reductions will not result in any layoffs in FY20. All conversions to capital positions are funded and aligned with the capital workplan. Reductions and conversions are summarized by department below:

| Department | Operating | Capital | Total | Service Impact |
|----------------|---------------|-------------|--------------|--|
| OCIO | (2.0) | - | (2.0) | No dedicated staff for mobile device orders |
| M&E | (39.0) | 39.0 | - | Electrician positions converted to capital to focus directly on projects |
| RS&S | (15.0) | 15.0 | - | Positions will focus on capially funded FOTF modifications |
| Transportation | (3.9) | - | (3.9) | Reduced Station Agents and Foreworkers due to expected scheduling efficiencies from HASTUS |
| Ops Planning | (1.0) | 1.0 | - | Reduced ability to perform operational analysis |
| Police | (1.0) | - | (1.0) | Reduced staffing dedicated to cash handling |
| PD&C | (0.8) | 0.8 | - | Position will focus on capially funded projects |
| Total | (62.6) | 55.8 | (6.9) | |

12.2 NON-LABOR REDUCTIONS

In order to realign funding with need and maximize operational efficiencies, staff identified certain non-labor categories to reduce:

| Category | Reduction |
|-------------------|---------------|
| (\$ millions) | |
| Material Usage | \$ 1.5 |
| Professional Fees | 1.8 |
| Repairs & Maint. | 3.1 |
| Other Non-Labor | 1.1 |
| Total | \$ 7.6 |

Material Usage reductions include decreases in spending resulting from refinements to the SMP and reduction in rail car wheel deliveries; **Professional Fees** reductions include reductions to training and seminar support, legal fees, advertising expenses, and technical services; **Repairs & Maintenance** reductions include decreases resulting from changes to the SMP, procurement modernization, and magnetic ticket stock inventory, and; reductions to **Other Non-Labor** include decreases to delivery services, memberships, and shipping.

13 BART GOAL AREAS, OBJECTIVES, AND PERFORMANCE EVALUATION

13.1 STRATEGIC PLAN FRAMEWORK

Each year the annual operating budget is aligned with BART'S Strategic Plan Framework, the most recent iteration of which was adopted by the Board of Directors in 2015. This section outlines the agency's vision, mission, goals, and short-term strategies to achieve these goals. An overview of the framework, our goal areas and key performance measures is provided below.

13.1.1 Goal Areas

The eight strategic plan goal areas are as follows:

Leadership & Partnership in the Region

Economy: Contribute to the region's global competitiveness and create economic opportunities.

Equity: Provide equitable delivery of transit service, policies, and programs.

Environment: Advance regional sustainability and public health outcomes.

Riders & Public

Experience: Engage the public and provide a quality customer experience.

Infrastructure & Service

System Performance: Optimize and maintain system performance to provide reliable, safe, cost-effective, and customer-focused service.

Organization

Safety: Evolve to a premier safety culture for our workers, riders, and the public.

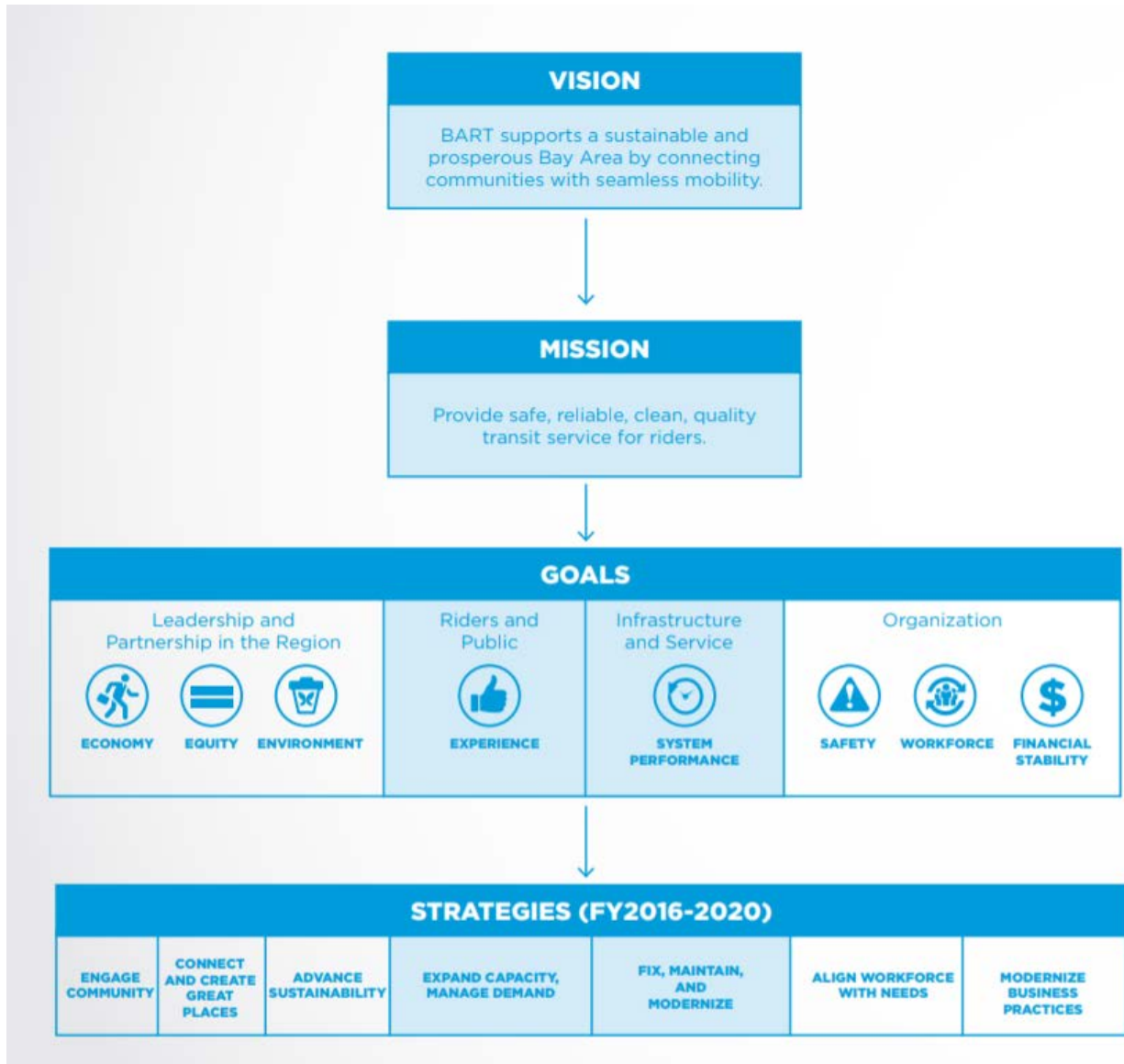
Workforce: Invest in our current and future employees' development, wellness, and diversity.

Financial Stability: Ensure BART's revenues and investments support a sustainable and resilient system.

13.1.2 Strategies & Work Plans

BART has identified seven strategies designed to support progress towards the Strategic Plan goal areas over a five-year period (FY16 through FY20). Staff has developed four-year work plans associated with each of the strategies (such as "Engage Community" and "Connect and Create Great Places"). Each work plan focuses on a limited number of key activities that define BART's strategic work in that field in the near term. The work plans are interdisciplinary and interdepartmental, with one or two executive managers in charge of achievement.









BART Strategic Plan Framework



13.2 STRATEGIC PLAN GOAL AREAS & PERFORMANCE INDICATORS

BART tracks multiple indicators to gauge progress towards the eight strategic plan goal areas. Below we present a snapshot of BART’s performance for the eight goal areas using 10 key indicators, comparing results in FY18 to the previous fiscal year or the most recent comparison year that data was available. In the following sections, more detail on 10-year trends for additional Strategic Indicators are provided for four goal areas that relate most directly to the issues discussed in this plan: System Performance, Customer Experience, Safety, and Financial Stability.

Strategic Indicators at a Glance

| GOAL AREA | STRATEGIC INDICATOR | RECENT PERFORMANCE (2018 or FY2018 unless otherwise noted) | LONG TERM BENCHMARK | EVALUATION |
|---|--|--|---|------------|
|  SYSTEM PERFORMANCE | On-time performance: Percent of customers arriving on time | 92% | 92% | ● |
| | Escalator availability: Percent of street and platform escalators in service | 89% street | 95% street | ○ |
| | | 96% platform | 96% platform | ● |
|  EXPERIENCE | Customer satisfaction: Percent of customers who are very or somewhat satisfied | 56% | 85% | ○ |
|  SAFETY | Crime: Crimes against persons per million riders | 3.5 | 2 | ○ |
|  WORKFORCE | Turnover: Percent of employees in critical positions departing within the year | 10% | 6% | ○ |
|  FINANCIAL STABILITY | Efficiency: Change in the operating cost per passenger mile of service (FY17-18) compared to typical inflation | 6% | 2.2% | ○ |
|  ECONOMY | Development near BART: Housing units and commercial square feet approved for development on BART property (3-year annual average, 2016-2018), compared to Board-adopted target* | 133 housing units 65,000 commercial square feet | 800 housing units/year 110,000 commercial square feet/year | ○ |
|  EQUITY | Minority ridership: Ratio of minority riders to minority residents in the region | 1.0 | 1.0 | ● |
|  ENVIRONMENT | Low-carbon electricity: Percent from low and zero carbon sources compared to Board-adopted 2025 target | 96%** | 90% | ● |
| | Sustainable access: Percent of riders walking or biking to BART | Increasing *** | Continue to increase | ● |

- Benchmark met or exceeded
- ◐ Benchmark not met but within 5%
- Benchmark not met by more than 5%

* Benchmark is based on the annual progress required to meet the Board-adopted target set for 2025.

** Based on 2017, most recent year available.

*** The share of riders walking or bicycling to BART (active access) increased from 35% in 2008 to 44% in 2015 based on BART’s Station Profile Survey. BART’s Board of Directors set a target to reach 52% by 2025

13.2.1 Goal Area: System Performance

| INDICATOR | | FY09 | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 |
|---|------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Provide reliable service | | | | | | | | | | | |
| SP1 | Daily customer on-time performance | 95.0% | 95.7% | 94.6% | 95.7% | 94.9% | 94.5% | 91.8% | 91.5% | 89.2% | 92.4% |
| Provide reliable station equipment | | | | | | | | | | | |
| SP2 | Station elevators in service | 99.1% | 98.5% | 98.7% | 98.7% | 98.6% | 98.0% | 98.6% | 98.5% | 98.6% | 98.3% |
| SP3 | Street escalators in service | 97.7% | 96.6% | 93.7% | 86.2% | 89.6% | 92.2% | 91.3% | 89.5% | 87.6% | 88.7% |
| SP4 | Platform escalators in service | 98.8% | 98.0% | 96.4% | 93.8% | 94.8% | 95.6% | 95.8% | 95.3% | 96.0% | 95.7% |

SP1: Source: BART Operations (Integrated Control System & Data Acquisition System)

SP2: Source: BART Operations (Maximo maintenance database)

SP3: Source: BART Operations (Maximo maintenance database)

SP4: Source: BART Operations (Maximo maintenance database)

Spotlight Trend: On-Time Performance

BART measures the on-time performance of customers and trains during peak hours and average weekdays. To be “on-time,” a train/customer must arrive at the destination station less than five minutes late compared to published schedules. On-time performance has been largely stable over the last 10 years but began to decline beginning around FY15 due to aging infrastructure, crowding, and changes to safety rules that require that rail service in active work areas be slowed or stopped. Recent efforts to improve on-time performance have focused on:

Replacing worn trackway using Measure RR funds. Worn trackway is a top source of delay.

Bringing on new train cars, which will help trains recover more quickly from delays.

Aggressively maintaining existing train cars: Due to smarter maintenance practices, the average amount of time that passes between delays related to train car equipment has improved by 80 percent since FY10.

Increasing the amount of time that medical teams are stationed at West Oakland and Embarcadero stations to be able to respond quickly to medical emergencies during peak periods.

Holding daily delay review meetings: BART Operations and BART Police meet daily to review and learn from data on the previous days’ delays.

Because of these and other efforts, BART’s customer on-time performance began improving in FY18, rising from 90% in the first quarter of FY18 to 94.2% in the fourth quarter.

13.2.2 Goal Area: Rider and Customer Experience

| INDICATOR | | CY09 | CY10 | CY11 | CY12 | CY13 | CY14 | CY15 | CY16 | CY17 | CY18 |
|---|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Increase customer satisfaction | | | | | | | | | | | |
| EX1 | % of customers who are satisfied | | 82% | | 84% | | 74% | | 69% | | 56% |
| Provide clean stations and trains | | | | | | | | | | | |
| EX2 | Avg. customer rating for station cleanliness | | 4.58 | | 4.46 | | 4.11 | | 3.93 | | 3.57 |
| EX3 | Avg. customer rating for train interior cleanliness | | 4.41 | | 4.49 | | 4.28 | | 4.25 | | 3.65 |
| Increase peak capacity to address crowding | | FY09 | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 |
| EX4 | Average number of train cars in the Westbound A.M. Transbay Tube 6-10 am | 666 | 655 | 665 | 668 | 670 | 668 | 670 | 703 | 721 | 721 |

EX1: Source: BART BI-Annual Customer Satisfaction Survey. Includes % of customers who are very and somewhat satisfied with BART overall.

EX2: Source: BART BI-Annual Customer Satisfaction Survey. Based on 1-7 rating, where 7 is best.

EX3: Source: BART BI-Annual Customer Satisfaction Survey. Based on 1-7 rating, where 7 is best.

EX4: Source: BART Operations Planning. Reflects the average number of vehicles over the fiscal year operating in the Westbound Transbay tube on weekdays 6 am - 10 am.

Spotlight Trend: Customer Satisfaction

Between calendar year 2010 (CY09) and CY12, overall customer satisfaction was stable and relatively high. More than 80% of customers were very or somewhat satisfied with BART service. However, satisfaction has declined since then, to 74% in CY14, and further declining to 69% and 56% in CY16 and CY18 respectively. Between the CY13 and CY17 surveys, average weekday ridership grew 9%, reaching historic highs, increasing crowding on trains, and straining the aging BART System. Following CY17, average weekday ridership began to decline as did customer satisfaction. Although many improvements are on the horizon, such as new rail cars and numerous projects to rebuild BART, the rebuilding process itself requires periodic planned service closures. BART's improved service resulting from system reinvestment is anticipated to improve customer satisfaction.

13.2.3 Goal Area: Safety

| INDICATOR | | FY09 | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 |
|-------------------------------|--|------|------|------|------|------|------|------|------|------|------|
| Reduce crimes | | | | | | | | | | | |
| SA1 | Crimes against persons on the BART system per million riders | 2.3 | 1.5 | 1.7 | 2.0 | 2.2 | 1.9 | 1.7 | 1.8 | 2.7 | 3.5 |
| Ensure patron safety | | | | | | | | | | | |
| SA2 | Safety incidents per million patrons | 5.24 | 5.25 | 5.04 | 4.83 | 6.08 | 6.24 | 5.07 | 5.35 | 2.31 | 1.85 |
| Ensure employee safety | | | | | | | | | | | |
| SA3 | Employee injuries | 11.2 | 12.9 | 14.8 | 15.3 | 15.8 | 14.9 | 10.0 | 12.2 | 10.8 | 10.8 |

SA1: Source: BART Police Department. Includes homicide, rape, robbery, and aggravated assault.

SA2: Source: BART System Safety. Includes safety incidents occurring in and around trains and stations. Examples include a patron slipping/falling or being struck by a train door while boarding.

SA3: Source: BART System Safety. Defined as the number of OSHA Recordable Illnesses/Injuries.

Spotlight Trend: Station and Vehicle Incidents

In each of the past 10 years, BART has met its standards for passenger safety as measured by the number of station and vehicle incidents per million passengers. BART sets a goal of no more than 5.5 station incidents per million passengers and 1.3 vehicle incidents per million passengers, or a combined 6.8 incidents. Station incidents and vehicle incidents are all incidents that meet the FTA criteria as

“reportable” and occur either in BART station areas or on BART train cars. Between FY07 and FY18, station incidents have consistently met this standard. The average number of vehicle incidents also has stayed beneath 1.3 incidents per million passengers for the 10-year period; every year except FY14 had less than one incident per million passengers.

13.2.4 Goal Area: Financial Stability

| INDICATOR | | FY09 | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 |
|--------------------------------------|--|--------|--------|--------|--------|--------|--------|--------|--------|---------|---------|
| Increase efficiency | | | | | | | | | | | |
| FS1-A | Operating cost per passenger mile | \$0.36 | \$0.35 | \$0.33 | \$0.33 | \$0.33 | \$0.33 | \$0.33 | \$0.34 | \$0.365 | \$0.388 |
| FS1-B | % Change from previous year | 7% | -1% | -6% | 1% | 0% | 0% | -2% | 4% | 7% | 6% |
| Stabilize operating revenues | | | | | | | | | | | |
| FS2 | % Operating costs covered by fares | 60.1% | 64.8% | 69.9% | 69.4% | 71.8% | 72.9% | 75.6% | 74.4% | 70.4% | 66.6% |
| Fund post-employment benefits | | | | | | | | | | | |
| FS3 | \$ Millions in unfunded pension liability | | | | | | | \$497 | \$439 | \$401 | \$515 |
| FS4 | \$ Millions unfunded retiree medical liability | | | | | | | \$132 | \$129 | \$111 | \$300 |

FS1: Source: BART Financial Planning. Calculated by dividing total BART operating costs by total mileage traveled by all passengers during the year. Not inflation adjusted.

FS2: Source: BART Financial Planning. Represents the percentage of operating expenses covered by fares.

FS3: Source: Actuarial (CalPERS) Pension reports via BART Budget Department. Combines CalPERS Pension valuations for miscellaneous and safety. FY18 budget data based on 6/30/15 actuarial valuation for FY18, FY17 budget data based on 6/30/14 valuation for FY17, FY16 based on 6/30/13 valuation for FY16, etc.










FS4: Source: Actuarial (Bartel) OPEB reports via BART Budget Department. FY18 budget data based on 6/30/16 actuarial valuation for FY18, FY17 budget data based on 6/30/15 valuation for FY17, FY16 based on 6/30/14 valuation for FY16, etc.

Spotlight Trend: Operating Cost Per Passenger Mile

From FY11 through FY15, BART’s operating cost per passenger mile was stable at \$0.33 per mile, as growing ridership offset modest annual cost escalation. Two factors have led to cost per passenger mile rising to \$0.39 per mile by the end of FY18: ridership decreased slightly in each year, while service added to relieve peak period Transbay crowding in FY16 and the opening of the Warm Springs/South Fremont Station in FY17 drove operating cost increases.

13.2.5 FY19 Performance

The below chart summarizes BART’s overall performance over the previous fiscal year:

| FY19 Day-to-Day Performance by BSP Goal | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|---|---|--|---|--|---|--|---|---|
| Total Records with Performance Targets | 5 | 16 | 17 | 1 | 33 | 110 | 48 | 38 | 72 |
| Total Performance Targets Met | 4 | 12 | 15 | 1 | 29 | 92 | 43 | 36 | 69 |
| % Met by Goal | 80% | 75% | 88% | 100% | 88% | 84% | 90% | 95% | 96% |

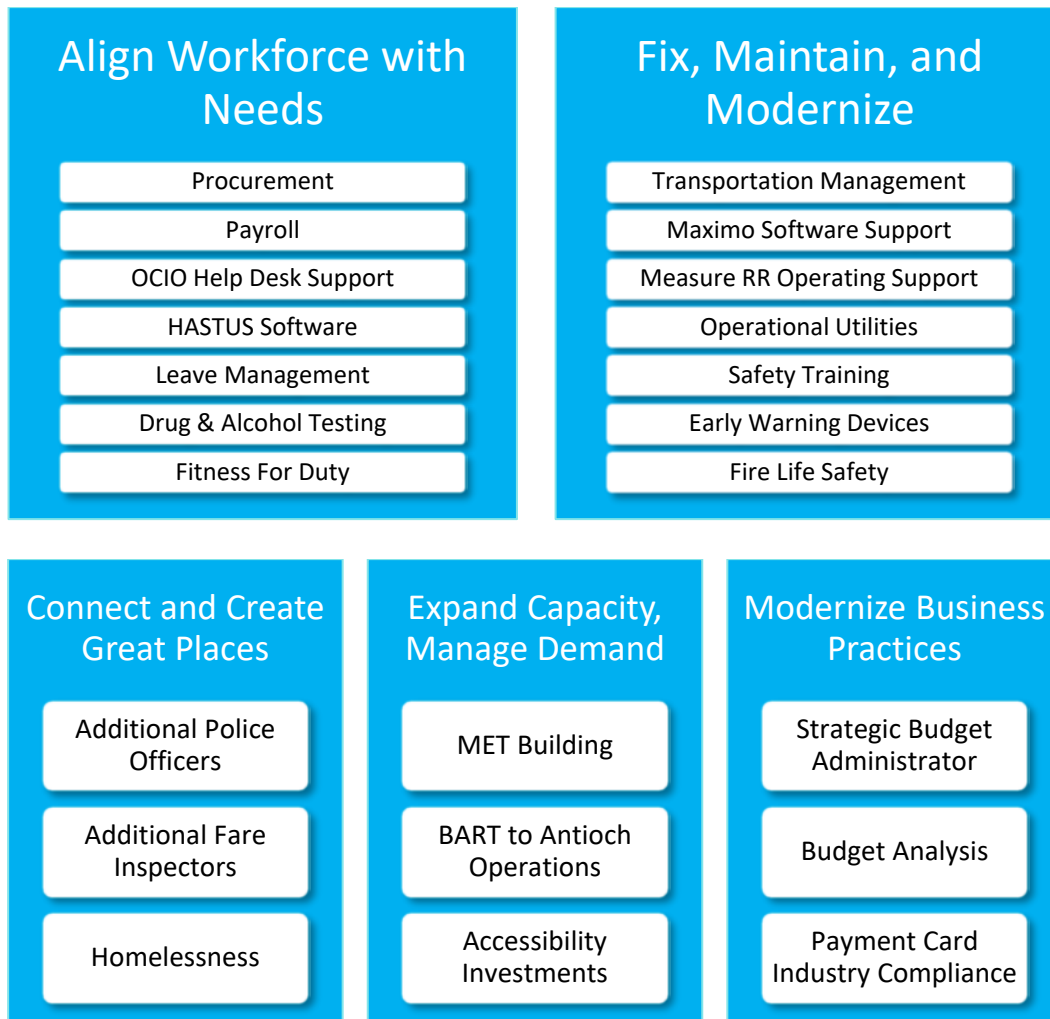
14 ADVANCING OUR STRATEGIC PLAN

14.1 FY20 STRATEGIC INITIATIVES

The FY20 Adopted Budget includes initiatives that advance the seven Strategies of the BART Strategic Plan Framework with the primary focus being Quality of Life issues within the Connect and Create Great Places Strategy. The budget also includes initiatives to advance other Strategies including Fix, Maintain and Modernize, Expand Capacity Manage Demand, Modernize Business Practices, and Align Workforce with Needs. The complete Strategic workplans are outlined in Attachment G and the list below reflects the highest priority initiatives for FY20. Staff continues to identify funding opportunities for other high priority strategic improvements for which funding is not currently available.

14.1.1 FY20 Strategic Initiatives by Strategic Area

Each initiative presented in this section supports the Strategies of the BART Strategic Plan Framework outlined in Section 13.1. The graphic below summarizes what strategy area each initiative supports for FY20.



The table and text below further outlines the initiatives in support of the Strategies of the BART Strategic Plan Framework.

| (\$ millions) | | OPERATING | FTE | Labor | Non-Labor | Total |
|---|--------------------------------|------------------------|-------------|--------------|------------------|----------------|
| Quality of Life | Additional Police Officers | | 19.0 | \$ 2.0 | 0.1 | 2.1 |
| | Additional Fare Inspectors | | 4.0 | 0.5 | - | 0.5 |
| | Homelessness* | | - | - | 1.7 | 1.7 |
| Modernization, Efficiency & Financial Stability | Transportation Management | | 4.0 | 0.9 | - | 0.9 |
| | Procurement | | 15.0 | 1.7 | - | 1.7 |
| | Payroll | | 2.0 | 0.3 | - | 0.3 |
| | OCIO Help Desk Support | | 2.0 | 0.3 | - | 0.3 |
| | HASTUS Software | | - | - | 0.8 | 0.8 |
| | Strategic Budget Administrator | | 1.0 | 0.2 | - | 0.2 |
| | Maximo Software Support | | 1.0 | 0.2 | - | 0.2 |
| | Leave Management | | 1.0 | 0.2 | - | 0.2 |
| | Budget Analysis | | 1.0 | 0.2 | - | 0.2 |
| | Measure RR Operating Support | | 2.0 | 0.3 | 2.5 | 2.8 |
| | Operational Utilities | | - | - | 1.1 | 1.1 |
| | MET Building | | 3.0 | 0.3 | 0.0 | 0.3 |
| | BART to Antioch Operations | | - | - | 0.9 | 0.9 |
| | Compliance | Drug & Alcohol Testing | | 1.0 | 0.2 | - |
| Safety Training | | | - | - | 0.3 | 0.3 |
| Early Warning Devices | | | - | - | 0.4 | 0.4 |
| Fitness for Duty | | | 1.0 | 0.2 | 0.1 | 0.3 |
| Fire & Life Safety | | | 2.0 | 0.5 | - | 0.5 |
| Accessibility Investments | | | 2.0 | 0.4 | 0.8 | 1.2 |
| Payment Card Industry Compliance | | | - | - | 0.3 | 0.3 |
| OPERATING TOTAL | | | 61.0 | 8.6 | 8.9 | \$ 17.5 |
| CAPITAL | | | FTE | Labor | Non-Labor | Total |
| | Accessibility Investments | | - | \$ - | 0.1 | 0.1 |
| Quality of Life | Homelessness* | | - | - | 0.3 | 0.3 |
| | Fare Evasion Deterrent* | | - | - | 0.4 | 0.4 |
| | CAPITAL TOTAL | | - | - | 0.7 | \$ 0.7 |

**Stations & Access Initiatives are funded by estimated revenue from Parking Program fee modifications. Key criteria in FY20 recommendations were to: Align with FY20 station priorities (with an emphasis on Quality of Life), prioritize one-time expenditures and minimize addition of new on-going expenses, leverage and advance projects eligible for BART Measure RR capital funds and to improve BART's operational efficiency and effectiveness.*

14.1.2 Quality of Life/Safety & Security

Additional Police Officers

19.0 FTE, \$2.1M Operating

Nineteen new Police Officer positions were added to increase the presence of law enforcement in stations and on trains. An additional allocation of \$114k for equipment to support these officers were added in FY20. Based on recommendations from a study by the University of North Texas, additional officers are needed to improve security at BART's 48 stations and up to 66 trains in operation. These officers will support BART's Strategic Plan by continuing to improve upon Quality of Life issues such as reducing fare evasion and providing additional security on trains. The budget assumes phased hiring throughout FY20. Positions are funded by a reverse allocation as described in Section 10.4.

Additional Fare Inspectors

4.0 FTE, \$0.5M Operating

Four Fare Inspectors were added to assist with fare evasion prevention efforts throughout stations and onboard trains. Positions are funded by a reverse allocation as described in Section 10.4.

Homelessness*

\$1.7M Operating, \$0.3M Capital

As discussed in Section 3 (Overview), Quality of Life issues around safety/security, homelessness, fare evasion, and cleanliness continue to be key concerns for BART customers. Having seen successes in current initiatives to support those experiencing homelessness, BART will continue to fund: 1) Elevator Attendants at Powell Street and Civic Center/UN Plaza Stations to address elevator cleanliness, safety and security; 2) Homeless Outreach Teams (HOT) to engage those experiencing homelessness at the downtown and Mission Street stations in San Francisco and Contra Costa counties; 3) Pit Stop Program to provide attended restroom facilities at Powell Street, 16th Street and 24th Street Stations; and 4) increased security measures to reduce encampments on BART properties and near BART tracks. New initiatives for FY20 include the addition of HOT in Alameda and San Mateo counties.

Fare Evasion Deterrent: Hardening at Eight Stations*

\$0.4M Capital

BART will continue to prioritize investments in station hardening as the first line of defense against fare evasion. This investment is for materials to deter fare evasion at prioritized stations. Station hardening investments could include configured fire alarm systems, alarmed swing gates, raised railings, digital camera networks, video screens, elevators moved into the paid area, and modified fare gates. A total of \$1.0M has been dedicated to this effort in FY20 with \$0.4M budgeted from FY20 funds, and the remainder coming from prior year available parking revenue.

14.1.3 Modernization, Efficiency & Financial Stability

Transportation Management

4.0 FTE, \$0.9M Operating

As part of the reorganization of the Transportation Department, four additional Transportation Managers were added, and one redirected to provide management support for the more than 800 transit staff. The additional resources will be used to provide a dedicated span of control for separate rail and station operations ensuring safe and timely train service, improved employee engagement, and customer service.

Procurement

15.0 FTE, \$1.7M Operating

Fifteen additional Storekeepers were added to enable the Logistics Department to transition to 24-hour support of our maintenance facilities and optimize receiving, storing, and procuring of materials. This is part of a multi-year plan to enhance inventory sharing across projects, refine ordering processes, and improve inventory management which is essential to meet increased demand for FOTF and legacy fleet decommissioning. Additionally, the added resources will enable BART to staff the new Central Warehouse scheduled to open in December 2019.

Payroll **2.0 FTE, \$0.3M Operating**

Two additional Accounting Analysts were added to the Payroll Department to support the growing number of BART staff and assist with additional duties required for new and ongoing CalPERS requirements. Increased staff will enable additional reconciliation work and are expected to reduce overtime.

OCIO Help Desk Support **2.0 FTE, \$0.3M Operating**

Two additional Computer Support Coordinators were added to support the growing number of BART staff. The additional staff will serve to increase the service level of the Help Desk and will improve technology support operations.

HASTUS Software **\$0.8M Operating**

The Phase 2 implementation of HASTUS bidding software will provide BART with the ability to conduct electronic shift bidding. Anticipated efficiencies include a reduction in overtime, increased accuracy in the bidding process, and reductions in grievance pay due to bid posting mistakes.

Strategic Budget Administrator **1.0 FTE, \$0.2M Operating**

One Manager of Special Projects was added to continue promotion and facilitation of alignment between the budget, the Strategic Plan, and the Asset Management program. The new position will administer, monitor and track the departmental work plans, resource needs, and budget initiatives; and advance BART's ongoing implementation of risk-based decision making. Anticipated efficiencies include reduced asset risk, streamlined initiative efforts, vetted proposals, and a more cohesive crosswalk between the budget, asset management, and the Strategic Plan.

Maximo Software Support **1.0 FTE, \$0.2M Operating**

One new Senior Applications Analyst was added to the Business Systems Applications team to support the Maximo software application, aid in planned upgrades of the system, and address growing asset management-related requests. The additional analyst will allow for increased utilization of BART's asset management software.

Leave Management **1.0 FTE, \$0.2M Operating**

One Program Manager was added to the Human Resources Department to effectively manage unscheduled absences and to support departments in effectively monitoring trends, developing and modifying policies, and ensuring compliance.

Budget Analysis **1.0 FTE, \$0.2M Operating**

One Principal Financial Analyst was added to the Budget Department to provide increased support to operating and administrative departments, assist in budget development and position control for the increasing size and complexity of the operating budget, and identify and implement budgeting and reporting improvements.

Measure RR Operating Support **2.0 FTE, \$2.8M Operating**

Two Employee Development Specialists and \$2.5M of additional non-labor funding was allocated to support ongoing Measure RR projects.

Operational Utilities **\$1.1M Operating**

Ongoing utilities expenses have exceeded budgeted amounts in previous years, largely due to rising utility rates, system expansion, and the growing workforce. An additional allocation was provided to help fund increased costs.

MET Building**3.0 FTE, \$0.3M Operating**

Three System Service Workers, along with \$30k of non-labor funding to aid in operational upkeep and cleaning, were added to help maintain the BART-owned MET building. This cost is partially offset by the non-labor reduction in the Real Estate Department for the prior janitorial services contract. The net impact to the budget is an increase of \$160k.

BART to Antioch Operations**\$0.9M Operating**

The BART to Antioch extension required an increase for the ongoing operation and maintenance of the extension, including the cost of fuel, maintenance and repair of facilities, trains, and systems as warranties expire.

14.1.4 Compliance**Drug & Alcohol Testing****1.0 FTE, \$0.2M Operating**

One new Human Resources Division Manager was added to assist in administration of BART's Drug & Alcohol testing program for safety sensitive employees. Recent Department of Transportation (DOT) regulations have doubled the required amount of annual drug and alcohol testing of safety sensitive employees. The additional resource will allow BART to efficiently meet the updated DOT standards.

Safety Training**\$0.3M Operating**

In compliance with CPUC Decision 18-10-020, BART will consult with subject matter experts to develop and implement a 40-hour safety training course for employees who supervise workers in safety sensitive positions. The new safety refresher training will cover worker safety rules, practices, procedures and culture.

Early Warning Devices**\$0.4M Operating**

To provide additional safety for roadway workers in compliance with CPUC General Order 175, BART will acquire secondary level protection devices that provide early warning notifications to those working on the tracks. The electronic early warning devices will be required by November 2019 for all maintenance work where the potential hazard exists.

Fitness for Duty**1.0 FTE, \$0.3M Operating**

One Attendance Program Coordinator was added to assist with development of a new Fitness for Duty program, which will provide BART with enhanced ability to identify Train Operators who can meet the physical demands of the job. Additional ongoing monitoring mechanisms will provide BART with the ability to assess an employee's fitness for duty on an ongoing basis. This initiative will provide \$0.1M for annual DOT physicals for Train Operators. The anticipated benefit will be a decrease in risk and liability for BART as well as compliance with CPUC General Order 175.

Fire Life Safety**2.0 FTE, \$0.5M Operating**

A new Fire Life Safety department was added to support BART's Safety Management System program by minimizing risks associated with fire and smoke events for the BART System. The new Fire Life Safety Department is charged with enforcement of and compliance with all BART Facilities Standards, federal and state laws, and city ordinances pertaining to fire protection and life safety.

Accessibility Investments**2.0 FTE, \$1.2M Operating, \$0.1M Capital**

One Program Manager and one Senior Administrative Analyst were added to oversee projects that aim to improve access for those with disabilities, including access to elevators. Additional non-labor funding was budgeted for costs related to accessibility improvements.

Payment Card Industry Compliance

\$0.3M Operating

BART will implement standards in accordance with those established by the Payment Card Industry to continue to maintain the security of riders' payment card information.

*Stations & Access initiatives

15 ATTACHMENTS

15.1.1 Summary of Attachments

Attachment A – Executive Decision Document

Attachment B – Organization Chart

Attachment C – Department Descriptions

Attachment D – Position Summary Schedule

Attachment E – List of Acronyms

Attachment F – Glossary of Terms

Attachment G – Four-Year Workplans

15.1.2 Attachment A: Executive Decision Document (EDD) and Board Resolution



EXECUTIVE DECISION DOCUMENT

| | | | | |
|--|---|--|--|--|
| GENERAL MANAGER APPROVAL: <i>Robert M. Power</i> 6 June 2019 | | GENERAL MANAGER ACTION REQ'D: | | |
| DATE: 6/3/2019 | | BOARD INITIATED ITEM: No | | |
| Originator/Prepared by: Kate Jordan Steiner Dept: Budget Signature/Date: <i>[Signature]</i> 6/3/19 | General Counsel <i>[Signature]</i> 6/4/19 [] | Controller/Treasurer <i>[Signature]</i> 6/5/19 [] | District Secretary <i>[Signature]</i> 6-7-19 [] | BARC <i>[Signature]</i> 6/5/19 [] |

Annual Budget Resolution for Fiscal Year 2020

PURPOSE:

Authorize adoption of the Annual Budget Resolution for Fiscal Year 2020 (FY20).

DISCUSSION:

Approval by the Board of Directors is required for the FY20 operating and capital budgets. The total proposed FY20 operating and capital budget is \$2.37 billion (B). The FY20 operating budget is balanced, with \$947.3 million (M) in uses, and the FY20 capital/reimbursable budget totals \$1.42B.

The proposed FY20 annual budget is summarized in Attachments 1, 2, 3 and Exhibit A. The attachments summarize the budget including proposed initiatives and allocations that were reviewed in presentations to the Board of Directors at regular meetings from March through June. The capital budget has been updated for the finalized FY20 budgeted positions. Changes from the Preliminary Budget are discussed below.

FY20 Operating Budget

The operating budget proposes FY20 expenditures of \$947.3M and funds 3,396.6 positions. The FY20 operating budget does not include funding for the Silicon Valley Berryessa Extension as an opening date has not been finalized. The Santa Clara Valley Transportation Authority (VTA) will reimburse BART for any unbudgeted expenses incurred by BART to prepare for the opening of the extension. Despite continued challenges with declining ridership, the FY20 budget includes new initiatives (\$15.8M operating and \$0.1M capital), funded primarily by self-imposed cuts by all departments to General Fund spending. These

initiatives include investments to address quality of life on BART including additional police officers and fare evasion mitigation; compliance including training, testing, fire life safety, and accessibility; and modernization, efficiency, and financial stability including support staff and software updates. In addition, per Board policy established in 2013, a portion of parking revenue funds a variety of station and access related projects, including further efforts to improve quality of life on BART, more effective management of BART parking, art conservation support, and other stations/access initiatives (\$1.7M operating and \$0.7M capital). All initiatives for FY20 are listed in Attachment 3.

The FY20 budget includes revenue from the final increase in Series 2 of the Board approved Productivity-adjusted Inflation-based fare increase program. Per Board Resolution 5208, this 5.4% increase, effective January 2020, is budgeted to provide \$12M of revenue for high priority capital needs including procurement of new rail cars.

The FY20 operating budget includes the following changes from the Preliminary Budget:

- \$0.3M increase to operating revenue
- \$0.2M increase to financial assistance
- \$0.2M increase to labor expense
- \$0.3M increase to non-labor expense

The other changes from the Preliminary Budget include adding one full time property manager for the MET Building and other miscellaneous labor adjustments. Non-labor was increased by a net of \$0.3M, reflecting an increase to the operating portion (and corresponding decrease to the capital portion) of the Homelessness initiative as well the cost for an ongoing stationary engineering contract at the MET Building.

During FY20 Budget discussions, some Board members voiced support for a pilot program designed to improve the customer experience by placing ambassadors, gatekeepers, and/or police cadets at certain stations. Staff expects FY19 will close with a favorable financial result, and \$0.5M of such a result could fund the pilot in FY20, with pilot details developed with the Board prior to FY19 close.

FY20 Capital & Reimbursable Budget

The capital/reimbursable budget proposes FY20 expenditures of \$1.42B and funds 1,622.8 positions. The \$62M increase from the Preliminary Budget is due to ongoing refinement and sequencing of the multi-year funded capital projects. The FY20 capital/reimbursable budget is 5% higher than the \$1.35B FY19 capital budget.

The largest category of projects is System Reinvestment at \$983M (69% of overall capital budget), which includes replacement rail cars at \$262M, track and structures rehabilitation at \$201M, and traction power at \$151M. The capital budget also includes Earthquake Safety investments at \$167M (12%), Service & Capacity Enhancements at \$158M (11%), Safety & Security projects at \$74M (5%), System Expansion projects at \$30M (2%), and

Reimbursable expenses at \$7M.

In November 2016, the capital program was provided with a substantial source of support with the passage of Measure RR and its authorization to issue up to \$3.5B in general obligation bonds to fund certain capital improvements. Measure RR has become more prominent in the mix of federal, regional and local funds, which also includes a sizable commitment of BART operating allocations. Measure RR makes up \$646M (45%) of FY20 capital sources, funding a variety of programs including cable replacement (\$83M), escalator replacement in downtown San Francisco (\$35M), and station access at Fremont, Dublin/Pleasanton, Civic Center/UN Plaza, and North Berkeley stations (\$15M).

The ongoing commitment of BART funds (\$273M, 19% of capital budget) is an essential component of the capital program, particularly in meeting the long-term commitments required to deliver major capital projects such as rail car replacement and the Hayward Maintenance Complex. Other capital activities dependent on operating allocations are providing local match for grants, and funding grant-ineligible projects and initiatives, routine but necessary capitalized maintenance projects, emergent safety and security projects, and equipment and inventory.

Operating allocations derived from parking revenues are dedicated, per Board policy, to a variety of station and access improvements, including signage, pedestrian improvements, station heavy cleaning, information displays, bike improvements, limited studies, and the sustainability program. As mandated by regional programming requirements, federal funds are directed to train control and traction power, trackway renovation, general mainline repairs, rail cars, fare collection, and ADA/system accessibility improvements.

Other capital revenues are limited in their flexibility and many sources and grants are restricted to certain projects and/or activities as a condition of award. The FY20 capital budget contains modest but important contributions of state and local funds, including bridge toll allocations and county transportation sales tax funds, which are earmarked for station modernization and grant match. Proceeds from the Earthquake Safety Program general obligation bond are dedicated exclusively to the Earthquake Safety Program. Additionally, there are smaller, defined purpose grants that are limited to specific projects.

FY20 Budget Resolution

Staff recommends approval of the attached Resolution to adopt the FY20 Annual Budget. As in previous years, the FY20 Resolution includes authorizations including the submittal of annual applications for Transportation Development Act (TDA), State Transit Assistance (STA) and Bridge Toll funds that are included in the FY20 capital budget, as appropriate. The Resolution also allows the General Manager or the General Manager's designee to execute the agreement with the City and County of San Francisco to provide annual transfer payments for feeder services to the San Francisco Municipal Transportation Agency. The Resolution also incorporates provisions referring to the SFO Extension service plan and

certain District system-wide operating policies.

Exhibit A (attached) of the Budget Resolution summarizes operating and capital budget totals. It includes modifications to the Preliminary Budget as outlined in the previous paragraphs. Exhibit B (attached) reflects current hourly pay rates or base pay ranges, as applicable, and management incentive pay, if any, for non-represented employees.

FISCAL IMPACT:

The proposed FY20 Annual Budget is balanced.

ALTERNATIVES:

Not adopt the budget or adopt a budget that differs from what has been presented to the Board of Directors. Rules of the Board of Directors require that the budget be adopted prior to June 30th; adoption of the Budget Resolution by June 30th is required to authorize expenditures in FY20.

RECOMMENDATION:

Adoption of the following motion.

MOTION:

Adoption of the attached Resolution in the matter of approving the Annual Budget for the San Francisco Bay Area Rapid Transit District and authorizing expenditures for the fiscal year July 1, 2019 to June 30, 2020.

**BEFORE THE BOARD OF DIRECTORS OF THE
SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT**

**In the matter of approving
The Annual Budget for the
San Francisco Bay Area Rapid
Transit District and authorizing
Expenditures for the Fiscal Year
July 1, 2019, to June 30, 2020**

Resolution No. 5401

WHEREAS, the Board of Directors of the San Francisco Bay Area Rapid Transit District published notices on May 3 in newspapers of general circulation in the County of San Francisco, the County of Contra Costa, and the County of Alameda of its intention to adopt an Annual Budget for the Fiscal Year July 1, 2019, to June 30, 2020; and

WHEREAS, the Board of Directors of the San Francisco Bay Area Rapid Transit District desires to adopt an Annual Budget for the Fiscal Year July 1, 2019, to June 30, 2020; and

WHEREAS, the Board of Directors of the San Francisco Bay Area Rapid Transit District is required by Public Utilities Code Section 28767 to determine and create, by resolution, such number and character of positions as are necessary to properly carry out the functions of the District; and

WHEREAS, the Transportation Development Act (TDA), Public Utilities Code §99200, *et seq.*, provides for the disbursement of funds from the Local Transportation Fund of the Counties of Alameda and Contra Costa for use by eligible claimants for the purpose of operating assistance; and

WHEREAS, the State Transit Assistance (STA) fund makes funds available pursuant to Public Utilities Code Section 99313.6 for allocation to eligible applicants to support approved transit projects; and

WHEREAS, as attested to by opinions of the Office of the General Counsel, the San Francisco Bay Area Rapid Transit District is an eligible applicant for Net Toll Revenues and MTC Rail Extension Reserve bridge toll revenues pursuant to Section 30892 of the Streets and Highways Code; and is an eligible claimant for TDA and STA funds pursuant to Public Utilities Code Section 99260; and

WHEREAS, the agreement between the San Francisco Bay Area Rapid Transit District and San Mateo County Transit District, dated April 27, 2007, states that the San Francisco Bay Area Rapid Transit District will provide service on the SFO extension in a manner consistent with BART's system-wide operating policies; and

Adopted: June 13, 2019

WHEREAS, the system-wide operating plan for Fiscal Year 2020 was presented to the Board of Directors on May 9, 2019, in a presentation entitled Fiscal Year 2020 Preliminary Budget: Sources, Uses, Capital, & Service Plan; and

NOW, THEREFORE, BE IT RESOLVED that the attached Annual budget (marked Exhibit A and incorporated herein as though set forth at length) is hereby adopted; and

BE IT FURTHER RESOLVED that, subject to the resolved clauses, said Annual Budget includes appropriations of monies expected to be available in the General Fund, Capital Funds including Construction Funds and existing and anticipated Federal, State and local grants, for expenditures in the amounts and for the purposes set forth in said budget; and

BE IT FURTHER RESOLVED that the General Manager is authorized to enter into services agreements (including professional, technical, maintenance and repair agreements) and lease or license agreements for District use of real property, facilities, equipment and software provided that:

- (1) The General Manager shall first determine that the work or services concerned, in the amounts authorized in a service agreement, cannot satisfactorily be performed by the officers or employees of the District;
- (2) Agreements that are let by public bidding, service, lease, and license agreements, and amendments thereto, between \$25,000 and \$100,000, shall be reported bi-monthly to the Board of Directors;
- (3) Prior authorization by the Board of Directors is required when:
 - a. The agreement, and amendments thereto, total in the aggregate \$100,000 or more in the fiscal year; or
 - b. Amendments total in the aggregate \$100,000 or more in any subsequent fiscal year;
- (4) The General Counsel is authorized to enter into services agreements in amounts up to \$100,000 with special counsel not previously designated by the Board without prior notice to the Board where the General Counsel determines that such immediate action is necessary to protect the legal interests of the District. Any such agreement shall be reported by the General Counsel to the Board within the calendar month thereafter.
- (5) The General Manager's authority to take immediate remedial measures, as defined in Section 20224 of the California Public Contract Code, and as authorized in Resolution No. 4834 shall remain unchanged; and

BE IT FURTHER RESOLVED that the General Manager is authorized to exchange District goods and services for goods and services from others of approximately equal or greater value; and

BE IT FURTHER RESOLVED that all disbursements resulting from the exercise of authority granted the General Manager pursuant to this resolution shall be reported to the Board of Directors in the District's quarterly financial report; and

BE IT FURTHER RESOLVED THAT that the General Manager is authorized to waive minor irregularities in bid documents prior to recommending contract awards to the Board; and

BE IT FURTHER RESOLVED that the General Manager or the General Manager's designee is authorized to execute and file a Bridge Toll Application, a TDA Application and an STA Application along with necessary supporting documents, with the Metropolitan Transportation Commission for allocation of bridge toll revenues, TDA and STA funds in FY20; and

BE IT FURTHER RESOLVED that the San Francisco Bay Area Rapid Transit District's system-wide operating policies shall be generally as set forth in the May 9, 2019, in a presentation entitled Fiscal Year 2020 Preliminary Budget: Sources, Uses, Capital, & Service Plan, subject to such adjustments that staff determines necessary to operate the service in the public's interest; and

BE IT FURTHER RESOLVED that the General Manager or the General Manager's designee is authorized to execute an agreement with the City and County of San Francisco (CITY) to provide a transfer payment in FY19, such transfer payment being paid by the District to CITY in order to facilitate the coordination of transit service and furnish an incentive to CITY for providing enhanced transfer services between MUNI and BART stations; and

BE IT FURTHER RESOLVED that the General Manager is authorized to make expenditures and incur liabilities against said funds within the limits set forth in said budget and the provisions of this Resolution, and to act on behalf of the District in connection with contracts arising thereunder, by following the procedures provided by law, and by Board of Directors' Resolutions and Board Rules, except that no contractual obligation shall be assumed by the District in excess of its ability to pay, and provided further that all expenditures shall be in conformance with statutory and other restrictions placed on the use of said funds; and

BE IT FURTHER RESOLVED that the General Manager is authorized to exceed Board Appointed Department/Executive Office budgets by more than ten percent (10%) ten (10) days after written notice of this intended action has been mailed to the Board of Directors, provided that the Total Net Operating Expense line item set forth in "Exhibit A" is not exceeded and such action is consistent with Board Rule 5-1.4 and provided further that the General Manager will prepare and send to the Board, a summary of Department budgets within approximately 30 days after the adoption of this budget; and

BE IT FURTHER RESOLVED that the General Manager is authorized to exceed the foregoing ten percent limitation for emergency expenditures which are made in accordance with Resolution No. 4834 and Public Contract Code Section 20224; and

BE IT FURTHER RESOLVED that the General Manager is authorized to act on behalf of the District, and to make expenditures and incur liabilities against all funds of the District as provided for in contracts which have been authorized by the Board of Directors of the District and that the Board's authorizations of such contracts also include the necessary appropriations for such

contracts and change orders authorized by Rules approved by the Board, subject, however, to compliance with such specific appropriation resolutions as may be adopted by the Board from time to time; and

BE IT FURTHER RESOLVED that the General Manager or the General Manager's designee is authorized to issue free or discounted promotional tickets in FY20 for purposes of building ridership on the system, consistent with ridership development guidelines; and

BE IT FURTHER RESOLVED that effective July 1, 2019:

- (1) The total number of permanent full and permanent part-time positions ("full time equivalent") as of July 1, 2019, budgeted for the District shall be 5,019.4 (a part-time position is counted as 0.625 positions). Additional permanent positions are authorized, as required, not to exceed 50 positions, of which not more than 25 positions may be charged to operating expense provided the budgeted Total Net Operating Expense is not thereby exceeded;
- (2) The character and salary ranges of such positions, including officers appointed by the Board pursuant to Public Utilities Code Section 28811 shall be as set forth in the agreements entered into with Service Employees' International Union, Local 1021, Amalgamated Transit Union, Local 1555, American Federation of State and County Municipal Employees, Local 3993, the BART Police Officers Association and the BART Police Managers Association as to the employees represented thereby, and with other Bargaining Units for employees that may later be represented thereby, and for all other employees as set forth in the attached "Exhibit B", incorporated herein as though set forth at length. The employment benefits for non-represented employees shall be administered by the General Manager in accordance with Board Rule 4-1.2.
- (3) The General Manager is authorized to make future adjustments to the Professional/Management Salary Ranges ("Exhibit B") for non-represented employees in accordance with applicable provisions of the Compensation Manual, which reflects the District policy and practice to evaluate such ranges on an annual basis and to establish the mid-points of the pay ranges for positions so that they approximate the 75th percentile of the average of salaries paid for similar jobs in the labor market and to promptly advise the Board of any and all such range adjustments. The General Manager is directed to initiate the annual review by October of each year.
- (4) The District Secretary shall insure that an amendment to Exhibit B be prepared to reflect any adjustment to the hourly wage rates or professional/management pay bands as provided above or any adjustment to the Board appointed officers' salaries as a result of merit adjustments or scheduled increases provided in such officers' employment agreements that take effect during the fiscal year. The District Secretary shall attach any such amendment to Exhibit B as an addendum to this resolution.

- (5) The General Manager is authorized to pay non-represented employees on the merit plan who are eligible for a wage increase of up to 2.75% as of July 1, 2019, that portion of their merit increase which exceeds the top of the base salary range with no increase to the employee's "base wage" above the top of the salary range. The amount over the top of the salary range shall be paid over the following twelve month period in equal pay period installments and will be discontinued after the expiration of the twelve month period unless the pay range is adjusted in accordance with (3), above, to incorporate that portion that is over the top of the salary range. Employees must have been rated "effective" or higher overall in their most recent performance evaluation to be eligible for any merit increase.

BE IT FURTHER RESOLVED that the General Manager or the General Manager's designee shall post all grant applications online to the public as they are submitted, except those that if made public would compromise the security of the system.

###

Attachment 1 Fiscal Year 2020 District Operating Budget Sources & Uses Detail

| | FY20 PRELIMINARY | FY20 ADOPTED | INCREASE (DECREASE) |
|--|--------------------|--------------------|------------------------|
| Rail Passenger Revenue | \$ 479,353,015 | \$ 479,353,015 | \$ - |
| ADA Passenger Revenue | 888,896 | 888,896 | - |
| Parking Revenue | 36,527,523 | 36,527,523 | - |
| Other Operating Revenue | 28,425,826 | 28,723,958 | 298,132 |
| Subtotal - Operating Revenue | 545,195,260 | 545,493,392 | 298,132 |
| Sales Tax Proceeds | 277,000,000 | 277,000,000 | - |
| Property Tax Proceeds | 50,622,254 | 50,622,254 | - |
| SFO Ext Financial Assistance | 5,814,899 | 5,814,899 | - |
| Local & Other Assistance | 6,429,013 | 6,429,013 | - |
| State Transit Assistance | 39,196,299 | 39,370,555 | 174,256 |
| Low Carbon Transit Operations Program | 8,374,385 | 8,374,385 | - |
| Low Carbon Fuel Standard Program | 14,149,560 | 14,149,560 | - |
| Subtotal - Financial Assistance | 401,586,410 | 401,760,666 | 174,256 |
| SUBTOTAL - OPERATING SOURCES | 946,781,670 | 947,254,058 | 472,388 |
| Labor & Benefits | \$ 591,421,905 | \$ 591,627,444 | \$ 205,539 |
| ADA Paratransit | 16,931,647 | 16,931,647 | - |
| Purchased Transportation | 14,634,613 | 14,634,613 | - |
| Power | 45,596,872 | 45,596,872 | - |
| Other Non-Labor | 130,700,497 | 130,967,346 | 266,849 |
| Subtotal - Operating Expense | 799,285,534 | 799,757,922 | 472,388 |
| Bond Debt Service | 47,237,727 | 47,237,727 | - |
| Allocation - Capital Rehabilitation | 25,323,200 | 25,323,200 | - |
| Allocation - Priority Capital Programs | 52,165,937 | 52,165,937 | - |
| Allocation - Stations & Access Projects | 3,904,184 | 3,904,184 | - |
| Allocation - Other | 4,317,589 | 4,317,589 | - |
| Allocation - Sustainability from LCFS | 7,074,780 | 7,074,780 | - |
| Allocation - Pension | 10,000,000 | 10,000,000 | - |
| Allocation - Reversed Capital | (2,527,281) | (2,527,281) | - |
| Subtotal - Debt Service & Allocations | 147,496,136 | 147,496,136 | - |
| TOTAL - OPERATING EXPENSE | 946,781,670 | 947,254,058 | 472,388 |
| NET RESULT | \$ 0 | \$ 0 | \$ (0) |
| Average Weekday Trips | 404,900 | 404,900 | \$ - |
| Rail Farebox Recovery Ratio | 60.1% | 60.0% | \$ (0) |
| Operating Ratio | 68.2% | 68.2% | \$ (0) |

Attachment 2

FY20 Capital & Reimbursable Budget Headcount and Planned Expenditures Program Summary by Category

| Program Category | FY20 Headcount* | FY20 Planned Expenditures |
|---|--------------------|------------------------------|
| System Reinvestment | | |
| Mainline | 73.7 | \$ 409,443,035 |
| Rolling Stock | 690.9 | \$ 261,853,073 |
| Stations | 76.6 | \$ 118,188,362 |
| Controls & Communications | 148.8 | \$ 96,891,610 |
| Facilities | 52.0 | \$ 93,454,598 |
| Work Equipment | 2.4 | \$ 3,173,264 |
| Total System Renovation | 1,044.3 | \$ 983,003,941 |
| Safety & Security | 89.1 | \$ 73,952,356 |
| Earthquake Safety | 87.4 | \$ 167,119,778 |
| Service & Capacity Enhancement | 114.4 | \$ 158,216,475 |
| System Expansion | 198.1 | \$ 30,185,746 |
| SUBTOTAL CAPITAL | 1,533.3 | \$ 1,412,478,297 |
| Capitol Corridor** | 24.0 | \$ 4,643,766 |
| Reimbursable*** | 17.5 | \$ 2,825,021 |
| SUBTOTAL REIMBURSABLE | 41.5 | \$ 7,468,787 |
| Cost Allocation Plan | 48.0 | |
| TOTAL CAPITAL & REIMBURSEABLE | 1,622.8 | \$ 1,419,947,084 |

* Total authorized permanent positions.

** All expenses for the Capitol Corridor service to be reimbursed as allocated to the Capitol Corridor Joint Powers Board in the Annual State Budget Act.

*** Positions fully reimbursed by Muni, Caltrans, and others for BART staff expenses incurred in performing services for those organizations.

Attachment 3

FY20 Operating and Capital Budget Initiatives (General Fund)

| OPERATING | | Pos. | Labor | Non-Labor | Total |
|---|----------------------------------|-------------|------------------|------------------|-------------------|
| Quality of Life | Additional Police Officers | 19.0 | 1,963,197 | 114,000 | 2,077,197 |
| | Additional Fare Inspectors | 4.0 | 473,820 | - | 473,820 |
| Modernization, Efficiency and Financial Stability | Transportation Management | 4.0 | 935,540 | - | 935,540 |
| | Procurement | 15.0 | 1,731,315 | - | 1,731,315 |
| | Payroll | 2.0 | 297,608 | - | 297,608 |
| | OCIO Help Desk Support | 2.0 | 336,856 | - | 336,856 |
| | HASTUS Software | - | - | 830,000 | 830,000 |
| | Strategic Budget Administrator | 1.0 | 224,370 | - | 224,370 |
| | Maximo Software Support | 1.0 | 211,774 | - | 211,774 |
| | Leave Management | 1.0 | 233,885 | - | 233,885 |
| | Budget Analysis | 1.0 | 200,797 | - | 200,797 |
| | Measure RR Operating Support | 2.0 | 305,816 | 2,493,721 | 2,799,537 |
| | Operational Utilities | - | - | 1,050,000 | 1,050,000 |
| | MET Building | 3.0 | 305,154 | 30,000 | 335,154 |
| | BART to Antioch Operations | - | - | 900,000 | 900,000 |
| Compliance | Drug & Alcohol Testing | 1.0 | 233,885 | - | 233,885 |
| | Safety Training | - | - | 300,000 | 300,000 |
| | Early Warning Devices | - | - | 360,000 | 360,000 |
| | Fitness for Duty | 1.0 | 196,576 | 100,000 | 296,576 |
| | Fire & Life Safety | 2.0 | 500,940 | - | 500,940 |
| | Accessibility Investments | 2.0 | 402,229 | 750,000 | 1,152,229 |
| | Payment Card Industry Compliance | - | - | 300,000 | 300,000 |
| OPERATING TOTAL | | 61.0 | 8,553,762 | 7,227,721 | 15,781,483 |
| CAPITAL | | | | | Total |
| Compliance | Accessibility Investments | | | | 81,656 |
| CAPITAL TOTAL | | | | | 81,656 |

FY20 Stations & Access Projects (from Parking Revenue)

| OPERATING | | Pos. | Labor | Non-Labor | Total |
|------------------------|------------------------|-------------|--------------|------------------|------------------|
| Quality of Life | Homelessness | - | - | 1,716,500 | 1,716,500 |
| OPERATING TOTAL | | - | - | 1,716,500 | 1,716,500 |
| CAPITAL | | | | | Total |
| Quality of Life | Homelessness | | | | 283,500 |
| | Fare Evasion Deterrent | | | | 381,000 |
| CAPITAL TOTAL | | | | | 664,500 |

EXHIBIT A
SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT
ANNUAL BUDGET - FISCAL YEAR 2020

| <u>FUND SOURCES</u> | TOTAL |
|--|-------------------------|
| FUND SOURCES FOR NET OPERATING EXPENSE BUDGET, DEBT SERVICE AND CAPITAL ALLOCATIONS | |
| Operating Revenue | \$ 545,493,392 |
| Property Tax | 50,622,254 |
| 1/2 ¢ Sales Tax | 277,000,000 |
| Measure B, BB, & J Assistance | 5,362,524 |
| Other Financial Assistance | 115,000 |
| Caltrain - Millbrae Station Joint Use | 951,489 |
| SFO Ext Financial Assistance | 5,814,899 |
| State Transit Assistance | 39,370,555 |
| Low Carbon Transit Operations Program (LCTOP) | 8,374,385 |
| Low Carbon Fuel Standard Program (LCFS) | 14,149,560 |
| Total Operating Sources | 947,254,058 |
| FUND SOURCE FOR CAPITAL BUDGET | |
| Capital Funds - Cash Flow FY20 | 1,419,947,084 |
| TOTAL ESTIMATED FUND SOURCES | \$ 2,367,201,142 |
| <u>FUND USES</u> | |
| FUND USES FOR NET OPERATING EXPENSE BUDGET, DEBT SERVICE AND CAPITAL ALLOCATIONS | |
| Net Labor Expense ⁽¹⁾ | \$ 591,627,444 |
| Non-Labor Expense | 208,130,477 |
| Total Net Operating Expense | \$ 799,757,921 |
| Revenue Bond Debt Service | 47,237,727 |
| Allocations to Capital - Rehabilitation | 25,404,856 |
| Allocations to Capital - Priority Capital Programs | 52,165,937 |
| Allocations to Capital - Stations & Access Projects | 3,904,184 |
| Allocations to Capital - Other | 4,235,933 |
| Allocation to Sustainability from LCFS | 7,074,780 |
| Allocation - Fiscal Stability Pension | 10,000,000 |
| Reverse Operating Reserve | (2,527,281) |
| Total Operating Uses | \$ 947,254,057 |
| FUND USES FOR CAPITAL BUDGET | |
| Capital Funds - Cash Flow FY19 | \$ 1,419,947,084 |
| TOTAL ESTIMATED FUND USES | \$ 2,367,201,141 |
| NET FINANCIAL RESULT (DEFICIT) | 0 |

⁽¹⁾ Total Authorized Permanent Positions as of 07/01/19 = 5,019.4

EXHIBIT B

**CHARACTER, BASE SALARIES, PAY BANDS, HOURLY WAGE RATES,
AND MANAGEMENT INCENTIVE PAY OF MANAGEMENT AND
NON-REPRESENTED CLASSIFICATIONS**

| CHARACTER OF POSITION/PAYROLL CLASSIFICATION TITLE | HOURLY WAGE RANGE | | | | | |
|---|-------------------|------------|------------|------------|------------|------------|
| | STEP 1 | STEP 2 | STEP 3 | STEP 4 | STEP 5 | STEP 6 |
| CLERICAL & HOURLY | | | | | | |
| ADMINISTRATIVE TECHNICIAN | \$31,8241 | \$ 33,2239 | \$ 34,5212 | \$ 35,8522 | \$ 37,2178 | \$ 37,7421 |
| ADMINISTRATIVE SECRETARY | 30.6409 | 31.9866 | 33.2332 | 34.5133 | 35.8266 | 36.3260 |
| SENIOR SECRETARY | 28.5400 | 29.5909 | 30.6743 | 31.9866 | 33.2667 | 33.7660 |
| SENIOR CLERK | 30.3688 | 31.7015 | 32.9367 | 34.2047 | 35.5052 | 36.0047 |
| INTERMEDIATE CLERK | 27.1828 | 28.2873 | 29.3279 | 30.4029 | 31.7016 | 32.2009 |
| INTERMEDIATE CLERK P/T | 29.8651 | 31.0801 | 32.2247 | 33.4073 | 34.8367 | 35.3850 |
| PARALEGAL | 37.9728 | 39.6416 | 41.1872 | 42.7747 | 44.4033 | 45.0224 |
| P/T SURVEY TAKER (SINGLE RATE) | 36.5297 | | | | | |
| ENGINEER INTERN | 18.0000 | | | | | |

NOTE: The clerical rates are effective 7/1/2019

PROFESSIONAL/MANAGEMENT PAY BANDS

| PAY BAND | MINIMUM | MIDPOINT | MAXIMUM |
|----------|-----------|-----------|-----------|
| 15 | \$188,013 | \$239,719 | \$291,424 |
| 14 | 170,533 | 217,432 | 264,330 |
| 13 | 147,316 | 187,830 | 228,343 |
| 12 | 133,622 | 170,368 | 207,114 |
| 11 | 127,256 | 162,254 | 197,252 |
| 10 | 121,196 | 154,526 | 187,856 |
| 9 | 115,426 | 147,169 | 178,912 |
| 8 | 109,929 | 140,160 | 170,391 |
| 7 | 99,708 | 127,129 | 154,549 |
| 6 | 94,961 | 121,076 | 147,191 |
| 5 | 86,132 | 109,819 | 133,506 |
| 4 | 82,031 | 104,591 | 127,150 |
| 3 | 78,124 | 99,610 | 121,095 |
| 2 | 74,403 | 94,866 | 115,329 |
| 1 | 67,485 | 86,045 | 104,605 |

NOTE: The professional/ management pay bands were effective 7/1/2017

| MANAGEMENT INCENTIVE PAY (ANNUAL) | Amount | Effective |
|---|---------|------------|
| Assistant General Manager - Operations | \$4,800 | 8/27/2018 |
| Assistant General Manager- External Affairs | \$4,800 | 11/4/2013 |
| Assistant General Manager- Administration | \$4,800 | 1/30/2017 |
| Assistant General Manager- Technology/CIO | \$4,800 | 3/1/2013 |
| Assistant General Manager- Planning, Dev't & Construction | \$4,800 | 12/29/2017 |
| Assistant General Manager- Performance & Budget | \$4,800 | 7/23/2018 |
| Deputy General Manager | \$4,800 | 2/13/2017 |
| Managing Director - Capitol Corridor | \$4,800 | 11/21/2009 |

Due to the unique nature of these jobs as executive management employees reporting directly to the General Manager, these classifications are eligible to receive Management Incentive Pay of \$4,800 annually (26 equal pay period instalments of \$184.61).

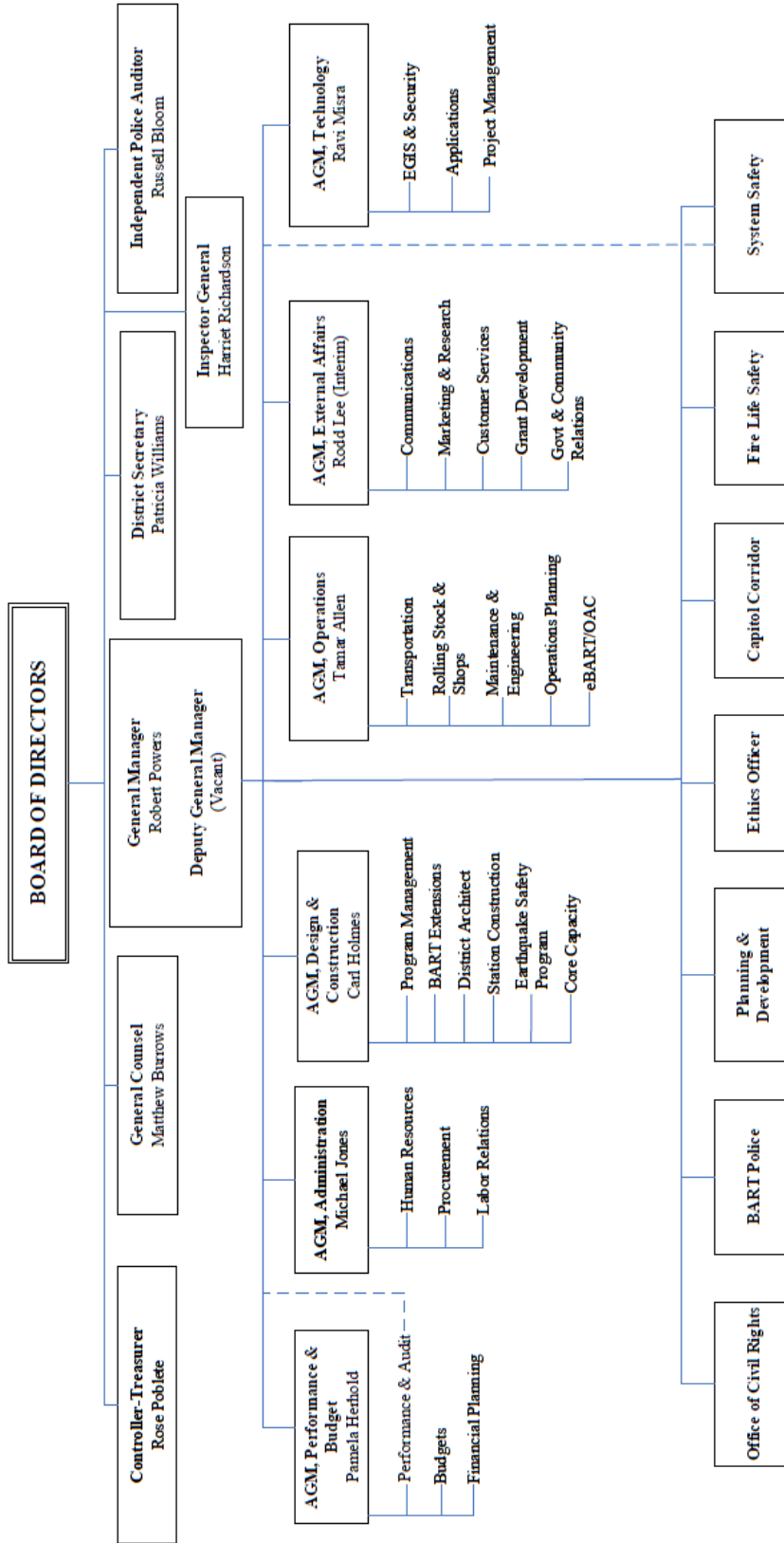
BOARD APPOINTED OFFICERS' ANNUAL SALARIES

| | Base Salaries | Effective |
|----------------------------|---------------|-----------|
| DISTRICT SECRETARY | \$208,424.00 | 9/3/2018 |
| CONTROLLER-TREASURER | \$264,735.35 | 7/1/2018 |
| GENERAL COUNSEL | \$292,703.05 | 7/1/2018 |
| GENERAL MANAGER | \$395,024.09 | 7/1/2018 |
| INDEPENDENT POLICE AUDITOR | \$199,363.72 | 7/1/2018 |

Note: The Board approved the salary adjustments for the Board Appointed Officers on November 15, 2018.

15.1.3 Attachment B: Organization Chart

SAN FRANCISCO BAY AREA RAPID TRANSIT
 ORGANIZATION CHART
 FY20 Adopted Budget



| | Total | Allocation | Net |
|--------------|----------------|------------|----------------|
| Operating | 3,444.6 | (48.0) | 3,396.6 |
| Capital | 1,533.3 | - | 1,533.3 |
| Reimbursable | 41.5 | - | 41.5 |
| Total | 5,019.4 | - | 4,971.4 |

15.1.4 Attachment C: Department Descriptions

Office of the General Manager²⁵

The Office of the General Manager (OGM) is comprised of the General Manager, who is appointed by the BART Board of Directors, and also includes the Deputy General Manager, Office of Civil Rights, System Safety, and Fire Life Safety. The OGM provides general oversight of BART and the leadership to develop and deliver BART's programs and projects, ensuring coordination and consultation with our many internal and external stakeholders. Goals of the OGM include:

- Ensure BART functions in a cost-effective manner to deliver high-quality customer service, system renovation and expansion, technological innovations, sustainability goals, and regional transportation leadership as guided by the Strategic Plan and Asset Management Program
- Provide a more reliable system to monitor safety performance, improve safety incident tracking, and identify regulatory compliance against assets and locations
- Invest in our current and future workforce development, wellness, and safety
- Work toward increasing diversity in hiring and contracting to meet BART diversity goals
- Progress to a more sustainable energy portfolio
- Build and strengthen community confidence in BART

Office of Civil Rights

The Office of Civil Rights aims to create a workplace free of discrimination, harassment and retaliation, and ensures that those who do business with BART are treated equitably according to local and federal laws. The office is comprised of the following divisions: Contract and Labor Compliance Programs, Economic Opportunity Policies and Programs, and Workforce and Policy Compliance.

System Safety

BART prioritizes the safety of its employees and riders. BART's Chief Safety Officer ensures that safety remains BART's top priority in all functions including planning, design, construction, testing, maintenance, and operations of the rail system. System Safety strives to make the system as safe as possible by tracking safety suggestions to resolution. System Safety monitors Operations, Engineering, employees/patrons, BART to Antioch/BART-to-OAK, and Environmental Compliance.

Fire Life Safety (FLS)

The primary responsibility of the department is to support the BART Safety Management System (SMS) program by minimizing the risks associated with fire and smoke events for the BART System. This responsibility includes performing inspections of facilities and infrastructure, conducting FLS assessment activities, investigating fire/smoke incidents, and enforcing BART Facilities Standards, federal and state laws, and city ordinances pertaining to fire protection and life safety.

Office of the General Counsel²⁶

The Office of the General Counsel (OGC) provides comprehensive legal services to BART. Responsibilities of the OGC include:

- Board of Directors: Review all matters submitted to the Board and respond to all questions referred to the Office of the General Counsel
- Litigation: Defend BART's interests in matters handled inhouse and provide clear direction and

²⁵ Board appointed position

²⁶ Board appointed position

control of litigation referred

- Labor Relations: Provide accurate and timely legal advice on labor matters including contract negotiations, arbitrations, terminations and discipline
- Human Resources: Provide accurate and timely legal advice on all Human Resources matters including compliance of BART policies and procedures (concerning wages, working conditions and benefits) with legal requirements and Board action
- Contracts & Agreements: Review, revise as necessary, and approve contracts and agreements of all types in support of BART

Office of the Controller-Treasurer²⁷

The Office of the Controller-Treasurer (OCT) is responsible for BART's finances, and collects, dispenses, accounts for, and creates financial reports for all monies that flow in or out of BART's coffers. Responsibilities of the OCT include:

- Develop financial forecasts to identify and plan for future revenue needs and expenditures, and allocations to capital and reserves
- Invest BART funds and monitor bond issues
- Pay BART's obligations, prepare and distribute payroll, monitor, control and account for cash collected, coordinate and monitor variances
- Administer General Ledger closing and handle the audits of BART's books and records
- Administer the Debit/Credit Card Ticket Program, EZ Rider Parking Program, Group Sales Program, customer refund claims, and off-site ticket sales

Office of the District Secretary²⁸

The Office of the District Secretary provides comprehensive administrative support to the Board of Directors. Responsibilities of the Office of the District Secretary include:

- Administer and record activity of the Board of Directors and the Capitol Corridor Joint Powers Authority (CCJPA) for compliance with applicable statute and agency requirements
- Provide and enhance effective and responsive communications on behalf of the Board of Directors with customers, constituents, officials, agencies, and staff
- Perform prescribed contract administration supporting BART procurement and construction activities and initiatives
- Serve as the authorized agent for legal service, request for records, and Custodian of Records.
- Administer BART's Conflict of Interest Code and the CCJPA's Conflict of Interest Code in coordination with the Fair Political Practices Commission

Office of Administration

Administration provides comprehensive human resources, procurement and labor relations services to BART. The Human Resources Department is responsible for managing compensation, benefits, leave management, talent acquisition, and workforce development for BART's employees. The Procurement Department oversees contract management, inventory management, logistics, purchasing and strategic maintenance across the BART System. Labor Relations is responsible for fostering effective and cooperative labor-management relationships between BART and its labor unions and providing costing and analysis support for labor negotiations. The Labor Relations Department is charged with negotiating,

²⁷ Board appointed position

²⁸ Board appointed position

administering and resolving grievances related to agreements for BART's five represented bargaining units.

Office of External Affairs

External Affairs ensures BART speaks with one voice to the public by communicating BART's message clearly and concisely to our customers, elected officials, neighborhoods, the media, and taxpayers. Additionally, External Affairs identifies local, state, and federal grant opportunities to fund BART projects and programs. External Affairs includes the following departments: Communications, Customer Services, Grant Development, Government & Community Relations, and Marketing & Research.

Police Department

The BART Police Department is comprised of both sworn and non-sworn police officers. In addition, the department consists of civilian employees including community-service officers, communications/9-1-1 dispatchers and supervisors, revenue-protection guards, clerical staff and supervisors, and a CAD/RMS administrator. The BART Police Department provides the full range of law-enforcement services. To prepare for major emergencies, critical incidents and tactical call-outs, the department is a signatory to the Bay Area's mutual-aid pacts. Select officers receive training in SWAT, crowd management, and hostage negotiations.

Operations

Operations ensures BART fulfills its mission to provide safe, clean, reliable and customer-friendly regional public transit service by managing BART's 48 stations across more than 100 miles of trackway. Operations includes the following departments: BART to Antioch Extension & OAC, Maintenance and Engineering, Operations Planning, Rolling Stock & Shops and Transportation.

Office of Design & Construction

Design & Construction (D&C) designs and delivers capital projects that support our riders' needs and create opportunities for local economic development. D&C includes the following departments: District Architect, Earthquake Safety Program, Extensions, Station Construction, Program Management, and Core Capacity.

Office of Performance & Budget

Performance & Budget develops and manages the annual operating and capital budgets; manages grant compliance and reporting; develops BART's SRTP/CIP and implements financial planning strategy and analysis; develops and implements fare policy and fare changes; conducts revenue forecasting; supports the Clipper program; conducts internal audits and investigations; and promotes and advances efficiency, effectiveness, and economy through continuously monitoring, managing and improving business performance across BART. Performance & Budget includes the following departments: Budget, Financial Planning, and Performance & Audit.

Office of the Chief Information Officer

The Assistant General Manager/Chief Information Officer sets information technology policy and direction for BART. The office reports directly to the Office of the General Manager and works closely with the Executive Offices to support BART's technology vision and mission. The office is comprised of the following divisions: EGIS & Security, Applications, and Project Management.

Capitol Corridor

The Capitol Corridor Joint Powers Authority (CCJPA) provides administrative management of the Capitol Corridor intercity passenger rail service. The Capitol Corridor is a safe, reliable, affordable, and convenient way to travel between the Sierra Foothills, Sacramento, the San Francisco Bay Area and Silicon Valley/San Jose and is the third most popular route in the national intercity passenger rail network. The CCJPA Board of Directors provides policy direction to the CCJPA staff in delivering high-quality passenger rail service along its 170-mile corridor. Amtrak operates the service for the CCJPA and Union Pacific Railroad owns and maintains the tracks. Funding is virtually 100% from passenger fares and state transportation funds. BART provides the full-time management staff, including marketing and communications, transportation, engineering, mechanical, planning and programming, and budget and service performance.

Office of the Independent Police Auditor²⁹

The Independent Police Auditor (IPA) provides all members of the public with effective and independent oversight of the BART Police Department by conducting independent investigations and reviews of police department activities, making policy recommendations to improve the performance of the Police Department, and maintaining continual communication with members of the public in the BART service area. The IPA reports to the BART Board of Directors, not the Police Department or the General Manager. Responsibilities of the IPA include:

- Accept and investigate certain complaints of misconduct against BART police officers
- Respond to the scene of officer-involved shooting incidents and monitor the ensuing BART Police Department investigation
- Review Internal Affairs investigations conducted by the BART Police Department, including those cases where the complainant has sought to appeal the findings issued by Internal Affairs
- Develop an alternative dispute resolution process for resolving some complaints and maintain a regular program of community outreach
- Develop recommendations to improve BART Police Department policies and prepare monthly and annual reports for the public, the BART Police Citizen Review Board, and the BART Board of Directors

Office of the Inspector General³⁰

The Office of the Inspector General was established as a result of Regional Measure 3 (Senate Bill 595 (Beall) (2018)) to provide independent oversight of BART activities and operations; conduct independent audits and investigations relating to BART's programs and operations; and report findings to BART's Board of Directors, the California State Legislature, and the public. The Inspector General is nominated by the Board of Directors and appointed by the Governor of California to serve an initial four-year term.

Office of Planning & Development

Planning & Development (P&D) focuses on customer access needs, long-range planning and transit-oriented development. P&D includes the following departments: Customer Access, Property Development & Real Estate, Station Area Planning, Strategic Planning, Sustainability, Energy Division, and the New Transbay Rail Crossing.

²⁹ Board appointed position

³⁰ Board appointed position

15.1.5 Attachment D: Position Summary Schedule

| Department | FY18 | | FY19 | | FY20 | |
|------------------------------------|----------------|--------------|----------------|----------------|----------------|----------------|
| | Operating | Capital** | Operating | Capital** | Operating | Capital** |
| General Manager | 46.8 | 18.3 | 46.0 | 22.0 | 37.0 | 22.0 |
| Administration | 5.0 | 2.0 | 5.0 | 2.0 | 5.0 | 2.0 |
| Civil Rights | 14.8 | 12.3 | 15.0 | 13.0 | 15.0 | 13.0 |
| Fire Life Safety* | | | | | 2.0 | 1.0 |
| Labor Relations* | 12.0 | - | 11.0 | 1.0 | | |
| System Safety | 15.0 | 4.0 | 15.0 | 6.0 | 15.0 | 6.0 |
| Chief Information Officer* | 66.0 | 4.0 | 66.5 | 5.5 | 67.5 | 6.5 |
| General Counsel | 17.0 | 5.0 | 17.0 | 5.0 | 17.0 | 5.0 |
| Controller-Treasurer | 104.0 | 10.0 | 100.0 | 14.0 | 102.0 | 14.0 |
| Administration | 2.0 | - | 2.0 | - | 2.0 | - |
| Assistant Controller | 37.0 | 9.0 | 35.0 | 11.0 | 37.0 | 11.0 |
| Assistant Treasurer | 61.0 | - | 59.0 | 2.0 | 59.0 | 2.0 |
| Insurance | 4.0 | 1.0 | 4.0 | 1.0 | 4.0 | 1.0 |
| District Secretary | 6.0 | 1.0 | 6.0 | 1.0 | 7.0 | 1.0 |
| Administration | 120.6 | 15.0 | 118.6 | 19.0 | 150.6 | 23.0 |
| Administration | 3.0 | - | 2.0 | - | 2.0 | - |
| Human Resources | 31.6 | 6.0 | 33.6 | 7.0 | 38.6 | 9.0 |
| Procurement | 86.0 | 9.0 | 83.0 | 12.0 | 99.0 | 13.0 |
| Labor Relations* | | | | | 11.0 | 1.0 |
| External Affairs | 52.3 | 7.5 | 51.3 | 10.5 | 51.3 | 10.5 |
| Administration | 3.0 | - | 3.0 | - | 3.0 | - |
| Customer Services | 16.0 | - | 16.0 | 1.0 | 15.0 | 1.0 |
| Communications | 8.5 | 1.5 | 8.5 | 1.5 | 8.5 | 1.5 |
| Government & Community Relations | 8.0 | 1.0 | 7.0 | 2.0 | 7.0 | 2.0 |
| Grant Development | 4.0 | 2.0 | 4.0 | 2.0 | 4.0 | 2.0 |
| Marketing and Research | 12.8 | 3.0 | 12.8 | 4.0 | 13.8 | 4.0 |
| Police | 350.0 | - | 341.0 | 13.0 | 372.0 | 16.0 |
| Operations | 2,684.0 | 724.1 | 2,612.0 | 1,030.9 | 2,561.2 | 1,344.9 |
| Administration | 3.0 | - | 2.0 | - | 2.0 | - |
| BART to Antioch/BART-to-OAK | 72.0 | - | 74.0 | - | 75.0 | - |
| Maintenance and Engineering | 703.9 | 658.1 | 806.9 | 871.1 | 772.9 | 1,167.1 |
| Operations Planning | 16.0 | 3.0 | 16.0 | 6.0 | 15.0 | 9.0 |
| Rolling Stock & Shops | 712.0 | 53.0 | 738.0 | 88.0 | 722.0 | 103.0 |
| Transportation | 1,177.1 | 10.0 | 975.1 | 65.8 | 974.3 | 65.8 |
| Design & Construction* | 7.5 | 71.5 | 6.5 | 73.5 | 6.3 | 74.8 |
| Administration | 2.5 | 1.5 | 1.5 | 1.5 | 1.3 | 1.8 |
| District Architect | 3.0 | 4.0 | 3.0 | 4.0 | 3.0 | 4.0 |
| Extensions | 2.0 | 66.0 | 2.0 | 68.0 | 2.0 | 69.0 |
| Planning & Development* | 27.4 | 8.7 | 37.9 | 12.2 | 39.4 | 17.7 |
| Performance & Budget | 33.5 | 11.5 | 27.5 | 13.5 | 30.5 | 14.5 |
| Administration | 3.0 | - | 3.0 | - | 3.0 | - |
| Budget | 12.0 | 4.0 | 13.0 | 5.0 | 15.0 | 6.0 |
| Customer Access* | 7.0 | - | | | | |
| Financial Planning | 4.5 | 4.5 | 4.5 | 5.5 | 4.5 | 5.5 |
| Performance & Audit | 7.0 | 3.0 | 7.0 | 3.0 | 8.0 | 3.0 |
| Capitol Corridor | - | 24.0 | - | 24.0 | - | 24.0 |
| Independent Police Auditor | 3.0 | - | 3.0 | - | 3.0 | - |
| Inspector General* | | | | | - | 1.0 |
| TOTAL | 3,518.0 | 900.5 | 3,433.3 | 1,244.0 | 3,444.6 | 1,574.8 |

*Creation/removal of department impacted by reorg.

**Capital headcount is based on capital funds available.

15.1.6 Attachment E: List of Acronyms

| Acronym/Term | Definition |
|----------------|--|
| ADA | Americans with Disabilities Act |
| ADC | Actuarially Determined Contributions |
| AFSCME | American Federation of State, County and Municipal Employees |
| ATU | Amalgamated Transit Union |
| BART | Bay Area Rapid Transit District |
| BPMA | BART Police Managers' Association |
| BPOA | BART Police Officers' Association |
| BSPF | BART Strategic Plan Framework |
| CalPERS | California Public Employee Retirement System |
| CARB | California Air Resources Board |
| CARP | Capital Asset Replacement Program |
| CBTC | Communication-Based Train Control |
| CCJPA | Capital Corridor Joint Powers Authority |
| CCRP | Commercial Communications Revenue Program |
| CCTV | Closed-Circuit Television |
| CIG | Capital Investment Grant |
| CPI | Consumer Price Index |
| CPUC | California Public Utilities Commission |
| D&C | Design and Construction |
| D4YWP | Department 4 Year Workplans |
| CY | Calendar Year |
| DCC | Doppelmayr Cable Car |
| DMU | Diesel Multiple Unit |
| DOT | Department of Transportation |
| EBPC | East Bay Paratransit Consortium |
| EGIS | Enterprise Geographic Information System |
| ESP | Earthquake Safety Program Bonds |
| FLS | Fire Life Safety |
| FTA | Federal Transit Administration |
| FOTF | Fleet of the Future |
| FTE | Full-time Equivalent |
| FY20 | Fiscal Year 2020 |
| GAAP | Generally Accepted Accounting Principles |
| GO | General Obligation |
| HMC | Hayward Maintenance Complex |
| HOT | Homeless Outreach Team |
| IG | Inspector General |
| IPA | Independent Police Auditor |
| ISSA | International Sanitary Supply Association |
| LCFS | Low Carbon Fuel Standard |
| LCTOP | Low Carbon Transit Operations Program |

| | |
|-------------------|--|
| M&E | Maintenance and Engineering |
| MaaS | Mobility as a Service |
| MBF | Means-based Fare |
| Measure RR | BART Safety, Reliability, and Traffic Relief Program |
| MET | Joseph P. Bort MetroCenter Building |
| MPPP | Money Purchase Pension Plan |
| MTC | Metropolitan Transportation Commission |
| OAK | Oakland International Airport |
| OCIO | Office of the Chief Information Officer |
| OCT | Office of the Controller-Treasurer |
| OGC | Office of the General Counsel |
| OGM | Office of the General Manager |
| P&D | Planning and Development |
| PEPRA | California Public Employees' Pension Reform Act |
| QFR | Quarterly Financial Report |
| RS&S | Rolling Stock and Shops |
| SB | Senate Bill |
| SEIU | Service Employees International Union |
| SF HOT | San Francisco Homeless Outreach Team |
| SFCTA | San Francisco County Transportation Authority |
| SFMTA | San Francisco Municipal Transportation Agency |
| SFO | San Francisco International Airport |
| SMP | Strategic Maintenance Program |
| SMS | Safety Management System |
| SPUR | San Francisco Bay Area Planning and Urban Research Association |
| SRTP/CIP | Short Range Transit Plan/Capital Improvement Program |
| STA | State Transit Assistance |
| SVBX | Silicon Valley Berryessa Extension |
| STCCCP | Systemwide Transbay Corridor Core Capacity Project |
| TCMP | Train Control Modernization Project |
| TIF | Transportation Improvement Fee |
| TIRCP | Transit and Intercity Rail Capital Program |
| TNC | Transportation Network Company |
| TOD | Transit Oriented Development |
| TPH | Trains Per Hour |
| TPSS | Traction Power Substations |
| TRA | Transportation Research Associates |
| UAL | Unfunded Accrued Liability |
| VTA | Santa Clara Valley Transportation Authority |

15.1.7 Attachment F: Glossary of Terms

| Term | Definition |
|--|---|
| Accrual Basis of Accounting | A method of accounting which recognizes expenses when incurred and revenues when earned. |
| Actuarially Determined Contribution | The amount needed to fund pension benefits over time as determined by actuarial reports. |
| Alameda-Contra Costa Transit District (AC Transit) | The Alameda-Contra Costa Transit District is the third-largest public bus system in California, serving 13 cities and adjacent unincorporated areas in Alameda and Contra Costa counties. ³¹ |
| BART System | An electrically powered rapid transit commuter rail system serving the residents of the San Francisco Bay Area. |
| CalPERS | The California Public Employees' Retirement System is an agency in the state of California which manages the pension and health benefits for BART employees. |
| Caltrain | Caltrain is a commuter railroad operating between San Francisco and San Jose, with limited service to Gilroy. Caltrain is owned and operated by the Peninsula Corridor Joint Powers Board, which is made up of representatives from the City and County of San Francisco, the San Mateo County Transit District and the Santa Clara Valley Transportation Authority. ³² |
| Caltrans | Caltrans manages more than 50,000 miles of California's highway and freeway lanes, provides inter-city rail services, permits more than 400 public-use airports and special-use hospital heliports, and works with local agencies. Caltrans carries out its mission of providing a safe, sustainable, integrated and efficient transportation system to enhance California's economy and livability, with six primary programs: Aeronautics, Highway Transportation, Mass Transportation, Transportation Planning, Administration and the Equipment Service Center. ³³ |
| Capital Asset | An asset with a useful life of more than one year that is capitalized in accordance with GAAP with a value greater than \$5,000. |
| Capitol Corridor | An intercity passenger train system that provides service in Placer, Sacramento, Yolo, Solano, Contra Costa, Alameda, San Francisco and Santa Clara counties managed through the Capitol Corridor Joint Powers Authority (CCJPA) which BART is a member of and provides day-to-day management support. ³⁴ |

³¹ "Facts and Figures." AC Transit, www.actransit.org/about-us/facts-and-figures/.

³² Caltrain Fast Facts, www.caltrain.com/Assets/_Public+Affairs/Fact+Sheets/TA+Fact+Sheet+FY2017.pdf.

³³ California, State of. "About Caltrans." About Caltrans | Caltrans, dot.ca.gov/about-caltrans.

³⁴ "CCJPA Service, Capitol Corridor Services." Capitol Corridor, www.capitolcorridor.org/ccjpa-service/.

| | |
|---|---|
| Clipper | Clipper® is the Bay Area’s all-in-one transit-fare payment card. MTC operates Clipper in partnership with the region’s 20-plus different transit agencies. ³⁵ |
| Close (Year-End/Monthly) | Following the finance departments posting of all transactions in a given period, the period is considered closed. Subsequent reporting and analysis can then be completed on the time period. |
| Commercial Communications Revenue Program | License agreements which work to expand BART’s commercial fiber and wireless telecommunications revenue footprint. |
| Communication-Based Train Control (CBTC) | A railway signaling system that makes use of the telecommunications between the train and track equipment for traffic management and infrastructure control. ³⁶ |
| Customer Satisfaction Survey | An independent research firm surveys BART customers every two years to gauge customer satisfaction, and BART uses the results to focus resources on areas that need the most improvement. |
| District | The three counties which make up BART's special-purpose district; Alameda, Contra Costa and San Francisco. |
| Fare Evasion | The act of circumventing barriers, fare gates or tailgating to avoid payment on a transit system. |
| Fare Policy | The collective policies which make up BART's fare structure. |
| Financial Stability Policy | BART's financial policy which aims to manage finances for both the short and long term. Goals include maintaining adequate reserves, the highest possible credit rating, establishing a fare structure to maintain revenues and align with operating costs while ensuring the delivery of safe, quality and efficient service to meet demand. |
| Fiscal Year | BART's fiscal year begins on July 1st of each year and concludes on June 30th of the following calendar year. |
| Fixed Guideway System | A public transportation facility using and occupying a separate right-of-way or rail for the exclusive use of public transportation and other high occupancy vehicles. ³⁷ |
| Fleet of the Future (FOTF) | BART's new rail cars developed by Bombardier which began to enter service in 2018. |
| General Obligation Bonds | A municipal bond backed by the issuing state or local government. |
| Golden Gate Transit | Based in San Francisco, the Golden Gate Bridge, Highway and Transportation District operates the Golden Gate Bridge, and two public transit systems: Golden Gate Transit buses and Golden Gate Ferry. ³⁸ |
| Hayward Maintenance Complex | A new maintenance and repair facility being constructed to support BART operations of both the legacy railcars and the Fleet of the Future. |

³⁵ “Your All-In-One Transit Card: Operate + Coordinate: Our Work.” Metropolitan Transportation Commission, mtc.ca.gov/our-work/operate-coordinate/traveler-services/your-all-one-transit-card.

³⁶ Communications-Based Train Control (CBTC) |, www.railsystem.net/communications-based-train-control-cbtc/.

³⁷ Transportation Equity Act for the 21st Century, www.fhwa.dot.gov/tea21/h2400iii.htm.

³⁸ “About Us.” Golden Gate Transportation District, goldengate.org/organization/.

| | |
|--|---|
| Headways | The time interval or distance between two vehicles, as automobiles, ships, or railroad or subway cars, traveling in the same direction over the same route. ³⁹ |
| Interlocking | Referring to the signaling field, a Railway Interlocking is a set of signal apparatus placed on the track in order to prevent conflicting movements among trains, through an arrangement of track devices such as junctions, derails and crossings. ⁴⁰ |
| Low Carbon Fuel Standard Program | A California policy which allows low and zero carbon fuel producers and transportation providers to generate credits and requires high carbon-intensity fuel providers (primarily oil refineries) to purchase credits while they work to reduce their carbon content. |
| Means-Based Fare | A program which allows adults whose annual earnings are up to 200% of the federal poverty level to qualify for a fare discount. |
| Measure RR | Measure RR, a San Francisco Bay Area Rapid Transit District bond measure which authorizes BART to issue and sell bonds of up to \$3.5 billion in general obligation (GO) bonds. |
| Metropolitan Transportation Commission | MTC is the transportation planning, financing and coordinating agency for the nine-county San Francisco Bay Area. ⁴¹ |
| Mobility as a Service (MaaS) | Mobility as a Service (MaaS) is the integration of various forms of transport services into a single mobility service accessible on demand. ⁴² |
| Northern California Megaregion | The 21-county region in Northern California which includes Alameda, Contra Costa, El Dorado, Marin, Merced, Monterey, Napa, Placer, Sacramento, San Benito, San Francisco, San Joaquin, San Mateo, Santa Clara, Santa Cruz, Solano, Sonoma, Stanislaus, Sutter, Yolo and Yuba counties as defined by the San Francisco Bay Area Planning and Urban Research Association (SPUR). |
| Operating Reserve | A fund balance set aside for use when unexpected losses or expenses occur. |
| Pacific Gas & Electric | A utility that operates in California to provide electricity and gas. |
| Passenger Environment Survey | Routine surveys conducted aboard BART trains to obtain feedback from passengers regarding their experience on a specific day. |
| Pension Reform | Known in California as the Public Employees' Pension Reform Act which places compensation limits on members in addition to other stipulations, effectively creating a two-tier retirement system made up of Classic (legacy employees) and PEPRAs employees, hired on or after the specified date in the legislation. ⁴³ |

³⁹ "Headway." Dictionary.com, Dictionary.com, www.dictionary.com/browse/headway.

⁴⁰ "Railway Interlocking: How Does It Work?" Railwaysignalling.eu, 24 Feb. 2014, www.railwaysignalling.eu/railway-interlocking-principles.

⁴¹ "MTC Homepage." Metropolitan Transportation Commission, mtc.ca.gov/.

⁴² "What Is MaaS? - MAAS-Alliance." MAAS, maas-alliance.eu/homepage/what-is-maas/.

⁴³ "Public Employees' Pension Reform Act." CalPERS, www.calpers.ca.gov/page/about/laws-legislation-regulations/public-employees-pension-reform-act.

| | |
|---|---|
| Preliminary Budget | A budget submitted for review to the BART Board of Directors prior to final adoption. |
| Proforma Budget | The baseline budget which presents estimated revenues and expenditures prior to other significant changes being finalized. |
| Proposition 13 | An amendment to the Constitution of California that provides guidelines for assessment and taxation of real property. |
| Purchased Transportation | Transportation service purchased by a public entity from another transit agency. |
| Quality of Life | A reference to initiatives and efforts that focus on improving safety, security and cleanliness throughout the BART System. |
| Quarterly Financial Report | A report produced each quarter throughout the fiscal year to analyze the performance of the fiscal year's budget to actual spending in that quarter and fiscal year-to-date. Variance analysis is conducted on substantial variances and highlighted in the report. |
| Regional Measure 3 (RM3) | A ballot measure to finance a comprehensive suite of highway and transit improvements through an increase to tolls on the region's seven state-owned toll bridges. ⁴⁴ |
| Ridership | In public transportation, ridership refers to the number of people using a transit service. |
| Rolling Stock | Locomotives, carriages, wagons, or other wheeled vehicles used on a railroad. |
| Sales Tax Revenue Bonds | A municipal bond backed by the revenue from sales tax. |
| San Francisco Municipal Transportation Agency (SFMTA) | The SFMTA is a department of the City and County of San Francisco responsible for the management of all ground transportation in the city. The SFMTA has oversight over the Municipal Railway (Muni) public transit, as well as bicycling, paratransit, parking, traffic, walking, and taxis. ⁴⁵ |
| San Mateo County Transit District (SamTrans) | The San Mateo County Transit District is the administrative body for the principal public transit and transportation programs in San Mateo County: SamTrans bus service, including Redi-Wheels & RediCoast paratransit service, Caltrain commuter rail and the San Mateo County Transportation Authority. ⁴⁶ |
| Santa Clara Valley Transportation Authority | A special district responsible for public transit services, congestion management, specific highway improvement projects, and countywide transportation planning for Santa Clara County, CA. ⁴⁷ |

⁴⁴ "Regional Measure 3: Fund + Invest: Our Work." Metropolitan Transportation Commission, mtc.ca.gov/our-work/fund-invest/toll-funded-investments/regional-measure-3.

⁴⁵ Belov, Charles. "About the SFMTA." SFMTA, San Francisco Municipal Transportation Agency, 7 June 2019, www.sfmta.com/about-sfmta.

⁴⁶ "About SamTrans." Caltrain Website, www.samtrans.com/about.html.

⁴⁷ "Member Profile." Santa Clara Valley Transportation Authority (VTA) | California Association of Councils of Government (CALCOG), www.calco.org/index.php?src=directory&view=members&srctype=detail&back=members&refno=66.

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| Short Range Transit Plan/Capital Improvement Program | The Short Range Transit Plan/Capital Improvement Program (SRTTP/CIP) provides an overview of BART's long-term operating and capital financial outlook, and as such is a guiding document for staff and policymakers. It helps inform BART's yearly budget process and assesses system performance. |
| Silicon Valley Berryessa Extension, Phase I | A planned 10-mile extension of the BART System into Santa Clara County continuing from the Warm Springs Station in Southern Fremont and continuing into the Berryessa district of San Jose. |
| Single Tracking | Moving rolling stock or trains going in both directions along a single line of track. |
| State of Good Repair | Senate Bill (SB) 1, The Road Repair and Accountability Act of 2017 authorizing funding for public transit agencies. |
| State Transit Assistance | Funding received from passage of Senate Bill (SB) 1, The Road Repair and Accountability Act of 2017. Also known as the State of Good Repair program. |
| Station Access Policy | The BART Station Access Policy is designed to support the broader livability goals of the Bay Area, reinforce sustainable communities, and enable riders to get to and from stations safely, comfortably, affordably, and cost-effectively. |
| Station Hardening | The act of reinforcing, repairing, and/or upgrading equipment at stations in an effort to reduce fare evasion. |
| Traction Power Network | An electricity grid for the supply of electrified rail networks. |
| Train Control Modernization | Removing aging train control equipment from the BART System and upgrading to a new CBTC system. |
| Systemwide Transbay Corridor Core Capacity Project (STCCCP) | STCCCP will allow BART to operate up to 30 ten-car trains per hour (300 cars) in each direction on the existing Transbay Tube, maximizing throughput in the most heavily used part of the system. The project includes four elements: 306 additional railcars to provide the additional trains needed, a new Communications-Based Train Control system that will allow closer headways, a new railcar storage yard at the Hayward Maintenance Complex (Phase 2), and additional traction power substations to provide the additional power needed for the more frequent service. |
| Transbay Tube/Transbay Corridor | A 3.6 mile underwater rail tunnel which carries BART's four Transbay lines under San Francisco Bay between the cities of San Francisco, CA and Oakland, CA. |
| Transit Oriented Development | The creation of compact, walkable, pedestrian-oriented, mixed-use communities centered around high-quality train systems. ⁴⁸ |
| Transportation Network Company | A company that matches passengers with vehicles typically using mobile applications and/or websites. Often referred to as rideshare. |

⁴⁸ Transit Oriented Development, www.tod.org/.

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| Unfunded Accrued Liability | The excess, if any, of the Actuarial Accrued Liability over the Actuarial Value of Assets. In other words, the present value of benefits earned to date that are not covered by current plan assets. ⁴⁹ |
| Way and Structures | The fixed facilities of a railroad including the track and structures needed for its operation. ⁵⁰ |

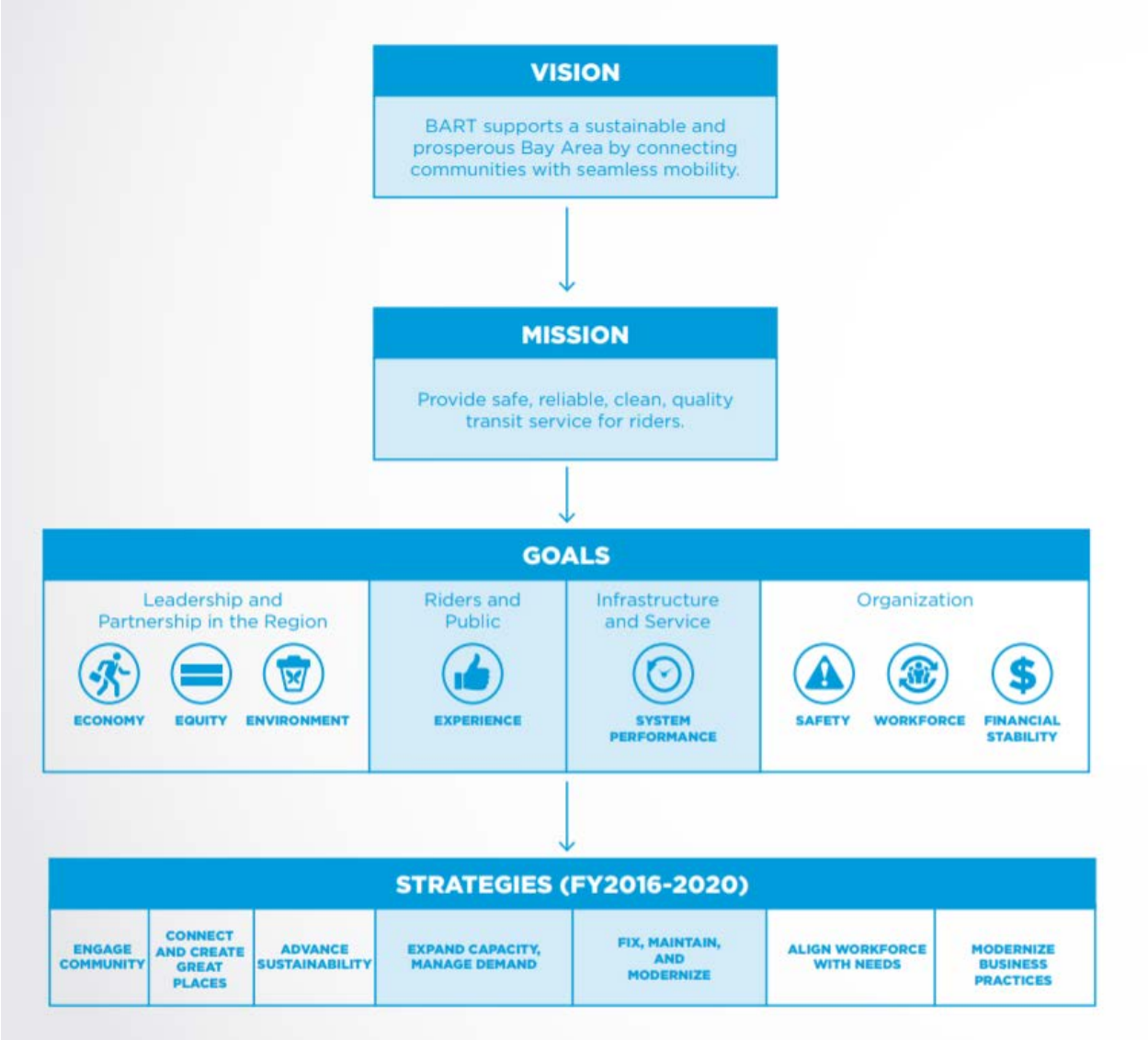
⁴⁹ "Pension Terminology." Texas Pension Review Board, www.prb.state.tx.us/files/education/terminologyfinal.pdf.

⁵⁰ "Way And Structures." Merriam-Webster, Merriam-Webster, www.merriam-webster.com/dictionary/way%20and%20structures.

15.1.8 Attachment G: Four-Year Work Plans

The BART Strategic Plan Framework (BSPF) documents BART’s organizational objectives including our mission, vision, goals and strategies through Fiscal Year 2020.

BART’s Strategic Plan Framework



To connect departmental actions with the BSPF goals and strategies, Department 4 Year Workplans (D4YWPs) were created. During the D4YWP process, each department lists their day to day activities, including any performance metrics, and aligns them with a BSPF goal; thus, serving as a dashboard of how a department’s day to day work supports the BSPF goals.

The variety and complexity of additional projects and activities that departments are responsible for extend well beyond the typical day to day activities. These special projects or “Strategic Initiatives” are also documented and aligned with a BSPF Strategy during the D4YWP process. These projects are cross functional in nature, therefore each BSPF Strategy is owned by at least one Assistant General Manager. The responsible Assistant General Manager provides guidance across departments to ensure the BSPF Strategy is successfully advanced.

Since day to day activities are department specific, the portion of the D4YWP that lists activities by BSPF goal is included with the department's organizational chart. Strategic Initiatives, due to their cross functional nature, are grouped and reported by BSPF Strategy into Strategic 4 Year Workplans. As an example, the Expand Capacity, Manage Demand BSPF Strategy has a dedicated Strategic 4 Year Workplan that includes sub-activities such as: Modernize BART Infrastructure to Meet Demand, Expansion Projects, Manage Parking Efficiently, Innovations to Support Ridership, Fleet Management and Modernize Capitol Corridor Infrastructure to Meet Demand. Upon drilling down into one particular sub-activity (Manage Parking Efficiently for example), we would see department specific commitments from contributing departments (in this case the Controller Treasurer's Office, Design & Construction, and Customer Access departments) that cover the four-year horizon of the BSPF.

The D4YWP process, along with the Strategic 4 Year Workplans, provides transparency on department activities, communicates progress made toward advancing the BSPF, and positions BART to begin to assess risks to accomplishing our organizational objectives. For more information on the D4YWP process and Strategic 4 Year Workplans, please contact the BART Asset Management Program Manager.



BART Strategic Plan

Engage Community FY17-FY20 WORK PLAN

OVERVIEW

Lead Department: Office of External Affairs

Preparer/Owner: R. Lee

Describe high level actions that make up the strategy, how BART will pursue, and how this Strategy supports the Strategic Plan goals and Key Performance Indicators.

BART is expanding opportunities for engaging riders and the public to strengthen relationships, foster a better understanding of community concerns and to create interest and support for BART programs, projects and ongoing capital needs. We will continue to focus on informing constituents about key work efforts (including the new rail car fleet, and Measure RR improvements), and on developing new tools and more efficient business processes to enhance communications.

Strategic Activities

- | |
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| 1. Interacting With & Educating Constituencies |
| 2. Homeless Outreach and Public Safety |
| 3. Increase Non-Fare Revenue |
| 4. Salesforce/Maximo Integration |
| 5. BART.gov Modernization |



BART Strategic Plan

Engage Community FY17-FY20 WORK PLAN

Activity #1: Interacting With & Educating Constituencies

BART is engaging key constituencies including riders, the general public, and the small business community. This includes improving BART.gov, enhancing access to Board materials, improving the efficiency of the customer service center, and conducting outreach related to system expansions. With the small business community, BART will be continuing engagement around Measure RR contracting opportunities, implementing the Small Business Opportunity Plan, and the recommendations of the recent small business Disparity Study.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|---------------------------------------|--|--|---|---|----------------|
| Expand Community Relationships | | | | | |
| 3008 | Engage Small Businesses in Measure RR Projects - OFFICE OF CIVIL RIGHTS | | | | |
| | | Engage Small Businesses in Measure RR Projects | | | Equity |
| 3009 | Implement Disparity Study Recommendations - OFFICE OF CIVIL RIGHTS | | | | |
| | | Implement Disparity Study Recommendations | Implement Disparity Study Recommendations | | Equity |
| 3010 | Implement Small Business Opportunity Plan - OFFICE OF CIVIL RIGHTS | | | | |
| | | Implement Small Business Opportunity Plan | | | Equity |
| 1047 | Increase Strategic Social Media Output by 10% in FY18 and 5% in FY19 & FY20 - COMMUNICATIONS | | | | |
| | | Increase Strategic Social Media Output by 10% Annually | Increase Strategic Social Media Output by 5% Annually | Increase Strategic Social Media Output by 5% Annually | Experience |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Engage Community FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|---------------------------------------|--|--|------|------|-----------------|
| Expand Community Relationships | | | | | |
| 393 | Research Dispute Resolution Process Alternatives - INDEPENDENT POLICE AUDITOR | | | | |
| | Complete Research & Identify Alternatives for Dispute Resolution | Implement Dispute Resolution Mechanisms, as Appropriate | | | Equity |
| 3057 | Implement Recommended Improvements to the Citizen Oversight Model as Determined by the Board of Directors in Connection with the Independent Review of the BART Police Oversight Structure (OIR Group, June 2017) - INDEPENDENT POLICE AUDITOR | | | | |
| | | Implement & Report on the Impact of any Changes to the Citizen Oversight Model Made by the Board of Directors | | | Equity |
| 879 | Educate Key Stakeholders & Community Regarding Public Comments to Environmental Impact Report (EIR) on BART to Livermore Expansion - GOVERNMENT & COMMUNITY RELATIONS | | | | |
| | Educate Key Stakeholders & Community on Proposed BART Expansion to Livermore | | | | Environment |
| 3044 | Explore Design & Estimates of Systems & Processes to Increase/Improve Ease of Web Based Public Access to Board Meeting Agendas & Materials, Notices & Decision-Making Information - DISTRICT SECRETARY'S OFFICE | | | | |
| | | Implement Web Based Solutions to Provide Access to Board Agendas, Notices, & Decision-Making Information (Led by OCIO) | | | Experience |
| 880 | Create & Execute a 10th Anniversary Program to Promote the Success of the Summer Youth Tour Program - GOVERNMENT & COMMUNITY RELATIONS | | | | |
| | Create & Execute a 10th Anniversary Program to Promote the Success of the Summer Youth Tour Program | | | | Experience |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Engage Community FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|---------------------------------------|---|--|--|---|----------------|
| Expand Community Relationships | | | | | |
| 3043 | Replace & Upgrade Existing Board Room: Audio Controllers, Microphones, Plasma Monitors, Programming to Correct/Improve Performance & Features - DISTRICT SECRETARY'S OFFICE | | | | |
| | | Complete Renewal of Existing Board Room Audio-Visual Systems to Correct/Improve Performance & Features | | | Experience |
| 1271 | Update the BPD "Explorer Post" Youth Program Which Provides Educational Training for Young Adults Interested in Law Enforcement Careers - POLICE DEPARTMENT | | | | |
| | Update the BPD Explorer Post Youth Program | Update the BPD Explorer Post Youth Program | | | Workforce |
| 3401 | Increase Subscribers for BART News Email Alerts. - COMMUNICATIONS | | | | |
| | | | | Expand email opt-in touchpoints with at least 3 campaigns or email pushes encouraging users to subscribe to BART News alerts. | Experience |
| 3403 | Administer the Project Signage Template Program to improve quality of onsite project signs by providing templates and design/message assistance. - COMMUNICATIONS | | | | |
| | | | Provide the District Architect the Project Identification Signs Design Manual for approval. Assist 2 projects using the branded templates. | Assist with at least 6 projects with new branded templates | Experience |
| 3404 | Implement a new email strategy using new platform - COMMUNICATIONS | | | | |
| | | | | Migrate emails to new unified platform, expand opt-in campaign, launch onboarding email journey | Experience |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Engage Community FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|---------------------------------------|---|---|------|--|----------------|
| Expand Community Relationships | | | | | |
| 3405 | Communicate next phases of BART app features - COMMUNICATIONS | | | | |
| | | | | Wide spread knowledge of app features, increased downloads as more features are available. | Experience |
| 2951 | General Counsel will Provide Support for the General Manager's Plans to Advance the District's Public Safety Initiative - GENERAL COUNSEL | | | | |
| | | General Counsel will Provide Support for the General Manager's Plans to Advance the District's Public Safety Initiative | | | Safety |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



Engage Community FY17-FY20 WORK PLAN

Activity #2: Homeless Outreach and Public Safety

BART continues to address homelessness in the Bay Area region by conducting outreach to the homeless population in our stations and trains. This includes leveraging partnerships to provide services to homeless individuals; implementing the LEAD SF program, which involves referring repeat, low level drug offenders to community-based health and social services as an alternative to jail; expanding the Homeless Outreach Team (HOT) effort to Contra Costa County, and reducing illegal behaviors (such as littering and open drug use) through increased enforcement. These efforts, along with initiatives to improve cleanliness (see the Connect and Create Places Work Plan) and reduce fare evasion (see the Fix, Maintain and Modernize work plan) are part of a coordinated plan to improve quality of life on the BART system.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|---|--|--|---|----------------|
| 2193 | Maintain Outreach Efforts to Connect Homeless Members of the Community with Outside Services & Assistance Based on their Individual Needs (Project Continues Beyond 2020) - POLICE DEPARTMENT | | | | |
| | Define Approach to Enhance Community Outreach Efforts to Connect Homeless with Outside Assistance | Implement Phase 1 to Enhance Community Outreach Efforts to Connect Homeless with Outside Assistance | Evaluate & Implement Phase 2 to Enhance Outreach Efforts to Connect Homeless with Outside Assistance | Maintain Community Outreach Efforts to Connect Homeless with Outside Assistance | Experience |
| 2662 | Assist in Connecting Homeless with the Local LEAD Center/San Francisco's Navigation Center Services, Including Housing & Medical Services - POLICE DEPARTMENT | | | | |
| | | Assist in Connecting SF Homeless with the Local LEAD Center | | | Equity |
| 3075 | Implement SF Homeless Outreach Team (SFHOT) - STATION AREA PLANNING | | | | |
| | | | Implement SF Homeless Outreach Team (SFHOT) | | Safety |
| 3078 | Coordinate with Local & Government Officials to Assist the Homeless Community Obtain Resources & Educate Constituents Regarding Outreach Plans - GOVERNMENT & COMMUNITY RELATIONS | | | | |
| | | Coordinate with Local & Government Officials to Assist the Homeless Community & Perform Outreach to Constituents | | | Safety |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Engage Community FY17-FY20 WORK PLAN

Activity #3: Increase Non-Fare Revenue

BART is exploring and implementing new methods of increasing non-fare revenue through modernization of parking fee collection and enforcement, additional focus on grant opportunities, strategic partnerships, static and digital advertisement, commercial communications, brand merchandising, and increased ground lease revenues.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|---|--|---|------|---------------------------|
| 864 | Prepare for Rebid of District Advertising Franchise - MARKETING & RESEARCH | | | | |
| | Obtain Customer & Board Input prior to Rebid of the District Advertising Franchise | Issue Request for Proposal (RFP) & Award New Contract for District Advertising | | | Financial Stability \$ |
| 3070 | Modernization of Parking Enforcement Through License Plate Recognition (LPR) Software - CUSTOMER ACCESS | | | | |
| | | Plan Modernization of Parking Enforcement Through License Plate Recognition (LPR) Software | Pilot LPR Software to Modernize Parking Enforcement | | Financial Stability \$ |
| 2992 | Advance San Francisco Transportation Task Force & RM3 Strategies with Partners - GRANT DEVELOPMENT | | | | |
| | | Advance San Francisco Transportation Task Force & RM3 Strategies with Partners | | | Financial Stability \$ |
| 380 | Plan Parking Fee Collection Modernization Project - CUSTOMER ACCESS | | | | |
| | Plan Parking Fee Collection Modernization Project | Plan Parking Fee Collection Modernization Project & Present to Board of Directors | | | Financial Stability \$ |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Engage Community FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|---|--|---|------|---------------------------|
| 328 | Work with the Board to Identify Strategic Fare & Revenue Opportunities, Analyze Impacts, Perform Title VI Assessment, & Implement Selected Opportunities - FINANCIAL PLANNING | | | | |
| | Lead Strategic Fare Discussion to Identify Option(s) for Further Study | Implement Board Approved Fare Options | | | Financial Stability \$ |
| 861 | Extend Digital Display Screens to Additional Stations to Generate Additional Advertising Revenue - MARKETING & RESEARCH | | | | |
| | Install Digital Screens at Powell St. Station to Generate Additional Advertising Revenue | Complete Installation of Digital Screens at Powell St. Station | | | Financial Stability \$ |
| 3085 | Introduce New Media to Generate Advertising Revenue - MARKETING & RESEARCH | | | | |
| | | Initiate Sales of Train Wrap Advertising | | | Financial Stability \$ |
| 2170 | Implement Commercial Communications Revenue Program (CCRP) Train to Ground Wireless Network Program - OCIO | | | | |
| | Create Enterprise Database of Fiber Optic Mapping to Support Commercial Communications Revenue Program (CCRP) | | Implement CCRP Train to Ground Wireless Network | | System Performance |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan


Engage Community FY17-FY20 WORK PLAN

Activity #4: Salesforce/Maximo Integration

BART is working to replicate, with our own Salesforce software, the See/Click/Fix Program model, to allow BART riders and the public to more easily communicate complaints and concerns about the BART system. This includes developing a more transparent system to keep riders informed about the status of their query.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|-----|--|--|---|------|---|
| 930 | Investigate Opportunities to Advance the "See-Click-Fix" Program - CUSTOMER SERVICES | | | | |
| | Investigate Opportunities to Advance the "See-Click-Fix" Program | Implement Phase 1 of the "See-Click-Fix" Program | Evaluate & Implement Phase 2 of the "See-Click-Fix" Program | | Experience  |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Engage Community FY17-FY20 WORK PLAN

Activity #5: BART.gov Modernization

BART is updating and enhancing the BART.gov website to better engage the public, facilitate ease of use, provide useful information and generate ongoing interest. This is focused on improving the functionality of the site and providing content that is timely, accessible and understandable to the public.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|--|--|--|--|----------------|
| 1283 | Implement New Customer Survey via the BART Watch Application - POLICE DEPARTMENT | | | | |
| | Create Customer Survey Instrument on BART Safety & Police Presence | Implement Customer Survey on BART Safety & Police Presence via BART Watch App | Analyze Survey Results & Establish Plan of Action | | Experience |
| 3400 | Streamline User Experience of the New BART.gov - COMMUNICATIONS | | | | |
| | | | | Enhance user experience of new bart.gov by developing content for at least 5 section updates and revisions | Experience |
| 1669 | Identify & Implement Opportunities to Advance the Open Data Policy & Make Public Facing Documentation Readily Available & Accessible - DISTRICT SECRETARY'S OFFICE | | | | |
| | | Support Opportunities to Advance the Open Data Policy, Making Public Facing Documentation Readily Available (w/OCIO) | Implement Phase 1 of the Open Data Policy, Making Public Facing Documentation Readily Available (w/OCIO) | Implement Phase 2 of the Open Data Policy, Making Public Facing Documentation Readily Available (w/OCIO) | Experience |
| 2159 | Enhance BART.gov to Improve Accessibility, Mobility, Navigation, Ease Of Use & Enhance Communication to Our Constitutes - OCIO | | | | |
| | | | Implement Enhancements to BART.gov to Improve Accessibility, Mobility, Navigation, & Ease Of Use | | Experience |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Engage Community FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|---|------|--|---|----------------|
| 3225 | Implementation of Mobility as a Service (MaaS) - OCIO | | | | |
| | | | Implement Phase I of MaaS inclusive of mobile application, Single Sign on, and payment processor automation. | Implement monthly and daily parking, and Bike Share. | Experience |
| 3226 | Implementation of Technology Solutions to address DRA lawsuits - OCIO | | | | |
| | | | | Implementation of DRA and accessibility features in Mobile application to support on demand ride share | Experience |
| 3237 | Implementation of BART.gov modernization Program. - OCIO | | | | |
| | | | Implement new bart.gov redesign and Implement District-Wide API Modernization Program | Continue to improve on content management and implementation of features in bart.gov associated with Maas | Experience |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



Expand Capacity, Manage Demand FY17-FY20 WORK PLAN

OVERVIEW

Lead Department: Operations

Preparer/Owner: T. Allen / C. Holmes / R. Padgett

Describe high level actions that make up the strategy, how BART will pursue, and how this Strategy supports the Strategic Plan goals and Key Performance Indicators.

BART is engaging in a wide range of activities to address peak period, peak direction capacity constraints, and to increase BART’s reach to more of the Bay Area. This strategy includes improvements to capacity at the core of the BART system and through innovative, non-capital approaches to managing demand. This strategy also includes planning for and/or constructing several major extension projects.

The Capitol Corridor will similarly work to update its infrastructure to meet significant increases in demand.

Strategic Activities

1. Modernize BART Infrastructure to Meet Demand (Core Capacity)
2. Expansion Projects
3. Manage Parking Efficiently
4. Innovations to Support Ridership
5. Fleet Management
6. Modernize Capitol Corridor Infrastructure to Meet Demand
7. New Transbay Rail Crossing



BART Strategic Plan

Expand Capacity, Manage Demand FY17-FY20 WORK PLAN

Activity #1: Modernize BART Infrastructure to Meet Demand (Core Capacity)

BART is implementing infrastructure improvements to increase peak Transbay throughput and address platform crowding with the Core Capacity Program. This work focuses on planning and securing funds for fleet expansion beyond the 775 funded replacement train cars, additional space and equipment to store and maintain the expanded fleet at the Hayward Maintenance Complex (HMC), a modernized traction power system, and replacement of the train control system. These projects are partially funded, including through the FTA; BART continues to seek full funding through all available sources.

Note: For train control projects, please refer to the Fix, Maintain & Modernize strategy.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|----------------------|---|---|---|---|----------------|
| Core Capacity | | | | | |
| 756 | FTA Core Capacity Program - STRATEGIC & POLICY PLANNING | | | | |
| | Advance the Development Phase of the FTA Core Capacity Program | Enter Engineering Phase of the FTA Core Capacity Program | Enter Engineering Phase of the FTA Core Capacity Program | | Economy |
| 757 | Core Capacity Project (MTC-Led) to Strengthen Regional Partnerships - STRATEGIC & POLICY PLANNING | | | | |
| | Complete the MTC-Led Core Capacity Project | | | | Experience |
| 758 | Perform Study & Initiate Pilot for Platform Edge Doors to Improve Core Capacity - STRATEGIC & POLICY PLANNING | | | | |
| | Complete the Platform Screen Door Feasibility Study | Initiate the Work Plan for the Platform Edge Door Pilot Program | Evaluate Pilot Program, if Advanced Finalize Preliminary Engineering & Contract Documents | Advertise Platform Edge Door RFP/RFQ & Award Contract | Experience |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Expand Capacity, Manage Demand FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------------------------------------|--|--|--|--|-------------------------|
| Core Capacity | | | | | |
| 3071 | Provide Financial Analysis & Support for the Core Capacity Project - FINANCIAL PLANNING | | | | |
| | | Provide Financial Analysis & Support for Core Infrastructure Planning | | | Financial Stability |
| 3149 | Complete Planning for Bay Fair Connection: New Platform, New Track, & Station Modifications - STRATEGIC & POLICY PLANNING | | | | |
| | | Initiate Concept Plan for Bay Fair Connection | Initiate Environmental Review & Related Preliminary Engineering | Complete Draft EIR & Related Preliminary Engineering | System Performance |
| Hayward Maintenance Complex | | | | | |
| 661 | Maintain Progress Towards the Completion of the Hayward Maintenance Complex Program which Began Construction in 2015 (Project Continues Beyond 2020) - ROLLING STOCK & SHOPS | | | | |
| | Continue Administration & Commissioning of the Hayward Maintenance Complex (HMC) Program | Opening & Staffing of HMC Truck Shop, Component Repair Shop, and Expanded Primary Shop | Opening & Staffing of HMC Truck Shop, Component Repair Shop, and Expanded Primary Shop | | System Performance |
| 662 | Continue the Procurement of Hayward Maintenance Complex Tools & Equipment as Needs Increase (Project Continues Beyond 2020) - ROLLING STOCK & SHOPS | | | | |
| | Continue the Procurement of HMC Tools & Equipment as Needs Increase | Continue the Procurement of HMC Tools & Equipment as Needs Increase | Continue the Procurement of HMC Tools & Equipment as Needs Increase | Continue the Procurement of HMC Tools & Equipment as Needs Increase | System Performance |
| 1705 | Manage the Hayward Maintenance Complex (HMC) Vehicle Overhaul Shop Project Subject to Funding Availability - DESIGN & CONSTRUCTION | | | | |
| | | Complete Early Design of the Hayward Maintenance Complex (HMC) Vehicle Overhaul Shop | Continue Design & Award Primary Contract for the HMC Vehicle Overhaul Shop | Begin Construction of the HMC Vehicle Overhaul Shop Pending Funding Availability | System Performance |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Expand Capacity, Manage Demand FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------------------------------------|--|--|--|--|------------------------|
| Hayward Maintenance Complex | | | | | |
| 1701 | Manage the Hayward Maintenance Complex (HMC) Track Works Project - DESIGN & CONSTRUCTION | | | | |
| | Perform Substantial Completion of HMC Track Works | Complete Construction of & Commence Operations at the HMC Track Works | | | System Performance |
| 1703 | Manage the Hayward Maintenance Complex (HMC) Central Warehouse Project Subject to Funding Availability - DESIGN & CONSTRUCTION | | | | |
| | Design the HMC Central Warehouse | Award Primary Contract for the Construction of the HMC Central Warehouse | Begin Construction of the HMC Central Warehouse | Commission Operation of HMC Central Warehouse | System Performance |
| 817 | Administer the Hayward Test Track Operations Program to Support the New Car Procurement & Acceptance Testing - TRANSPORTATION | | | | |
| | Administer the Hayward Test Track Program | Administer the Hayward Test Track Program | Administer the Hayward Test Track Program | Administer the Hayward Test Track Program | System Performance |
| 1702 | Continue the Hayward Maintenance Complex (HMC) Main Shop Component Repair Shop Project Subject to Funding Availability - DESIGN & CONSTRUCTION | | | | |
| | Continue Construction of the HMC Component Repair Shop | Complete Construction of the HMC Component Repair Shop | Complete Construction of the HMC Component Repair Shop | Commence Maintenance Operations at HMC Component Repair Shop | System Performance |
| 3352 | HMC - East Storage Yard - Trackwork (Long Lead items) Procurement Contract - DESIGN & CONSTRUCTION | | | | |
| | | | Complete IFB Design and Advertise and Award | Approve Submittals and Commence Fabrication | Economy |

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BART Strategic Plan

Expand Capacity, Manage Demand FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------------------------------------|--|------|---------------------------------------|---|------------------------|
| Hayward Maintenance Complex | | | | | |
| 3353 | HMC - East Storage Yard - Civil/Grading Contract - DESIGN & CONSTRUCTION | | | | |
| | | | Complete 90% Design | Complete IFB Design and Advertise and Award | System Performance |
| 3354 | HMC - East Storage Yard - Storage Yard Build Out Contract - DESIGN & CONSTRUCTION | | | | |
| | | | Complete 60% Design | Complete 100% Design | System Performance |
| 3355 | HMC - East Storage Yard - Flyover and Systems Contract - DESIGN & CONSTRUCTION | | | | |
| | | | Secure Firm for Development of Design | Complete 100% Design | System Performance |
| 3356 | Manage The Hayward Maintenance Complex (HMC) Non Revenue Vehicle Shop Project-Stage 1 , Bldg Demo and Site Prep. Subject to Funding Availability (Continues Beyond 2020) - DESIGN & CONSTRUCTION | | | | |
| | | | Advertise and Award Contract | Start and Complete Construction | System Performance |
| 3357 | Manage The Hayward Maintenance Complex (HMC) Non Revenue Vehicle Shop Project-Stage 2, Found., Bldg. Core & Shell. Subject to Funding Availability (Continues Beyond 2020) - DESIGN & CONSTRUCTION | | | | |
| | | | Complete 100% Design | Complete IFB Design, Advertise and Award | System Performance |

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BART Strategic Plan

Expand Capacity, Manage Demand FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------------------------------------|--|------|--|--|------------------------|
| Hayward Maintenance Complex | | | | | |
| 3358 | Manage The Hayward Maintenance Complex (HMC) Non Revenue Vehicle Shop Project-Stage 3, NRVE T.I. Subject to Funding Availability (Continues Beyond 2020) - DESIGN & CONSTRUCTION | | | | |
| | | | Complete 100% Design | Complete IFB Design, Advertise and Award | System Performance |
| 3359 | Manage The Hayward Maintenance Complex (HMC) Non Revenue Vehicle Shop Project-Stage 4, Other Shops T.I. and Partial 2nd Floor. Subject to Funding Availability (Continues Beyond 2020) - DESIGN & CONSTRUCTION | | | | |
| | | | Complete 100% Design | Complete IFB Design, Advertise and Award | System Performance |
| 3360 | Manage The Hayward Maintenance Complex (HMC) Non Revenue Vehicle Shop Project-Stage 5, All Remaining Areas T.I. Subject to Funding Availability (Continues Beyond 2020) - DESIGN & CONSTRUCTION | | | | |
| | | | Complete 100% Design | Complete IFB Design, Advertise and Award | System Performance |
| 3361 | Manage The Hayward Maintenance Complex (HMC) New Yard Turntable Project Subject to Funding Availability (Continues Beyond 2020) - DESIGN & CONSTRUCTION | | | | |
| | | | Complete IFB Design | | System Performance |
| 3362 | Manage The Hayward Maintenance Complex (HMC) New Substation "F" / Standby Power Project Subject to Funding Availability (Continues Beyond 2020) - DESIGN & CONSTRUCTION | | | | |
| | | | Complete IFB Design, Advertise and Award | Start Construction | System Performance |

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BART Strategic Plan

Expand Capacity, Manage Demand FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------------------------------------|---|------|---|------|------------------------|
| Hayward Maintenance Complex | | | | | |
| 3321 | Create PMs and tie job plans to new HMC assets prior to the beginning of service. - MAINTENANCE & ENGINEERING | | | | |
| | | | Create PMs and tie job plans to new HMC assets prior to the beginning of service. | | System Performance |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
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Expand Capacity, Manage Demand FY17-FY20 WORK PLAN

Activity #2: Expansion Projects

BART recently opened the Warm Springs Extension (2017) and eBART (2018), and is partnering to open BART to Berryessa Station in 2020. BART is continuing to study options to serve a larger geography in Alameda, Contra Costa and San Francisco Counties through possible future expansions and/or improvements to other modes of access. Additionally, critical BART facilities will need to expand to accommodate demands from system expansion and to address quality of life issues. This includes new police facilities, and the Transit Operations Center at Lake Merritt Station.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|---------------------------------------|--|---|--|------|----------------|
| BART System Expansion Projects | | | | | |
| 1695 | Manage the eBART Extension Project - DESIGN & CONSTRUCTION | | | | |
| | Complete Construction of the eBART Extension | Finalize Construction of the eBART Extension, Commence Revenue Service, & Close out the Project | | | Experience |
| 3000 | Complete eBART & SVBX Title VI Analyses - OFFICE OF CIVIL RIGHTS | | | | |
| | | Complete eBART & SVBX Title VI Analyses | | | Equity |
| 1696 | Manage the Warm Springs Extension Project - DESIGN & CONSTRUCTION | | | | |
| | Complete Testing & Begin Revenue Operations at the Warm Springs Extension | Closeout the Warm Springs Capital Project | Closeout the Warm Springs Capital Project | | Economy |
| 1698 | Complete Testing, Begin Revenue Operations, & Execute the O&M Agreement with the Santa Clara Valley Transportation Authority (VTA) at the SVBX Extension - DESIGN & CONSTRUCTION | | | | |
| | Support Testing at the SVBX Extension | Execute O&M agreement with VTA, & Begin Revenue Operations at the SVBX Extension | Execute O&M agreement with VTA, & Begin Revenue Operations at the SVBX Extension | | Economy |

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BART Strategic Plan

Expand Capacity, Manage Demand FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|---------------------------------------|---|---|--|--|------------------------|
| BART System Expansion Projects | | | | | |
| 3083 | Support the City of Fremont in the Award & Construction of the Irvington Passenger Station & West Side Bridge - DESIGN & CONSTRUCTION | | | | |
| | | Support the City of Fremont in Awarding Contract for Irvington Station & West Side Bridge | Support the City of Fremont in Construction of the Irvington Station & West Side Bridge | Continue to Lead/Support Construction Efforts (Pending Funding Availability) | Economy |
| 2984 | Define SVSX Tunnel Boring Methodology - DESIGN & CONSTRUCTION | | | | |
| | | Define SVSX Tunnel Boring Methodology | Support VTA Design Effort for SVSX | Support VTA Construction Efforts for SVSX | Economy |
| 807 | Hire Additional TOF Controllers, Station Agents, Train Operators, & System Service Employees to Support S-Line Opening - TRANSPORTATION | | | | |
| | Begin Onboarding Additional Staff to Support Expansion to Silicon Valley | Complete Onboarding Additional Staff to Support Expansion to Silicon Valley | Complete Onboarding Additional Staff to Support Expansion to Silicon Valley | | System Performance |
| 560 | Establish Performance Standards for eBART Operations (Vehicle Availability, On Time Connections, etc.) - OAC & eBART | | | | |
| | Publish Proposed Operational Performance Standards for Extensions | Publish Proposed Operational Performance Standards for Extensions | Analyze, Review, & Refine Operational Performance Standards Based on Initial Performance | | System Performance |
| 1232 | Produce & Implement Environmental Compliance Procedures for System Extensions (eBART/S-Line) - SYSTEM SAFETY | | | | |
| | Establish Environmental Compliance Procedures for Extensions | Implement Environmental Compliance Procedures for eBART | Implement Environmental Compliance Procedures for SVBX | Implement Environmental Compliance Procedures for SVBX | Environment |

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BART Strategic Plan

Expand Capacity, Manage Demand FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|---------------------------------------|---|--|---|---|-------------------------|
| BART System Expansion Projects | | | | | |
| 1222 | Train Emergency Personnel & First Responders to Accommodate System Expansions - SYSTEM SAFETY | | | | |
| | Train Emergency Personnel & First Responders For Warm Springs Opening | Train Emergency Personnel & First Responders For eBART Opening | Train Emergency Personnel & First Responders For SVBX Opening | Train Emergency Personnel & First Responders For SVBX Opening | Safety |
| 3072 | Provide Financial Analysis & Support to Facilitate the Opening of the SVBX Extension - FINANCIAL PLANNING | | | | |
| | | Provide Financial Analysis & Support to Facilitate the Opening of the SVBX Extension | | | Financial Stability |
| 3371 | FARE POLICY: Establish Fares for SVBX Phase 1 - FINANCIAL PLANNING | | | | |
| | | | Acquire Board Fare Policy Adoption by May of 2019 | | Financial Stability |
| 2975 | Support System Expansion through the Recruitment of 20 FTEs for the new eBART Extension - HUMAN RESOURCES | | | | |
| | Support System Expansion through the Recruitment of 20 FTEs for the new eBART Extension | Complete 100% of Recruitment for eBART | | | Workforce |
| 2976 | Support System Expansion through the Recruitment of 25 FTEs for the new SVBX Extension - HUMAN RESOURCES | | | | |
| | Support System Expansion through the Recruitment of 25 FTEs for the new SVBX Extension | Complete 100% of Recruitment for SVBX | | | Workforce |

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BART Strategic Plan

Expand Capacity, Manage Demand FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|---------------------------------------|--|---|--|--|-------------------------|
| BART System Expansion Projects | | | | | |
| 2977 | Support the Hiring Plan for Measure RR - HUMAN RESOURCES | | | | |
| | | Support the Hiring Plan for Measure RR | Continue Support of the Hiring Plan for Measure RR | | Workforce |
| 3286 | Install second crossover at E29 Interlocking to create a double crossover configuration - OAC & eBART | | | | |
| | | | | Develop requirement specification | System Performance |
| 3216 | VTA Operations and Maintenance Agreement - Development of Implementation Framework - OFFICE OF PERFORMANCE & BUDGET | | | | |
| | | | | Devise internal structure necessary to implement terms of Agreement | Financial Stability |
| 3338 | Manage Scheduling & Vendor Contracts for 0500 Opening Bus Bridge to Ensure Stable Service for Riders - OPERATIONS PLANNING | | | | |
| | | | | Stabilize Service During the 0500 Opening at the Least Subsidy to the District | System Performance |
| 1697 | Plan Irvington Passenger Station - STATION AREA PLANNING | | | | |
| | | Update Irvington Site Plan & Environmental Process, & Develop a Station Area Plan | Present Irvington Extension Plan to Board of Directors for Consideration | | Experience |

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BART Strategic Plan

Expand Capacity, Manage Demand FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|---|--|--|--|------------------------------------|-------------------------|
| Future BART Expansion Infrastructure | | | | | |
| 753 | Study Interstate 80 Transit - STRATEGIC & POLICY PLANNING | | | | |
| | Complete the Interstate 80 Transit Study | | | | Experience |
| 752 | Release the Draft Environmental Impact Report for Livermore & Bring Livermore Extension Effort to Decision - STRATEGIC & POLICY PLANNING | | | | |
| | | Release the Draft Environmental Impact Report for Livermore & Bring Livermore Extension Effort to Decision | | | Economy |
| 3421 | Monitor BART Connection to San Joaquin County and provide support to Tri-Valley Regional Rail Authority Valley Link Project while addressing impacts to BART - STRATEGIC & POLICY PLANNING | | | | |
| | | | Provide support to Valley Link Project while addressing impacts of the Project on BART | | Economy |
| BART Facilities Planning | | | | | |
| 2092 | Perform a Needs Assessment to Identify Future BART HQ Plans - REAL ESTATE & PROPERTY DEVELOPMENT | | | | |
| | Perform a Needs Assessment to Identify Future BART HQ Plans | Perform a Needs Assessment to Identify Future BART HQ Plans | | | Financial Stability |
| 2095 | Plan & Implement MET Building Improvements - REAL ESTATE & PROPERTY DEVELOPMENT | | | | |
| | Complete MET Building Acquisition Activities | Plan & Begin MET Building Improvements | Perform MET Building Improvements Phase 1 | Complete MET Building Improvements | Workforce |

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BART Strategic Plan

Expand Capacity, Manage Demand FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|---------------------------------|--|---|---|--|------------------------|
| BART Facilities Planning | | | | | |
| 1256 | Relocate the BPD Headquarters to the MET Building - POLICE DEPARTMENT | | | | |
| | | Complete Relocation of BPD Headquarters to MET Building | Complete Relocation of BPD Headquarters to MET Building | | Workforce |
| 3289 | Implement 9th & 15th Floor Renovation at LKS Building - MAINTENANCE & ENGINEERING | | | | |
| | | | | Complete Renovation Design | Workforce |
| 3275 | Design and Construct eBART Maintenance Facility B - OAC & eBART | | | | |
| | | | | Define Requirement and concept design | System Performance |
| 3394 | Relocation Strategy for MET Building: BART Police and other BART Facilities - REAL ESTATE & PROPERTY DEVELOPMENT | | | | |
| | | | Initiate Facilities Needs Analysis for BPD | Identify Property Options for BPD and Other Relocation | Economy |

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Expand Capacity, Manage Demand FY17-FY20 WORK PLAN

Activity #3: Manage Parking Efficiently

Management of parking is a critical component to ensuring that BART service can be accessed by patrons who do not live in a location where they can walk or bike to take transit. BART is engaging in various approaches to increasing parking availability and managing revenue and enforcement without sacrificing potential for transit-oriented development or community walkability.

Note: For other types of access improvements please refer to the Connect & Create Great Places work plan.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|---|---|---|---|-------------------------|
| 383 | Study Opportunities to Expand Off Property Parking - CUSTOMER ACCESS | | | | |
| | Explore Opportunities for Off-Property Parking Program | Implement Off-Property Parking Program in North Concord & West Dublin | Implement Off-Property Parking Program Where Appropriate | | Experience |
| 3363 | Administer the Pre-5AM Parking Program in Coordination with New Late Night Parking App - CONTROLLER-TREASURER | | | | |
| | | | | Implement New Late Night Parking App | Financial Stability |
| 3265 | Expand parking capacity at the Antioch station - DESIGN & CONSTRUCTION | | | | |
| | | | Obtain Board approval for a project to expand parking capacity and advertise contract | Pending Board approval, begin construction of expanded parking area | Economy |

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BART Strategic Plan

Expand Capacity, Manage Demand FY17-FY20 WORK PLAN

Activity #4: Innovations to Support Ridership

BART is continuing to explore programmatic and other non-infrastructure ways to manage demand by spreading ridership outside of the peak period, encouraging off-peak ridership, reducing delays through improved response time to emergencies, and modernizing train schedule processes where feasible. Also included are innovations to ensure safe operations during times of maximum demand.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|----------------------------|--|--|--|--|-------------------------|
| Ridership Retention | | | | | |
| 751 | Pilot the BART Perks Program to Manage Demand - STRATEGIC & POLICY PLANNING | | | | |
| | Complete the BART Perks Pilot | Complete BART Perks Evaluation, Prepare for 2nd Phase Pilot Project | Implement 2nd Phase Pilot Project | | Experience |
| 651 | Reduce Response Time to Mainline Incidents (Project Continues Beyond 2020) - ROLLING STOCK & SHOPS | | | | |
| | Reduce Mainline Incident Response Time | Evaluate & Monitor Incident Response Time & Implement Additional Improvements where Possible | Evaluate & Monitor Incident Response Time & Implement Additional Improvements where Possible | Continue Evaluation & Improvement of Mainline Response Time | System Performance |
| 806 | Provide Stand-By Emergency & Advanced Life Support Service During Commute Hours - TRANSPORTATION | | | | |
| | Provide Stand-By Emergency & Life Support Service During Commute Hours | Provide Stand-By Emergency & Life Support Service During Commute Hours | Provide Stand-By Emergency & Life Support Service During Commute Hours | Provide Stand-By Emergency & Life Support Service During Commute Hours | Safety |
| 3261 | Form partnerships with airports to allay declines in ridership - MARKETING & RESEARCH | | | | |
| | | | Finalize signage upgrades, install BART electronic kiosks, upgrade websites, and test deployment of street teams at OAK by June 30, 2019 | Explore replicating OAK partnership at SFO by June 30, 2020 | Financial Stability |

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BART Strategic Plan

Expand Capacity, Manage Demand FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|-------------------------|--|--|---|------|-------------------------|
| Ridership Growth | | | | | |
| 863 | Perform Customer Research on Key District Initiatives - MARKETING & RESEARCH | | | | |
| | Perform Customer Research on Seating Reconfiguration, Bicycle Policy, & Perks | Perform Customer Research on App-Based Rideshare Impact & Transbay Tube Seismic Work Mitigation | Perform Customer Research on BART Perks II & Fleet of the Future Revenue Service | | Experience |
| 862 | Perform Continuous Refinement of Content & Functionality of the BARTable Website, Weekly Email, & Social Media to Keep Content Fresh & Compelling & Maximize Impact on Off-Peak Ridership - MARKETING & RESEARCH | | | | |
| | Perform BARTable Focus Groups & Test Licensing Strategy to Increase Off-Peak Ridership & Revenue | Launch BARTable 2.0 Website & Introduce Stakla Social Media Aggregator | Perform a Return on Investment (ROI) Study to Assess the Impacts of the BARTable Program & Plan Additional Improvements | | Financial Stability |
| 1687 | Pilot Promotional Ticket Giveaways to Offset Ridership Losses due to Weekend Closures & to Increase Public Support for BART - MARKETING & RESEARCH | | | | |
| | Distribute 24K Serialized Tickets to Evaluate the ROI for Promotional Ticket Giveaways | Distribute 200K Serialized Tickets to Evaluate the ROI for Promotional Ticket Giveaways | | | Financial Stability |
| 3086 | Engage Interdepartmental Team & Ridership Consultant to Develop Plan to Address Ridership Shortfall - MARKETING & RESEARCH | | | | |
| | | Engage BART Team & Ridership Consultant to Develop Plan & Implement Recommendations in January of 2018 | | | Financial Stability |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
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Expand Capacity, Manage Demand FY17-FY20 WORK PLAN

Activity #5: Fleet Management

BART is bringing 775, and possibly more, new rail cars into operating service, and will be completing a number of improvements to fleet maintenance to improve fleet availability, reduce noise, improve cleanliness and generally manage the fleet in a way that improves capacity. As BART expands the fleet, system and facilities, the maturation and expansion of the Strategic Maintenance Plan (SMP) Program will ensure efficiencies and allow for strategic and smart labor growth within and beyond the next four years. The implemented efficiencies will ensure that future growth is managed appropriately and will allow for the target service delivery to be achieved.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|--------------------------------------|--|---|--|---|------------------------|
| Fleet Management Improvements | | | | | |
| 649 | Implement Full Service, Scheduled, & Thorough Cleaning Of Rail Cars - ROLLING STOCK & SHOPS | | | | |
| | Develop Plan for Scheduled Thorough Cleaning Of Rail Cars | Implement Plan for Scheduled Thorough Cleaning Of Rail Cars | | | System Performance |
| 655 | Expand the Strategic Maintenance Plan (SMP) Program to all Fleet & Work Activities (Project Continues Beyond 2020) - ROLLING STOCK & SHOPS | | | | |
| | Expand RS&S Strategic Maintenance Plan to all Work Activities | Expand RS&S Strategic Maintenance Plan to all Work Activities | Expand RS&S Strategic Maintenance Plan to all Work Activities | Expand RS&S Strategic Maintenance Plan to all Work Activities | System Performance |
| 656 | Develop & Maintain the RS&S Utility Fleet Program (Project Continues Beyond 2020) - ROLLING STOCK & SHOPS | | | | |
| | | | Develop the RS&S Utility Fleet Program to Transport BART Assets via Rail District-Wide | Implement Phase 1 of RS&S Utility Fleet Program (Continues Beyond 2020) | System Performance |
| 2148 | Implement New Car Processes - OCIO | | | | |
| | | Implement New Car Processes | | | System Performance |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
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| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Expand Capacity, Manage Demand FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|--------------------------------------|--|---|---|--|-------------------------|
| Fleet Management Improvements | | | | | |
| 3264 | Expand the eBART vehicle fleet - DESIGN & CONSTRUCTION | | | | |
| | | | Seek Board authority to extend options for vehicle procurement in existing contract. | Seek funding to purchase additional vehicles | Economy |
| 3271 | Procure additional DMU (2-6) for eBART Service - OAC & eBART | | | | |
| | | | Receive Board approval on additional DMU, extend existing contract expiration date, and work with MTC and others to secure future | Issue change order to exercise first option for two DMU | System Performance |
| 3272 | Procure Spare Parts for Existing 8 eBART Cars post two year Warranty - OAC & eBART | | | | |
| | | | Define must need DMU Spare part list and establish inventory process | Procure required spare parts to ensure fleet maintenance needs | Financial Stability |
| 3284 | Add GPS to the eBART DMU Trains - OAC & eBART | | | | |
| | | | | Perform preliminary and final Design | System Performance |
| New Rail Car Integration | | | | | |
| 654 | Accept New Rail Cars to Increase the Count of Available Cars for Revenue Service - ROLLING STOCK & SHOPS | | | | |
| | Place New Rail Cars into Revenue Service | Place up to 70 New Rail Cars into Revenue Service | Place Additional New Rail Cars into Revenue Service | Place Additional New Rail Cars into Revenue Service | System Performance |

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BART Strategic Plan

Expand Capacity, Manage Demand FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|---------------------------------|---|--|--|--|------------------------|
| New Rail Car Integration | | | | | |
| 2982 | Define Procurement Strategy for 306 New Rail Cars - ROLLING STOCK & SHOPS | | | | |
| | | Define Procurement Strategy for 306 New Rail Cars | Order 306 New Rail Cars | | System Performance |
| 652 | Implement Program to Decommission Rail Cars (Project Continues Beyond 2020) - ROLLING STOCK & SHOPS | | | | |
| | Develop the Scope of Work for Decommissioning of Rail Cars | Develop the Scope of Work for Decommissioning of Rail Cars | Develop the Scope of Work for Decommissioning of Rail Cars | Implement a 10 Car Pilot Program to Decommission Rail Cars | System Performance |
| 653 | Develop & Implement Contingency Fleet Program (Project Continues Beyond 2020, Becomes Day-To-Day in FY19) - ROLLING STOCK & SHOPS | | | | |
| | | Develop the Contingency Fleet Plan Program | Develop the Contingency Fleet Plan Program | Implement Phase 1 of the Contingency Fleet Plan Program | System Performance |
| 3065 | Complete the New Rail Car Ordering Specifications for 306 New Rail Cars - ROLLING STOCK & SHOPS | | | | |
| | | Complete the New Rail Car Ordering Specifications for 306 New Rail Cars | | | System Performance |
| 650 | Develop & Implement the New Fleet Graffiti Task Force Program (Project Continues Beyond 2020) - ROLLING STOCK & SHOPS | | | | |
| | Develop the New Rail Car Graffiti Task Force for the Entire Fleet | Implement the New Fleet Graffiti Task Force Program for the Entire Fleet | | | System Performance |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Expand Capacity, Manage Demand FY17-FY20 WORK PLAN

Activity #6: Modernize Capitol Corridor Infrastructure to Meet Demand

Capitol Corridor will be completing numerous improvements to expand capacity at stations and on trains, and to improve travel time in a way that can encourage demand.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|-----|---|--|--|---|----------|
| 539 | Sacramento to Roseville Third Main Track Construction - CAPITOL CORRIDOR | | | | |
| | Continue Sacramento to Roseville Construction Phase 1A | Continue Sacramento to Roseville Construction Phase 1A | Continue Sacramento to Roseville Construction Phase 1A | Complete Sacramento to Roseville Construction Phase 1A | Economy |
| 549 | Fairfield / Vacaville Station Construction Project - CAPITOL CORRIDOR | | | | |
| | | Complete Fairfield/Vacaville Station Construction | | | Economy |
| 548 | New Rolling Stock Acquisition Project: 10 Cars & 3 Locomotives - CAPITOL CORRIDOR | | | | |
| | Complete New Rolling Stock Project Phase 1 to Procure Additional Locomotives | | Complete New Rolling Stock Project Phase 2 of Additional Locomotives | Complete New Rolling Stock Project Phase 3 of Additional Passenger Cars | Economy |
| 540 | Track Maintenance Upgrades & Enhancement Program - CAPITOL CORRIDOR | | | | |
| | Complete Phase 4 of the Track Maintenance Upgrades & Enhancement Project | | | | Economy |
| 543 | Improve Running Times On Curved Tracks To Save Travel Time - CAPITOL CORRIDOR | | | | |
| | Complete Travel Time Savings Project | Complete Travel Time Savings Project | Complete Travel Time Savings Project | | Economy |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Expand Capacity, Manage Demand FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|-----|---|--|--|------|----------|
| 546 | Auburn Standby Power System Construction Project - CAPITOL CORRIDOR | | | | |
| | Complete Standby Power System Construction at Auburn Station | Complete Standby Power System Construction at Auburn Station | Complete Standby Power System Construction at Auburn Station | | Economy |
| 541 | Add Bike Storage to Stations & Passenger Cars Along Capitol Corridor Route - CAPITOL CORRIDOR | | | | |
| | Implement Bike Storage Expansion Program | Complete Bike Storage Expansion Program | | | Economy |
| 542 | Develop & Install On Board Information Systems (OBIS) - CAPITOL CORRIDOR | | | | |
| | Develop the On Board Information System (OBIS) | Upgrade the OBIS | Upgrade the OBIS | | Economy |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
| Objectives are Complete and SI is Complete or on Schedule |
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| Objectives have not been Started |



BART Strategic Plan

Expand Capacity, Manage Demand FY17-FY20 WORK PLAN

Activity #7: New Transbay Rail Crossing

BART is partnering with Capitol Corridor in planning a new transbay rail crossing. The project is intended to support the economy, protect the environment, and offer greatly increased capacity through the core of the Northern California megaregion.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|--|---|--|--|------------------------|
| 3003 | Advance Megaregional Rail Planning - CAPITOL CORRIDOR | | | | |
| | | Advance Phase 1 Megaregional Rail Planning | Advance Phase 2 Megaregional Rail Planning | Advance Phase 3 Megaregional Rail Planning | System Performance |
| 2986 | Initiate Interagency Study of Second Transbay Tube - STRATEGIC & POLICY PLANNING | | | | |
| | | Initiate Interagency Study of Second Transbay Tube, Defining Scope & Timeline with Partners | Advance Interagency Study of Second Transbay Tube, Defining Scope & Timeline with Partners | | Economy |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



Fix, Maintain, & Modernize FY17-FY20 WORK PLAN

OVERVIEW

Lead Department: Operations

Preparer/Owner: T. Allen

Describe high level actions that make up the strategy, how BART will pursue, and how this Strategy supports the Strategic Plan goals and Key Performance Indicators.

BART is working to modernize and maintain system infrastructure to improve performance and ensure that existing facilities can operate with minimal interruptions. This work is being greatly enhanced by Measure RR funds. Efforts include improving earthquake safety, rehabilitating and replacing track and traction power, implementing fire suppression and other safety upgrades, and addressing degradation of BART’s electrical systems, water leakage, and structural and erosion issues.

This strategy also includes work to reduce fare evasion by modernizing station infrastructure, as well as work on the new Transit Operations Facility and Train Control System, which will enable BART to operate both existing and new lines more effectively.

Strategic Activities

1. Complete Earthquake Safety Program
2. Design & Complete New Transit Operations Facility
3. Implement New Train Control System
4. Federal Stormwater Environmental Compliance (MS4)
5. Modernize Customer-Facing Station Infrastructure
6. Fare Evasion Suppression
7. Safety Upgrades for Employees & Infrastructure
8. Track Rehabilitation & Replacement
9. Improvements to the Traction Power System
10. State of Good Repair Initiatives



BART Strategic Plan



Fix, Maintain, & Modernize FY17-FY20 WORK PLAN

Activity #1: Complete Earthquake Safety Program

Much of the work programmed in the 2004 BART Earthquake Safety Bond (Proposition AA) has been successfully completed. BART is in the final phase of bond-funded work: retrofit of the Transbay Tube (TBT) to withstand a 1,000-year earthquake. This program will continue through 2024.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|--|---|---|--|---|
| 1699 | Manage Non-Transbay Tube (TBT) Earthquake Safety Program Projects - DESIGN & CONSTRUCTION | | | | |
| | Continue Ongoing Non-Transbay Tube Earthquake Safety Program Projects | Continue Ongoing Non-Transbay Tube Earthquake Safety Program Projects | Complete All Ongoing Non-Transbay Tube Earthquake Safety Program Projects | Complete Earthquake Safety Program at Coliseum and Fruitvale Stations | Safety  |
| 1700 | Manage the Earthquake Safety Program Transbay Tube (TBT) Retrofit Project (Continues Through FY22) - DESIGN & CONSTRUCTION | | | | |
| | Award the Contract for the Transbay Tube (TBT) Earthquake Safety Retrofit Project | Begin Construction on the TBT Earthquake Safety Retrofit Project | Initiate 5:00AM Opening & Continue the TBT Earthquake Safety Retrofit Project | Continue the TBT Earthquake Safety Retrofit Project (Continues Through FY24) | Safety  |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
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BART Strategic Plan



Fix, Maintain, & Modernize FY17-FY20 WORK PLAN

Activity #2: Design & Complete New Transit Operations Facility

A new Transit Operations Facility (TOF) is needed to accommodate the Silicon Valley Extension, and any other future potential extensions. The new facility will provide BART with a resilient, state of the art, and high functioning TOF to replace the current facility, which is undersized and over 40 years old.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|---|--|---|---|---|
| 1707 | Manage the Transit Operations Facility (TOF) Project - DESIGN & CONSTRUCTION | | | | |
| | Select Site for & Design the Transit Operations Facility (TOF) Project | Complete 65% Conceptual Design of the TOF, Finalize Environmental Review & Present for Board Consideration | Complete 65% Conceptual Design of the TOF, Award Contract for Construction of the TOF | Complete 100% Design of the TOF | System Performance  |
| 3411 | Complete Lake Merritt Plaza Redesign & Support Property Development in coordination with the Transit Operations Facility (TOF). - STATION AREA PLANNING | | | | |
| | | | Complete 65% Design of the Lake Merritt Plaza and identify full funding plan, in coordination with the TOF. | Complete 100% Design of the Lake Merritt Plaza and advertise for construction, in coordination with the TOF (pending funding availability). | Economy  |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
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| Objectives have not been Started |



BART Strategic Plan

Fix, Maintain, & Modernize FY17-FY20 WORK PLAN

Activity #3: Implement New Train Control System

BART's Train Control Modernization Program (TCMP) is a key component of its ongoing capital program, which includes major investments in a new fleet of rail cars, a state-of-the-art repair facility in Hayward, California, and a power supply refurbishment program, among others.

The existing train control equipment is now 45 years old, is no longer supported by the industry and is vulnerable to breakdowns and now regularly accounts for 15% to 20% of all train delays.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|--|---|--|--|------------------------|
| 1708 | Manage the Train Control Modernization Program - DESIGN & CONSTRUCTION | | | | |
| | Issue the Request for Proposals (RFP) for the Train Control Modernization Project | Advertise & Evaluate RFQ/RFP for Primary Contract for the Train Control Modernization Project | Advertise & Evaluate RFQ/RFP for Primary Contract for the Train Control Modernization Project | Award the Primary Contract for the Train Control Modernization Project | System Performance |
| 3317 | Implement Train Control & Communications Replacement Program - MAINTENANCE & ENGINEERING | | | | |
| | | | Complete Switch Replacement Parts Procurement. Complete Design of Whistle Stop Profile For OHY & OCY - Phase 1. Complete ICS Architectural Modernization (4 yards) | Complete Train Control Equipment Procurement @ M95 TCR (School St) | System Performance |
| 3307 | Implement Train Control Yard Axle Counter Pilot Project - MAINTENANCE & ENGINEERING | | | | |
| | | | Complete Train Control Yard Axle Counter alternatives assessment (Pilot) and develop specifications | Complete Train Control Yard Axle Counter Design (Pilot) project and complete procurement | System Performance |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
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BART Strategic Plan

Fix, Maintain, & Modernize FY17-FY20 WORK PLAN


Activity #4: Federal Stormwater Environmental Compliance (MS4)

As part of the implementation of the Clean Water Act, the Environmental Protection Agency regulates Municipal Separate Storm Sewer Systems (MS4). BART has completed all planned activities and is currently in compliance with new regulations which require BART to reduce waste and improve the stormwater discharge filtration system.

Note: For other Sustainability efforts, please see the Advance Sustainability work plan.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|--|---|--|------|--|
| 1234 | Develop Trash Reduction & Control Plans To Define Needs to Meet New MS4 Requirements - SYSTEM SAFETY | | | | |
| | Develop Trash Reduction & Control Plans to Define Needs to Meet New MS4 Requirements | Implement MS4 compliance efforts with Operations (Year 4 of 5). | Complete implementation of MS4 compliance efforts with Operations (Year 5 of 5). | | Environment  |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
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BART Strategic Plan

Fix, Maintain, & Modernize FY17-FY20 WORK PLAN

Activity #5: Modernize Customer-Facing Station Infrastructure

BART is improving customer-facing station infrastructure, including ticket vending machines (TVMs), platform destination signs, elevators and escalators. Improvements occur both on a station-by-station basis through the Station Modernization program, and systemically as BART addresses individual types of assets such as pigeon abatement screening, TVMs and destination signs. BART will continue to improve this infrastructure as funding is available.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------------------------------|---|--|--|--|------------------------|
| Station Modernization | | | | | |
| 2316 | Perform Station Modernization Construction at Designated Stations - DESIGN & CONSTRUCTION | | | | |
| | Initiate Modernization Construction at 19th St / Oakland; Powell St; El Cerrito Del Norte | Advance Modernization Construction at El Cerrito Del Norte | Advance Modernization Construction at El Cerrito Del Norte | Advance Modernization Construction at 19th St / Oakland, & Powell St Stations | Experience |
| 3304 | Acquire and Install Elevator/Escalator Remote Monitoring System (15LN400) - MAINTENANCE & ENGINEERING | | | | |
| | | | Complete Elevator/Escalator Remote Monitoring Pilot Design & Construction | Complete BFS Update, Complete Systemwide assessment | System Performance |
| 3310 | Implement Stations Improvement Program - MAINTENANCE & ENGINEERING | | | | |
| | | | Complete Civic Center Platform Stairs Design. Complete Assessment, Design, & Construction of Three AC Transit dedicated restrooms in High Transfer Stations. | Complete Civic Center Platform Stairs Construction, Complete Design & Construction of 2 AC Transit Bathrooms | Experience |
| 3314 | Replace and Upgrade Platform Emergency call box - Systemwide - MAINTENANCE & ENGINEERING | | | | |
| | | | Complete Pilot Project and Present to the Board for Future Funding | Complete Phase 1 Installation | Safety |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
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| Objectives have not been Started |



BART Strategic Plan

Fix, Maintain, & Modernize FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|--|--|------|--|---|-------------------------|
| Station Modernization | | | | | |
| 3281 | Add security fencing at Antioch Station and bird deterrent to Antioch Station pedestrian overcrossing - OAC & eBART | | | | |
| | | | | Procure and Install fencing and deterrent | Safety |
| 3269 | Add real time train info to trip planner and add video kiosk at Airport Station to improve passenger experience - OAC & eBART | | | | |
| | | | Investigate best ways to engage patrons and keep them informed | Procure kiosks and develop software to allow connection to real time tracking and trip planning | Financial Stability |
| 3425 | Implement Fare Gate Real Time Display (RTD) / Emergency Notification (subject to funding availability). - OFFICE OF DISTRICT ARCHITECT | | | | |
| | | | Continue RTD pilot with M&E collaboration. | Implement Phase 1 of the design process. | Safety |
| Ticket Vending Machine Improvements | | | | | |
| 3315 | Complete Design of Nextgen Fare Gate - MAINTENANCE & ENGINEERING | | | | |
| | | | | Complete Conceptual Design | Financial Stability |
| 3270 | Procure additional ticket vending machine with clipper dispensing kit; additional AFC machine and bill changers - OAC & eBART | | | | |
| | | | | Procure Ticket Vending Machine and AFC machine | System Performance |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
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| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Fix, Maintain, & Modernize FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|-----------------|---|---|--|---|----------------|
| Canopies | | | | | |
| 2319 | Plan, Design, & Construct Canopies for Designated Downtown San Francisco Stations - DESIGN & CONSTRUCTION | | | | |
| | Start Construction on 3 Pilot Canopies in Downtown SF | Complete Planning/Design/Environmental Phases for 2 Additional Escalator Canopies in Downtown SF Stations | Begin Phase 1 of Construction for Escalator Canopies in Downtown SF Stations | Continue Phase 1 Construction of Escalator Canopies in Downtown SF Stations | Experience |
| 2466 | Advance Berkeley Station Canopy & Plaza - OFFICE OF DISTRICT ARCHITECT | | | | |
| | Advance Berkeley Station Canopy & Plaza | Complete Berkeley Canopy & Plaza | Complete Berkeley Canopy & Plaza | | Experience |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
| Objectives are Complete and SI is Complete or on Schedule |
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BART Strategic Plan

Fix, Maintain, & Modernize FY17-FY20 WORK PLAN

Activity #6: Fare Evasion Suppression

Millions of fare dollars are lost each year to fare evasion. BART is implementing improvements to secure these areas. Additionally, the BART Police Department is enforcing the proof of payment policy within paid areas of the BART system.

These efforts, along with initiatives to improve cleanliness and safety (see the Connect and Create Places work plan) and provide homeless outreach services (see the Engage Community work plan) are part of a coordinated plan to improve quality of life on the BART system.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|---|---|--|--|---------------------------|
| 2668 | Support the Implementation a Robust Elevator Fare Evasion Deterrence Strategy at a Minimum of 2 Downtown SF Stations - DESIGN & CONSTRUCTION | | | | |
| | | Support Development & Implementation of a Robust Elevator Fare Evasion Deterrence Strategy at Powell & Embarcadero Stations | Continue Support of Implementation of Elevator Fare Evasion Deterrence Strategies at Powell & Embarcadero Stations | Support Development & Implementation of a Elevator Fare Evasion Deterrence Strategies at Montgomery & Civic Center | Financial Stability \$ |
| 2952 | General Counsel will Provide Support for the General Manager's Plan to Suppress Fare Evasion - GENERAL COUNSEL | | | | |
| | | General Counsel will Provide Support for the General Manager's Plan to Suppress Fare Evasion | | | Financial Stability \$ |
| 3077 | Perform Targeted Education & Outreach in Coordination with External Affairs & BPD Regarding the Implementation of Fare Evasion Suppression - GOVERNMENT & COMMUNITY RELATIONS | | | | |
| | | Perform Targeted Education & Outreach in Coordination with External Affairs & BPD Regarding the Implementation of Fare | | Inform Legislature Regarding Fare Evasion Suppression Policy | Financial Stability \$ |
| 1497 | Perform Installation of Swing Gates & Railings to Deter Fare Evasion - MAINTENANCE & ENGINEERING | | | | |
| | | Perform Installation of Swing Gates & Railings to Deter Fare Evasion | Perform Installation of Swing Gates & Railings to Deter Fare Evasion (5 stations) | Perform Installation of Swing Gates & Railings to Deter Fare Evasion (5 stations) | Financial Stability \$ |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Fix, Maintain, & Modernize FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|---|---|--|---|---------------------------|
| 2669 | Coordinate Multi-Departmental Efforts to Implement a Fare Evasion Deterrence Solution at 3 Stations - OPERATIONS PLANNING | | | | |
| | | Coordinate Multi-Departmental Efforts to Implement a Fare Evasion Deterrence Solution at 3 Stations | | | Financial Stability \$ |
| 2667 | Begin "Proof Of Payment" Enforcement to Deter Fare Evasion - POLICE DEPARTMENT | | | | |
| | | Begin "Proof Of Payment" Enforcement to Deter Fare Evasion | | | Financial Stability \$ |
| 3148 | Advance Station Modernization Program, As Funding Becomes Available - STATION AREA PLANNING | | | | |
| | | Initiate Conceptual Modernization Plan for Walnut Creek Station | Complete Plan for Walnut Creek Station; Initiate Lake Merritt Modernization & Capacity Concept Plan, Pending Available Funding | Initiate up to 2 New Additional Station Modernization Plans | Financial Stability \$ |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
| Objectives are Complete and SI is Complete or on Schedule |
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| Objectives have not been Started |



BART Strategic Plan

Fix, Maintain, & Modernize FY17-FY20 WORK PLAN

Activity #7: Safety Upgrades for Employees & Infrastructure

BART is completing a variety of safety upgrades to protect both employees and infrastructure.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|--|--|--|---|--|------------|
| In Station Safety | | | | | |
| 2471 | Install Entrance Gates at Market St & Mission St Stations to Improve Station Agent Openings Safety & Stairwell/Escalator Cleanliness - MAINTENANCE & ENGINEERING | | | | |
| | Install Entrance Gates at Market St Stations to Improve Station Agent Openings Safety & Stairwell/Escalator Cleanliness | Install Entrance Gates at Mission St Stations to Improve Station Agent Openings Safety & Stairwell/Escalator Cleanliness | | | Safety |
| 3268 | Study and address patron escalator falls - OAC & eBART | | | | |
| | | | | Improve escalator awareness with audio and visual warnings | Safety |
| 2467 | Evaluate Improvements to Platform Safety & Passenger Movement During Commute Hours - TRANSPORTATION | | | | |
| | Evaluate Improvements to Platform Safety & Crowd Management During Commute Hours at Embarcadero Station | Evaluate Improvements to Platform Safety & Crowd Management During Commute Hours at Embarcadero Station | Finalize & Implement an Embarcadero Crowd Management Plan (ECMP) that includes Platform Safety Monitors | | Safety |
| Operational Safety Improvements | | | | | |
| 3312 | Implement Radio Replacement Project - MAINTENANCE & ENGINEERING | | | | |
| | | | Complete RFP, Radio Site Survey, and Mitigation | Complete Procurement | Safety |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
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| Objectives have not been Started |



BART Strategic Plan

Fix, Maintain, & Modernize FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|--|---|--|---|--|------------------------|
| Operational Safety Improvements | | | | | |
| 3299 | Design, Procure, and Construct UPS Battery Systems within the Train Control Rooms - (System Wide) - MAINTENANCE & ENGINEERING | | | | |
| | | | Design UPS Battery Systems within the Train Control Rooms | Complete Design & Commence Procurement: - UPS Battery Systems within the Train Control Rooms - | Safety |
| 3279 | Modification of eBART Control Center Configuration - OAC & eBART | | | | |
| | | | | Procurement and complete configuration change | System Performance |
| 3285 | Install radio repeater tower at eBART Maintenance Facility as an addition to the core BART trunk radio system. - OAC & eBART | | | | |
| | | | | Initiate the Procurement Process | Safety |
| 3283 | Modify CTC / VLC as needed to provide vital speed restrictions and route prohibits - OAC & eBART | | | | |
| | | | | Perform preliminary and final Design | System Performance |
| 1217 | Plan & Implement Emerging FTA Safety Management System (SMS) Requirements - SYSTEM SAFETY | | | | |
| | Plan Activities to Comply with New FTA SMS Requirements. | Plan & Implement Activities to Comply with New FTA SMS Requirements. | Plan roadmap to SMS and Agency Safety Plan per FTA regulation, and develop BART Agency Safety Plan. | Build up SMS programs and elements, reach out to all departments and frontline employees, obtain Board approval, and submit to CPUC. | Safety |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
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| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Fix, Maintain, & Modernize FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|--|---|--------------------------------|---|---|---------------|
| Operational Safety Improvements | | | | | |
| 1235 | Complete the Review & Revision of the Injury & Illness Prevention Program (IIPP) - SYSTEM SAFETY | | | | |
| | Complete the Revision of the Final Injury & Illness Prevention Program (IIPP) Modules | Implement Revised IIPP Modules | | | Workforce |
| 3061 | Increase Safety Compliance Checks & Safety Audits at Stations, Yards & Wayside - SYSTEM SAFETY | | | | |
| | Increase Safety Compliance Checks & Safety Audits at Stations, Yards & Wayside | | | | Safety |
| 3159 | Develop and provide mandatory safety refresher 40-hour training to "all managers and senior employees who are entrusted to comply with and/or enforce worker safety rules, practices, policies, procedures and/or culture" as ordered by CPUC - SYSTEM SAFETY | | | | |
| | | | | Develop and implement training; annually submit certifications to CPUC. | Safety |
| 3158 | Establish and Support new Department of Fire Life Safety - SYSTEM SAFETY | | | | |
| | | | | Transfer 1 FTE to the new Department of Fire Life Safety to act as Director of Fire Life Safety | Safety |
| 3157 | Procure Roadway Worker Early Warning Safety System (Joint Activity with M&E) as required by CPUC - SYSTEM SAFETY | | | | |
| | | | Shortlist Early Warning Safety System suppliers for adoption. | Procure and Implement Early Warning Safety System for Roadway Workers (M&E). | Safety |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
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| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Fix, Maintain, & Modernize FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|--|--|------|--|---|---------------|
| Operational Safety Improvements | | | | | |
| 3156 | Advance Public Transportation Safety Certification Training Program for System Safety staff (49 CFR Part 672) - SYSTEM SAFETY | | | | |
| | | | Direct staff to enroll in required safety training courses. | Monitor staff training completion status. | Safety |
| 3342 | Establish a Fitness for Duty Program by EAP, will require more Train Operators (APTA) to conduct the test every two years and any they do not clear will need to be backfilled. - TRANSPORTATION | | | | |
| | | | | Implement program according to program guidelines (when issued) | Workforce |
| Security Program Improvements | | | | | |
| 3313 | Convert CCTV from Analog to Digital - Systemwide - MAINTENANCE & ENGINEERING | | | | |
| | | | Board action for procurement. | Completion of 7 stations | Safety |
| 3221 | Implement non-personally identifiable video and alarm analytics - OCIO | | | | |
| | | | Begin implementation of non-personally identifiable video and alarm analytics. | Complete implementation. | Safety |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
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BART Strategic Plan

Fix, Maintain, & Modernize FY17-FY20 WORK PLAN

Activity #8: Track Rehabilitation & Replacement

BART will continue to rehabilitate and replace tracks, interlockings and turnouts as needed to ensure system safety and reliability. Completing trackwork not only ensures the safety of customers and employees, but also helps BART avoid track failures that can cause long delays. This work will be completed on an ongoing basis throughout and beyond the four-year period.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|--|------|---|---|------------------------|
| 3297 | Implement Track and Structures Program - MAINTENANCE & ENGINEERING | | | | |
| | | | Complete Design A (North) & M Line Aerial Fall Protection work & platform edge rehab. Remove operating envelope conflict at MacArthur & Rockridge. Complete design of tunnel & facility waterproofing M & R Line. | Complete Design for 3 lines - Aerial Fall Protection Design, Complete 50 Cross-Passage Doors Replacement @ TBT, Complete platform edge Str. Rehab to Remove Op Envelop Conflict Richmond, Pleasant Hill & Concord | System Performance |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



Fix, Maintain, & Modernize FY17-FY20 WORK PLAN

Activity #9: Improvements to the Traction Power System

BART's traction power system is a vital piece of infrastructure that distributes electricity and delivers power directly to train cars. For BART to provide reliable train service, and accommodate the expansion and improvement of both the system and its fleet, repairs and upgrades to vital components of the aging traction power system are necessary. BART is working to upgrade or replace the power cables that distribute power throughout the system; the substations that convert that electricity to the proper voltage; and the third rail that delivers power directly to the trains. These replacements and refurbishments will allow BART to meet its increasing demands and move towards a safer, modern, and more resilient system.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|--|---|--|--|------------------------|
| 1606 | Replace Substation - Phase 1 (PM0243) - MAINTENANCE & ENGINEERING | | | | |
| | | Design Phase 1 of the Substation Replacement Plan | | Complete Substation - Phase 1 Design | System Performance |
| 1605 | Replace Substations - Phase 2 (PM0221) - MAINTENANCE & ENGINEERING | | | | |
| | | Design Phase 2 of the Substation Replacement Plan | | Complete Substation - Phase 2 Design | System Performance |
| 3300 | Replace TBT Cathodic Protection Anode Sled and Cable - MAINTENANCE & ENGINEERING | | | | |
| | | | Complete TBT Cathodic Protection Anode Sled & Cable Replacement Design | Commence Procurement | System Performance |
| 1436 | Provide Replacement of & Additional Protection to 4 Miles of Wayside Cables Between C45 & C47 due to Rodent Damage - MAINTENANCE & ENGINEERING | | | | |
| | | | | Complete Replacement & Additional cable protection between C45 & C47 | System Performance |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Fix, Maintain, & Modernize FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|---|------|--|---|------------------------|
| 3303 | Implement Traction Power Rehabilitation Program - MAINTENANCE & ENGINEERING | | | | |
| | | | Complete CWS Bulk Supply Transformer Replacement Design, Cast Coil Transformer Protection Upgrade Design, & 34.5kV Cable A & R Line Design. Commence 34.5kV Cable M Line Install. Complete Procurement of 3rd Rail | Complete 34.5kV Cable - C Line Design, Complete Renovation Design of Rectifiers and Multi-Function Protective Relays - Systemwide | System Performance |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
| Objectives are Complete and SI is Complete or on Schedule |
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| Objectives have not been Started |



BART Strategic Plan

Fix, Maintain, & Modernize FY17-FY20 WORK PLAN

Activity #10: State of Good Repair Initiatives

BART is rehabilitating and replacing infrastructure as needed to ensure safety and reliability. In particular, the activities focus on addressing areas with water intrusion and erosion, and rehabilitation of the electrical system to help prevent future system failures. This section also includes activities related to overall management of the Measure RR state of good repair re-investment program.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|--|------|---|---|------------------------|
| 3298 | Implement Maintenance Shops, Yards, & Other Facilities Program - MAINTENANCE & ENGINEERING | | | | |
| | | | Complete Design Substation Roofing & Rehabilitation of Exterior Walls to Prevent Leaks. Complete Design of non-penetrating guardrail Installation on one roof (Pilot Project) | Complete Installation pilot project for non-penetrating guardrail on one roof (Pilot Project) | System Performance |
| 3305 | Update Preventative Maintenance Procedure (15CS001) - MAINTENANCE & ENGINEERING | | | | |
| | | | Complete Phase 1 and Phase 2 safety critical assets | Initiate Phase 3 Preventive Maintenance Procedure Updates | System Performance |
| 3316 | Implement SCADA Replacement (Pilot) Project - MAINTENANCE & ENGINEERING | | | | |
| | | | Complete Concept of Architecture & Design Development | Complete Pilot at 1 station | System Performance |
| 3334 | Rehabilitate Exterior Walls to Mitigate Water Infiltration - MAINTENANCE & ENGINEERING | | | | |
| | | | Procure material and weatherize the walls of 6 buildings | Procure material and weatherize the walls of 6 buildings | System Performance |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Fix, Maintain, & Modernize FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|--|------|--|--|-------------------------|
| 3335 | Renew Soundwalls of guideways (C & R Lines) (WF0103) - MAINTENANCE & ENGINEERING | | | | |
| | | | Procure and construct to renew soundwalls of guideways (C & R Lines) | Complete Construction to renew soundwalls of guideways (C & R Lines) | System Performance |
| 3282 | Procure and install portable generators as the emergency power backup and install generator tie-in panels at all signal houses - OAC & eBART | | | | |
| | | | | Procure generators and install | System Performance |
| 3273 | EMF Major Equipment Protection - Canopies for Fuel Tanks and Train Wash Equipment - OAC & eBART | | | | |
| | | | Develop specification and requirement | Erect and build Canopies | Financial Stability |
| 3267 | Procure spare parts for switchgear prior to obsolescence - OAC & eBART | | | | |
| | | | | Identify spare parts required - draw out and molded case 480V circuit breakers | Financial Stability |
| 3280 | Install HVACs in station equipment rooms and cabinets that were not equipped in the initial eBART project delivery - OAC & eBART | | | | |
| | | | | Design, procure and install | System Performance |
| 3274 | Roof Access Platform and Stairs in the Inspection Pit Building - OAC & eBART | | | | |
| | | | | Procure and Install Platform and Stairs in the eBART Inspection Pit Building. | Safety |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Fix, Maintain, & Modernize FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|---|--|--|--|---|------------------------|
| Tunnel & Infrastructure Improvements | | | | | |
| 2528 | Design Replacement of the 4160V Cable Equipment in the TBT as part of the TBT Retrofit - DESIGN & CONSTRUCTION | | | | |
| | Design Replacement of the 4160V Cable Equipment in the TBT as part of the TBT Retrofit | Replace 4160V Cable Equipment in the TBT | Complete Replacement of 4160V Cable Equipment in the TBT | | System Performance |
| Electrical & Utility Improvements | | | | | |
| 1599 | Design 4160 Transformer/Switchgear Replacement (OTS) (PM0333) - MAINTENANCE & ENGINEERING | | | | |
| | | Award Contract for Replacement of TBT Generator and 4160 Transformer/Switchgear (OTS & SFTS) | | | System Performance |
| 1627 | Decentralize Train Control Communications Between BayFair Station & the A58 Train Control House to Enhance Operational Efficiency & Maintainability (SY0085) - MAINTENANCE & ENGINEERING | | | | |
| | Complete Decentralization of Train Control Communications Between BayFair/A58 Train Control House | | | | System Performance |
| 1607 | Perform the Unified Optical Network Buildout & Installation (SY0031) - MAINTENANCE & ENGINEERING | | | | |
| | Perform the Unified Optical Network Buildout & Installation on the A Line | Perform the Unified Optical Network Buildout & Installation on the C Line | | | System Performance |
| 3301 | Implement Electrical & Mechanical Infrastructure Rehabilitation Program - MAINTENANCE & ENGINEERING | | | | |
| | | | Complete Design Phase 2 - Station Fire Alarm (3 Stations). Complete Construction of Uninterruptable Power Supplies (UPS) within the Train Control Rooms 2 lines. | Complete Design Phase 3 - Station Fire Alarm, Complete Replacement Phase 1 Tunnel Lighting & Fixtures from M16 To M80, Complete Design Phase 2 - Tunnel Lighting Upgrade. | System Performance |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Fix, Maintain, & Modernize FY17-FY20 WORK PLAN


| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|--|--|---|--|--|------------------------|
| Electrical & Utility Improvements | | | | | |
| 1452 | Perform Train Control Room Crossover Rehab (C45, 47, 53) - MAINTENANCE & ENGINEERING | | | | |
| | | Perform Train Control Room Crossover Rehab (C45, 47, 53) | Perform Train Control Room Crossover Rehab (C45, 47, 53) | Complete cable replacement for Train Control Room Crossover Rehab (C45, 47, 53) | System Performance |
| 3302 | Implement Electrical & Mechanical Infrastructure Rehabilitation Program (Continue) - MAINTENANCE & ENGINEERING | | | | |
| | | | Complete Design - 480-Volt Switchgear & Transformer Replacement (SFTS). Complete Design - 1 Liebert Unit Replacement at LMA | Complete Design Met G Emergency Generator Replacement (1000kW), Complete 1 Liebert Unit Replacement Construction @ LMA. | System Performance |
| 3309 | Implement Maintenance Shops, Yards, & Other Facilities Improvement Program - MAINTENANCE & ENGINEERING | | | | |
| | | | Complete Train Control Hut Design at School Street | Complete High Priority Train Control Hut Design and initiate construction | System Performance |
| 3095 | Award Construction Contract for Water Intrusion Repair Prototype at Three Train Control Room Locations & Begin Construction - OFFICE OF DISTRICT ARCHITECT | | | | |
| | | Award Construction Contract for Water Intrusion Repair Prototype at Three Train Control Rooms | Complete Construction of Water Intrusion Repair Prototype at Three Train Control Rooms | | System Performance |
| State of Good Repair Support Activities | | | | | |
| 1706 | Award All On-Call Engineering Program Contracts - DESIGN & CONSTRUCTION | | | | |
| | Award \$150M in Contracts for On-Call Engineering Services | Award \$150M+ in Contracts for On-Call Construction Management | Award \$150M+ in Contracts for On-Call Construction Management | Award Sustaining Contracts for General Engineering, Construction Management, & Architectural Design | System Performance |

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| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Fix, Maintain, & Modernize FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|--|--|------|--|--|---|
| State of Good Repair Support Activities | | | | | |
| 3332 | Convert Old Cars to Maintenance Work Train (12 Cars) - MAINTENANCE & ENGINEERING | | | | |
| | | | Identify source of funds for train car conversion. | Convert revenue trains to maintenance vehicles | Safety  |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
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Align Workforce With Needs FY17-FY20 WORK PLAN

OVERVIEW

Lead Department: Human Resources/Labor Relations

Preparer/Owner: M. Jones / S. Dines

Describe high level actions that make up the strategy, how BART will pursue, and how this Strategy supports the Strategic Plan goals and Key Performance Indicators.

Given that eighty-five (85) percent of BART’s workforce is unionized, a key strategy for modernizing BART’s workforce is developing agreed-upon initiatives and shared approaches between the District and BART’s labor organizations. BART’s Human Resources group is committed to revitalizing and modernizing core HR business process with a focus on documenting and implementing controls and efficient processes. This work plan provides a framework for aligning and integrating workforce planning into the District’s overall prioritization and performance-identifying management efforts, core business processes, and budgeting activities. BART’s focus on providing upward mobility is integral to workforce readiness. We are defining career pathways that engage our regional partners to support BART’s and the Bay Area’s focus on greater economic opportunity, shared prosperity and economic resilience.

Strategic Activities

1. Implement Road Map to Stabilize & Improve Labor Relations
2. Human Resources Internal Revitalization
3. Expand Regional Workforce Partnerships With The Community



Align Workforce With Needs FY17-FY20 WORK PLAN

Activity #1: Implement Road Map to Stabilize & Improve Labor Relations

More than eighty-five percent (85%) of BART's 3,500 employees are represented by one of five labor organizations: Service Employees International Union (SEIU), Local 1021; Amalgamated Transit Union (ATU), Local 1555; American Federation of State, County & Municipal Employees (AFSCME), Local 3993; BART Police Officers' Association (BPOA) and BART Police Managers' Association (BPMA). These unions and their members are essential partners in the advancement of the work plan. The work plan is grounded in four pillars identified by Labor and Management as key to achieving stable and well-functioning labor relations: (1) Team-Building through Trust and Respect; (2) Shared Data Plan and Agreement; (3) Communications Strategies; and (4) Impasse Avoidance and Expeditious Peaceful Resolution of Disputes.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|--|--|---|---|---|---------------|
| Team-Building through Trust and Respect | | | | | |
| 2209 | Conduct District-Union Retreat With ATU - LABOR RELATIONS | | | | |
| | | Conduct District-Union Retreat With ATU | | | Workforce |
| 2208 | Identify Labor-Management Opportunities to Promote Frontline & Passenger Safety, Customer Service & Operational Improvements - LABOR RELATIONS | | | | |
| | Identify Opportunities to Promote Safety, Customer Service & Operational Improvements | Continue to Engage with Labor & Stakeholders to Address Homelessness, Station Cleanliness, Fare Evasion, & Safety | Continue to Engage with Labor & Stakeholders to Address Homelessness, Station Cleanliness, Fare Evasion, & Safety | Continue to Engage with Labor & Stakeholders to Address Homelessness, Station Cleanliness, Fare Evasion, & Safety | Safety |
| Shared Data Plan and Agreement | | | | | |
| 2210 | Develop Data Analytics Team & Standard Methodologies - LABOR RELATIONS | | | | |
| | Develop Data Analytics Team & Standard Methodologies | Establish Framework For Sharing Data with Unions Relative to Contract Negotiations | Implement Framework For Sharing Data with Unions Relative to Contract Negotiations | Implement Framework For Sharing Data with Unions Relative to Contract Negotiations | Workforce |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
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| Objectives are Behind Schedule, Stalled, or only Partially Complete |
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BART Strategic Plan

Align Workforce With Needs FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|---|---|--|--|--|---------------|
| Shared Data Plan and Agreement | | | | | |
| 2211 | Provide High Quality Data For Negotiations Over Pensions & Police Agreements - LABOR RELATIONS | | | | |
| | | Provide High Quality Data For Negotiations Over Pensions & Police Agreements | Begin Collecting & Analyzing Data to Aid in the Development of Bargaining Themes for 2021 Negotiations | Develop Effective Use Of SharePoint To Support 2021 Negotiations | Workforce |
| Communication Strategies | | | | | |
| 1016 | Identify & Incorporate Labor Relations Training Modules in Supervisory Training Programs - HUMAN RESOURCES | | | | |
| | Identify & Incorporate Labor Relations Training Modules in Supervisory Training Programs | | | | Workforce |
| Impasse Avoidance and Expeditious Resolution | | | | | |
| 2214 | Begin & Complete BPD CBA Negotiations - LABOR RELATIONS | | | | |
| | | Begin & Complete BPD CBA Negotiations | | | Workforce |
| 2213 | Complete Negotiations For Pension Re-Opener Utilizing Binding Interest Arbitration For Impasse, If Needed - LABOR RELATIONS | | | | |
| | | Complete Negotiations For Pension Re-Opener Utilizing Binding Interest Arbitration if Needed | Complete Arbitration if Needed and Still ongoing | | Workforce |
| 986 | Promote Efficient Construction, Operations, & Training Through Staffing of Joint Administrative PSA Committees, Including the Development of a Plan for use of Workforce Training Funds - LABOR RELATIONS | | | | |
| | Develop Joint Administrative Committee, Major Projects Stabilization Agreement (BMPSA), & Project Procedures | Promote Efficient Construction, Operations, & Training Through Staffing of Joint Administrative PSA Committees | Promote Efficient Construction, Operations, & Training Through Staffing of Joint Administrative PSA Committees | | Workforce |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
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| Objectives have not been Started |



BART Strategic Plan

Align Workforce With Needs FY17-FY20 WORK PLAN

Activity #2: Human Resources Internal Revitalization

Having the right people in the right place at the right time is integral to successful human capital management. This activity focuses on improving BART's HR functions by standardizing business practices, identifying and implementing process efficiencies and controls, while keeping long standing HR priorities in sight.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|--|------|--|--|------------------------|
| 3381 | Continue BART Leadership Academy for senior managers and create and implement a leadership program aimed at mid-level BART managers. - HUMAN RESOURCES | | | | |
| | | | Close out BART Leadership Academy for senior managers and offer follow-up training. Develop plan for mid-level leadership program. | Administer pilot mid-level manager leadership program. | Workforce |
| 3320 | Ensure Planning Group attendance to Solufy training in order to support Scheduling efforts throughout the District. - MAINTENANCE & ENGINEERING | | | | |
| | | | All current Sr. Maintenance Planners attend Solufy training and begin using Maximo's Scheduler | | System Performance |
| 3327 | Establish M&E University at HMC and Train Control Facility - MAINTENANCE & ENGINEERING | | | | |
| | | | Perform design of new facility | Dependent upon funding of HMC Phase 2 | Workforce |
| 3329 | Create Foreworker training program for M&E - MAINTENANCE & ENGINEERING | | | | |
| | | | Project Kick Off & Needs Assessment | Design, Develop, initial delivery of new program | Workforce |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Align Workforce With Needs FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|---|--|--|---|--|------------------------|
| 3212 | Develop and implement a strategic training and scheduling program for shop personnel - ROLLING STOCK & SHOPS | | | | |
| | | | Conduct the assessment to develop and implement a strategic training and scheduling program for shop personnel. | Review and revise program processes, as needed. | System Performance |
| Document & Modernize HR Business Process | | | | | |
| 2971 | Update Human Resources Business Process Documentation - HUMAN RESOURCES | | | | |
| | | Develop, Establish, & Internally Publish HR Business Process Documentation | Publish HR Business Process Documentation to Stakeholders | Evaluate & Standardize HR Business Processes & Practices | Workforce |
| 2966 | Define & Communicate HR Functional Roles & Responsibilities - HUMAN RESOURCES | | | | |
| | Evaluate HR Organizational Structure to Ensure HR Human Capital is Distributed Effectively | Define & Communicate HR Functional Roles & Responsibilities | Implement Internal Organizational Change, Training, & Professional Development to Support Measurable Objectives | | Workforce |
| 3399 | Improve Employee Communications Regarding BART Strategic Programs - COMMUNICATIONS | | | | |
| | | | Develop an employee email strategy and implement Hot Topics for employee communication once per month | Implement SharePoint home page content Program twice per month | Workforce |
| Align Human Capital with Strategic Needs | | | | | |
| 2981 | Assess & Develop Plans To Increase Police Officer Recruitments - HUMAN RESOURCES | | | | |
| | Assess & Develop Plan to Increase Police Officer Recruitments | Implement Incentives to Increase Police Officer Recruitments | Continue to Implement & Measure Success of Incentives to Bring Police to Established Staffing Level | | Workforce |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
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| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Align Workforce With Needs FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|---|---|--|---|---|---------------|
| Align Human Capital with Strategic Needs | | | | | |
| 1523 | Create EDS Development Program - MAINTENANCE & ENGINEERING | | | | |
| | Create EDS Development Program (15%) | Create EDS Development Program (50%) | Establish observations program and identify required training courses based on competencies. Build proficiency in participant evaluation/testing through EDS training | Build organization capacity in Needs Assessment and Instructional Design through EDS Training | Workforce |
| 3036 | Identify Plan to Accommodate Additional Measure RR Workforce - REAL ESTATE & PROPERTY DEVELOPMENT | | | | |
| | | Identify Plan to Accommodate Additional Measure RR Workforce | | | Workforce |
| 2967 | Refine, Prioritize & Deliver Core HR Functions Consistently - HUMAN RESOURCES | | | | |
| | | Refine, Prioritize & Deliver Core HR Functions Consistently | Develop Measurable Objectives for HR Functions | | Workforce |
| 3049 | Identify Opportunities to Improve the Attendance Management Program - HUMAN RESOURCES | | | | |
| | | Identify Opportunities to Improve the Attendance Management Program | Procure a Consultant to Conduct Independent Overview & Assessment of Functions & Make Recommendations | | Workforce |
| 2962 | Identify Critical Vacancies & Positions & Develop Recruitment Strategies - HUMAN RESOURCES | | | | |
| | | Identify Critical Vacancies & Positions & Develop Recruitment Strategies | Develop Measurable Objectives to Target Hiring Needs of Critical Positions & Vacancies | | Workforce |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Align Workforce With Needs FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|---|--|---|--|--|---------------|
| Align Human Capital with Strategic Needs | | | | | |
| 2994 | Implement the Transportation Efficiency Assessment - TRANSPORTATION | | | | |
| | | Implement the Transportation Efficiency Assessment | Complete the Transportation Efficiency Study with a Focus on Overtime | Review Study Results and Plan Implementation | Workforce |
| Evaluate Strategic HR Initiatives | | | | | |
| 2963 | Identify Workforce Risks & Document the BART Workforce Plan - HUMAN RESOURCES | | | | |
| | | Identify Workforce Risks & Document the BART Workforce Plan (w/ Strategic Asset Management Program) | | | Workforce |
| 2973 | Complete the Non-Rep Employee Compensation Review - HUMAN RESOURCES | | | | |
| | Complete the Non-Rep Employee Compensation Review | Complete the Non-Rep Employee Compensation Review | Implement & Publish Non-Rep Compensation Manual | | Workforce |
| 2964 | Evaluate Board Workshop Initiatives (Ban the Box / 2nd Chance Programs) - HUMAN RESOURCES | | | | |
| | | Evaluate Board Workshop Initiatives (Ban the Box / 2nd Chance Programs) | Review Current Management Procedure (16) to Align with Second Chance Initiatives | | Workforce |
| 3143 | Create Benefit Awareness Campaign to Assist with Outreach & Promote Employee Retention - HUMAN RESOURCES | | | | |
| | | | Identify & Develop Promotional Benefit Material for Distribution to Promote Employee Retention | | Workforce |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Align Workforce With Needs FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|--|--|--|---|---|---------------|
| Evaluate Strategic HR Initiatives | | | | | |
| 3144 | Review Classifications to Ensure Job Duties & Knowledge, Skills, & Abilities (KSAs) Align with District Workforce Needs & Strategic Plan - HUMAN RESOURCES | | | | |
| | | Review All Job Classifications to Ensure Duties Align with Strategic Plan & District Needs | Revise Classifications as Needed & Implement Changes | Establish Compensation/Classifications Based on Revisions | Workforce |
| 3147 | Centralize Processing of Internal Job Bidding & Movement - HUMAN RESOURCES | | | | |
| | | | Realign Internal Job Bidding & Movement to Improve Prioritization Process | | Workforce |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
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BART Strategic Plan

Align Workforce With Needs FY17-FY20 WORK PLAN

Activity #3: Expand Regional Workforce Partnerships With The Community

BART is working to forge deeper relationships with education, training, and workforce development organizations in the Bay Area. Ultimately this will benefit BART by preparing tomorrow's workforce to fill critical skilled positions at BART, and to ensure continuing workforce diversity.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|---|--|---|------|---------------|
| 1019 | Implement Outreach Strategies to Grow the Future Workforce - HUMAN RESOURCES | | | | |
| | Prepare an Inventory of Current K-12 Career Outreach Efforts | Develop an Action Plan in Response to the Inventory of K-12 Outreach Efforts | Continue Engagement Efforts for K-12 Outreach | | Workforce |
| 1021 | Expand Human Resource Leadership & Partnership in the Region - HUMAN RESOURCES | | | | |
| | Convene a Bay Area Transit Workforce Development Committee | Continue to Develop Partnerships with Community Agencies to Feed Talent Pipelines | Expand & Optimize Community Partnerships | | Workforce |
| 1022 | Expand Regional Workforce Partnerships - HUMAN RESOURCES | | | | |
| | Expand Employee Participation in Community Events | Expand BART Community & Recognition Program to Include Local, Regional, & National Partners | | | Workforce |
| 1399 | Recruit Self-Identified Female Workers in Non-Traditional Job Groups - OFFICE OF CIVIL RIGHTS | | | | |
| | | Implement Targeted Outreach to Recruit Self-Identified Female Workers in Underrepresented Job Groups | | | Equity |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
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| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Align Workforce With Needs FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|---|---|---|--|------------|
| 1395 | Implement Mentor Protégé Program for Communications Based Train Control Project (CBTC) - OFFICE OF CIVIL RIGHTS | | | | |
| | | Implement Mentor Protégé Program for CBTC Project | | | Equity |
| 1400 | Improve Equal Employment Opportunity (EEO) Compliance to meet Evolving Regulations - OFFICE OF CIVIL RIGHTS | | | | |
| | | Advance EEO Compliance by Implementing New EEO Circular Regulations | Advance EEO Compliance by Implementing New EEO Circular Regulations | | Equity |
| 3197 | Enhance Office of Civil Rights Transparency - OFFICE OF CIVIL RIGHTS | | | | |
| | | | Develop new OCR annual report framework | Integrate dashboard and reporting framework with OCR annual report cycle | Equity |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



Modernize Business Practices FY17-FY20 WORK PLAN

OVERVIEW

Lead Department: OCIO/Performance & Budget

Preparer/Owner: R. Misra/P. Herhold

Describe high level actions that make up the strategy, how BART will pursue, and how this Strategy supports the Strategic Plan goals and Key Performance Indicators.

Through technology and business process improvements, BART is reducing costs, improving service delivery, and increasing agility to respond to changing conditions. In addition, this strategy focuses on building governance infrastructure to view emerging and evolving technology in a cohesive and integrated way. These efforts help transform the workforce through machine assisted learning, procedural efficiencies, and clear performance metrics. To this end, BART will evolve, mature, develop, and advance key business functions through the adoption of modern best practices and technology.

This work plan defines a framework for aligning, integrating and executing projects to modernize Finance, Human Resources, Procurement and the Office of Civil Rights. This work plan will also strengthen business processes and collaboration for System Safety, Asset Management, Cybersecurity, and Telecommunications Revenue.

Strategic Activities

1. Modernization via Leveraging Technology
2. Modernize Financial Systems
3. Modernize HR Business Processes
4. Modernize Systems for the Office of Civil Rights
5. Modernize Procurement Department Business Processes
6. Evolving System Safety Technology
7. Implement Asset Management Plan
8. Cybersecurity and Stability
9. Collaboration Improvements
10. Establish Performance Management Program



BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

Activity #1: Modernization via Leveraging Technology

By leveraging and staying abreast of technology, BART is gaining operational efficiencies, improving the workforce experience, improving support of business operations and to free up employees to focus on priority actions. The initiatives within this activity will focus on governance infrastructure, implementation of modern best practices, and technology, data and process improvements for the District overall.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|---|---|--|--|---|-------------------------|
| Evolving Governance & Portfolio Management | | | | | |
| 2182 | Provide a District-Wide Tool to Manage Capital Needs Projects - OCIO | | | | |
| | Define & Assess District-Wide Capital Needs Project Management Tool | Define & Assess District-Wide Capital Needs Project Management Tool | Implement a District-Wide Capital Needs Project Management Tool - Phase 1 | Implement a District-Wide Capital Needs Project Management Tool - Phase 2 | Workforce |
| 2181 | Update the Knowledge Management Governance Process to Continuously Improve Responsive Decision-Making, Alignment & Risk Mitigation Of District Wide Technology Initiatives - OCIO | | | | |
| | Update the Knowledge Management Governance Process | Monitor & Evaluate Knowledge Management Program to Improve Benefits Realization for Technology Initiatives | | | Workforce |
| 3176 | Fund, implement, and support Project Portfolio Management software. - PERFORMANCE & AUDIT | | | | |
| | | | Coordinate funding. Begin conversations with partners/ stakeholders to determine role of Performance & Analytics Division, timeline, etc. Identify vendor. | Assist with software design to 90%. Jointly implement software with OCIO to 25%. Identify funding for licenses. | Financial Stability |
| Modernization of Business Process Via Technology | | | | | |
| 952 | Implement HASTUS Software to Modernize & Gain Efficiencies in Train Scheduling Processes - OPERATIONS PLANNING | | | | |
| | Identify Technological Solutions to Modernize Train Schedule Process | Advance the Modernization of Train Scheduling through Implementation of Software & Processes - Phase 1 | Complete Phase 1 of HASTUS Implementation to Improve Scheduling Process Efficiency | Complete HASTUS Software Implementation & Associated Process Improvements | System Performance |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
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| Objectives have not been Started |



BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|---|---|--|--|--|-------------------------|
| Modernization of Business Process Via Technology | | | | | |
| 3184 | Optimize schedule for Train Operators, Station Agents and Foreworkers using HASTUS scheduling system - TRANSPORTATION | | | | |
| | | | Complete Phase 1 | Implement Phase 2 | System Performance |
| 3231 | Implement Electronic Shift Bids and Scheduling for Train Operators and Station Agents - OCIO | | | | |
| | | | Evaluate the schedule bidding requirements | Implement scheduling bidding software phase 1 | Financial Stability |
| 2162 | Implement Maximo to Salesforce CRM Interface Program - OCIO | | | | |
| | Implement Maximo/SalesForce CRM Interface | Monitor & Evaluate Maximo/SalesForce CRM Interface | | | Experience |
| 2533 | Create Enterprise Database of Fiber Optic Mapping to Support Commercial Communications Revenue Program (CCRP) - OCIO | | | | |
| | Create Enterprise Database of Fiber Optic Mapping to Support Commercial Communications Revenue Program (CCRP) | Complete Enterprise Database Mapping to support CCRP | | | Financial Stability |
| 2139 | Implement District-Wide Performance Reporting (KPIs) into OBIEE - OCIO | | | | |
| | Implement OBIEE Business Analytics Performance Reporting (KPIs) Phase 1 District-Wide | Implement OBIEE Performance Reporting (KPIs) Phase 2 District-Wide | Implement OBIEE Performance Reporting (KPIs) Phase 3 District-Wide | Implement OBIEE Performance Reporting (KPIs) Phase 4 District-Wide | Financial Stability |

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BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|---|---|--|--|---|------------------------|
| Modernization of Business Process Via Technology | | | | | |
| 2183 | Implement Salesforce Change Management Program - OCIO | | | | |
| | | Implement Salesforce Change Management | | | Workforce |
| 2154 | Implement Updates to Maximo Business Process/Remove Customization Improvements - OCIO | | | | |
| | | | Review & Assess Maximo Business Process for Updates | Implement Updates to Maximo Business Process | Mission |
| 2140 | Implement Document Management Modernization Program - OCIO | | | | |
| | | | Define & Analyze Document Management Modernization Program | Implement Document Management Modernization Program | Workforce |
| 1503 | Create A Standardized Template for Site-Specific Work Plans (SSWPS) - MAINTENANCE & ENGINEERING | | | | |
| | Create A Standardized Template for Site-Specific Work Plans (SSWPS) | | | | System Performance |
| 1548 | Facilitate Scanning of District Stations & Facilities to Reflect Current Field Conditions - MAINTENANCE & ENGINEERING | | | | |
| | Complete 25% of Scanning of District Stations & Facilities to Reflect Current Field Conditions | Complete 50% of Scanning of District Stations & Facilities to Reflect Current Field Conditions | 9 Stations | 18 Stations | System Performance |

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BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|---|--|--|---|--|-------------------------|
| Modernization of Business Process Via Technology | | | | | |
| 1557 | Facilitate Scanning of O&M Manuals In the Shops Into Records Management System/Fusion - MAINTENANCE & ENGINEERING | | | | |
| | | Scan 50% of O&M Manuals In the Shops Into Records Management System/Fusion | | 25% Complete | System Performance |
| 3187 | Implement Internet of Things (IoT) Adoption (Full-scale roll-out, other use cases, Cloud/Software subscription) - OCIO | | | | |
| | | | Conduct Proof of Concept (POC) to test Technology | Roll-out to Production mode if POC is Successful | Financial Stability |
| 3188 | Maximo Shop Yard Management - MARIS functionality into Maximo (consultant) - OCIO | | | | |
| | | | Evaluate & Define Requirements | Implement Shop Yard Management Solution | Workforce |
| 3189 | Maximo Linear - Track Management - OCIO | | | | |
| | | | Evaluate & Define Requirements | Review and Cleansing of data and Synching EGIS to Maximo | Financial Stability |
| 3222 | Implement Capitol Corridor Joint Powers Authority (CCJPA) EGIS Viewer - OCIO | | | | |
| | | | Begin implementation of CCJPA EGIS Viewer | Complete implementation | Workforce |

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BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|---|---|------|---|--|-------------------------|
| Modernization of Business Process Via Technology | | | | | |
| 3223 | Implement District Geodetic Survey Control - OCIO | | | | |
| | | | | Implement District Geodetic Survey Control | Equity |
| 3227 | Implementation of Integration of Mobile App with Fare Gates - OCIO | | | | |
| | | | | Evaluate options for mobile app and fare gate integration. | Experience |
| 3234 | Implement Replacement for TRM and Tmap - OCIO | | | | |
| | | | Evaluate and Recommend Replacement | Design and Build Data Warehouse | Financial Stability |
| 3236 | Implementation of Salesforce Marketing Cloud for the Office of External Affairs to extend marketing capability to our riders - OCIO | | | | |
| | | | Evaluate and recommend roadmap for Marketing Cloud and email process within the District. Implement a new email strategy using new platform | Continue implementation of Phase 1 and migrate from | Experience |
| 3240 | Implementation of automation of business process workflows within the SharePoint Platform - OCIO | | | | |
| | | | Implement workflow improvements for IOP, Contract Management Plan and BSF updates | Implement workflow solution for Key Card process, Radio Equipment for M&E, and Labor Collaboration Site for Union Negotiations | Workforce |

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BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|---|--|--|--|--|-------------------------|
| Modernization of Business Process Via Technology | | | | | |
| 3326 | Provide design and development support for the upgrade to EGIS-Track Allocation Application and expansion to OCC - MAINTENANCE & ENGINEERING | | | | |
| | | | Upgrade to new version of EGIS-Track Allocation | Provide technical support and stakeholder input for expansion to OCC | System Performance |
| 3398 | Develop and Implement a New Right-of-Way, Records, and Mapping System within the EGIS Program - REAL ESTATE & PROPERTY DEVELOPMENT | | | | |
| | | | | Hire new GIS support within Real Estate. Begin digitizing records | Financial Stability |
| 3406 | Expand Media Asset Management Service - COMMUNICATIONS | | | | |
| | | | Research options for enhanced web/mobile access of media assets, allowing employees to receive images outside of the network/via | Deploy web/mobile access of media asset management system. | Financial Stability |
| 3407 | Digitize analog legacy film, video, and still photos. - COMMUNICATIONS | | | | |
| | | | | Identify highest priority analog video and still image content, develop a plan for digitizing assets, and identify vendor. | Financial Stability |
| Modernization Through Best Practices | | | | | |
| 1550 | Develop BART's Building Information Modeling (BIM) Execution Plan (Plan Only) - MAINTENANCE & ENGINEERING | | | | |
| | | Develop BART's Building Information Modeling (BIM) Execution Plan (Plan Only) (100%) | | | System Performance |

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BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|---|---|--|--|---|------------------------|
| Modernization Through Best Practices | | | | | |
| 2141 | Implement Enterprise Scheduling Program - OCIO | | | | |
| | Define Enterprise Scheduling Improvement Program | Implement Phase 1 of the Enterprise Scheduling Program | Implement Phase 2 of the Enterprise Scheduling Program | Monitor & Evaluate Enterprise Scheduling Program | Workforce |
| 2163 | Implement an Open Data Program Which Will Implement an Open Data Policy & Open Data Portal - OCIO | | | | |
| | | Implement the Open Data Initiative Program - Phase 1 | Implement the Open Data Initiative Program - Phase 2 | | Experience |
| 929 | Reduce Reliance on Magnetic Stripe Tickets by Supporting the Transition of Red & Green Tickets to Clipper - CUSTOMER SERVICES | | | | |
| | Improve Clipper Usage for Red & Green Paper Tickets | Continue Efforts to Improve Clipper Usage for Red & Green Paper Tickets | | | Experience |
| 3037 | Plan & Implement Modernized Delay & Operational Analysis & Reporting - OPERATIONS PLANNING | | | | |
| | | Plan Initial Delay Management System to Modernize Operational Analysis & Reporting | Implement Initial Delay Management System & Begin Replacement of Existing Performance Management Tools | Complete Implementation of the Initial Delay Management System Including Performance Dashboards | System Performance |
| 3039 | Advance District Implementation of TrainOps Software to Perform Advanced System Modeling & Integrate with CBTC System - OPERATIONS PLANNING | | | | |
| | | Implement TrainOps Software to Perform Advanced Modeling of BART System Including SVBX | Utilize TrainOps to Support TCMP System Capacity Scenarios for Proposal Evaluation & Support Longer-Term Measure RR Planning | | System Performance |

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BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|---|--|------|---|--|-------------------------|
| Modernization Through Best Practices | | | | | |
| 3209 | Continue to Strategize, Create, Implement and Maintain Efficiencies in RS&S to ensure financial stewardship and best practices - ROLLING STOCK & SHOPS | | | | |
| | | | | Establish effective measures of cost per operating hour (labor and materials) for all systems and car types. | System Performance |
| 3235 | Implement Improvements to Crew Office Processes - OCIO | | | | |
| | | | Evaluate and recommend roadmap. Phase 1 - implement improvements for Phone Tree | Implementation of process improvement for Overtime | Workforce |
| 3292 | Perform continuous improvement and Implementation of Capital Project delivery CPM Scheduling Standards - MAINTENANCE & ENGINEERING | | | | |
| | | | Complete Scheduling Services Plan | Complete Implementation of Scheduling Best Practices and SOPs | Financial Stability |

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BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

Activity #2: Modernize Financial Systems

BART is positioning our financial solutions to support the District's business process modernization and technology initiatives. BART will upgrade the PeopleSoft platform every two years, implement mobile solutions, integrate financial and operational planning processes into an enterprise tool (Hyperion) while enabling and positioning platforms for future cross-functional expansion and automated process integration.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|---|--|--|--|---------------------------|
| 2134 | Position PeopleSoft Financial to Support the District's Business Process Modernization & Technology Initiatives - OCIO | | | | |
| | Position PeopleSoft Financial to Support the District's Business Process Modernization & Technology Initiatives (Phase 1) | Evaluate Mobile Technology for PeopleSoft Financial | Implement Phase 2 of PeopleSoft Financial Upgrade District-Wide | | Financial Stability \$ |
| 1405 | Explore Innovations in Payment Industry to Reduce Paper Check Payments - CONTROLLER-TREASURER | | | | |
| | | Investigate Options to Reduce Paper Check Payments | Add Payment Options such as ACH and Virtual Payments | | Financial Stability \$ |
| 2156 | Replace the Ticket Refund System in PeopleSoft HCM - OCIO | | | | |
| | | | Replace the Ticket Refund System in PeopleSoft HCM | | Workforce |
| 749 | Align BART Wide Needs & Budget Resources with BART Strategic Plan Framework - STRATEGIC & POLICY PLANNING | | | | |
| | Institute Departmental 4 Year Work Plans to Align BART Needs with BART Strategic Plan Framework | Advance Capital & Operating Budgets to Allow Better Measurement Against BSP Goals & Strategies | Advance Capital & Operating Budgets to Allow Better Measurement Against BSP Goals & Strategies | Ensure Capital & Operating Budgets are Measured Against BSP Goals & Strategies | Financial Stability \$ |

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BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|--|---|---|---|-------------------------|
| 938 | Conduct Outreach to Document Department 4-Year Work Plans to Lay a Foundation to Incorporate Strategic Risk Quantitatively - OPERATIONS PLANNING | | | | |
| | Complete 4-Year Work Plan Drafts for Each Department (On Behalf of Strategic Planning) | | | | Financial Stability |
| 939 | Evolve the Risk Register Process to Automatedly & Quantitatively Inform the Investment Prioritization Process - OPERATIONS PLANNING | | | | |
| | Pilot Automated & Evidence Based Asset Risk Registers | Plan & Implement Automated & Evidence Based Asset Risk Registers | | | Safety |
| 940 | Plan & Pilot the Lifecycle Costing Curve Methodology - OPERATIONS PLANNING | | | | |
| | Plan the Lifecycle Costing Curve Methodology | Pilot the Lifecycle Costing Curve Methodology | | | System Performance |
| 941 | Establish a Governance Framework to Assess Asset Data & Advance the Asset Information Strategy (Data Maturity Scorecard) - OPERATIONS PLANNING | | | | |
| | Implement the Data Maturity Scorecard to Govern Asset Information | Utilize Data Maturity Scorecard Information to Guide Maximo Data Improvement for TAM Requirements | Facilitate the Establishment of Data Standards and Core Asset Data Fields to Advance Asset Information Strategy | | System Performance |
| 2954 | Support the OCIO's Implementation of Hyperion - BUDGET | | | | |
| | Support the OCIO's Implementation of Hyperion | Complete Implementation of Hyperion (w/OCIO) | | | Financial Stability |
| 3074 | Provide Ridership Data & Financial Analysis to Support Clipper Phase II - FINANCIAL PLANNING | | | | |
| | | Provide Ridership Data & Financial Analysis to Support Clipper Phase II | Provide Ridership Data & Financial Analysis to Support Clipper Phase II | Provide Ridership Data & Financial Analysis to Support Clipper Phase II | Financial Stability |

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BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|---|------|--|--|---------------------------|
| 3173 | In collaboration with Grant Development, Accounting, and Financial Planning increase oversight to develop need vs funding forecasts, monitor funding streams, maximize funds distribution potential, leverage sources and reduce spending risk - BUDGET | | | | |
| | | | | Document processes from needs through allocation/spending. Identify risks to project execution and award compliance within these capital budgeting processes across departments. | Financial Stability \$ |
| 3174 | Operating Budget Process Improvement and Budget control - BUDGET | | | | |
| | | | | Engage with consultant to identify improvements to current budgeting practices and controls | Financial Stability \$ |
| 3175 | Improve Operating Budgeting detail, reporting, and analytic capacity - BUDGET | | | | |
| | | | | Hire and train two analysts to improve budget reports and analysis, prioritizing projects that result in cost reductions and controls. | Financial Stability \$ |
| 3185 | Implement Invoice Scanning for Accounts Payable - License/ Services - OCIO | | | | |
| | | | Evaluate & Implement Invoice Scanning Automation | Complete Implementation | Financial Stability \$ |
| 3217 | SFMTA Joint Maintenance and Use Agreement (JMA) - Implement Terms of Amendment - OFFICE OF PERFORMANCE & BUDGET | | | | |
| | | | | Work with effected departments to ensure compliance with JMA amendment requirements | Financial Stability \$ |

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BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|---|------|--|---|---------------------------|
| 3218 | SFMTA Joint Maintenance and Use Agreement - Develop Annual Budget Letter - OFFICE OF PERFORMANCE & BUDGET | | | | |
| | | | | Solicit projects, ensure consistency with 5 Year capital plan, incorporate into annual JMA budget letter for submittal to SFMTA | Financial Stability \$ |
| 3219 | SFMTA Joint Maintenance and Use Agreement - Implementation of Revised Billing Process (Accounting lead) - OFFICE OF PERFORMANCE & BUDGET | | | | |
| | | | | Ensure revised billing process is followed, including timely billing | Financial Stability \$ |
| 3220 | SFMTA Joint Maintenance and Use Agreement - Maintenance of 5 Year Capital Plan (Financial Planning lead) - OFFICE OF PERFORMANCE & BUDGET | | | | |
| | | | | Check project proposals for budget and scope consistency with 5 Year Capital Plan | Financial Stability \$ |
| 3228 | Implementation of Mobile Technology for PSFT (FIN and MCM) (SMART ERP) - OCIO | | | | |
| | | | Define & Analyze Technology | Implement mobile technology for approvals and On-boarding of New hires | Workforce |
| 3397 | Improve Capital Billing Procedure for TOD Projects and Design Review on Adjacent Development - REAL ESTATE & PROPERTY DEVELOPMENT | | | | |
| | | | | Hire additional financial analyst or admin support to create a billing system for TOD projects and design review | Financial Stability \$ |
| 3417 | Update the BART Ridership Model to improve accuracy and usability - STRATEGIC & POLICY PLANNING | | | | |
| | | | Complete an update of the BART Ridership Model & define internal governance structure for managing upkeep of the model going | | Economy |

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BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

Activity #3: Modernize HR Business Processes

A comprehensive review of the Human Resources Department’s organizational structure and process delivery is midway to completion, and is now focusing on improvement to existing technology and deployment of new tools and process to improve efficiency.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|---|---|---|---|---------------|
| 2135 | Position PeopleSoft Human Capital Management (HCM) to Support the District's Business Process Modernization & Technology Initiatives - OCIO | | | | |
| | Position PeopleSoft Human Capital Management (HCM) to Modernize HR's Business Process & Technology Initiatives | Evaluate Mobile Technology for PeopleSoft HCM | Implement PeopleSoft HCM Upgrade 2 | | Workforce |
| 2513 | Implement Profile Management in PeopleSoft HCM - OCIO | | | | |
| | | | Implement Profile Management in PeopleSoft HCM | | Workforce |
| 2512 | Implement e-Performance in PeopleSoft HCM - OCIO | | | | |
| | | | | Implement e-Performance in PeopleSoft HCM | Workforce |
| 3145 | Improve Effectiveness & Utilization of PeopleSoft Human Resources Management Modules - HUMAN RESOURCES | | | | |
| | | | Implement Plan to Improve FMLA/HR Core Modules, & Complete Documentation of Improvements to the eRecruit Module | | Workforce |

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BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal | |
|------|---|--|--|--|----------|---------------|
| 1014 | Optimize Human Resource Service Delivery Through Process Improvement - HUMAN RESOURCES | | | | | Workforce |
| | Conduct Hiring/Employment Process Improvement Review with OCIO | Implement the Hiring/Employment Process Improvement Review with OCIO - Phase 1 | Implement the Hiring/Employment Process Improvement Review with OCIO - Phase 2 | Implement the Hiring/Employment Process Improvement Review with OCIO - Phase 3 | | |
| 3186 | On-line Personnel Files (Content Management) Software - OCIO | | | | | Workforce |
| | | | Evaluate & Define Requirements | Implement On-Line Personnel Automation Phase 1 | | |
| 3345 | Centralize ordering of supplies and furniture to achieve cost savings - TRANSPORTATION | | | | | Economy |
| | | | Continue program | | | |
| 3347 | Procure equipment and software to automate information, improve communication exchange and implement efficiencies to reduce administrative costs and grievance payouts - TRANSPORTATION | | | | | Economy |
| | | | | Implement phone tree for Crew Office. Purchase software for bidding. Procure email licenses and PCs. | | |
| 3348 | Obtain simulator for training Operations Foreworkers to provide students with real scenarios to better assess their ability to perform the duties and to increase student pass rate. - TRANSPORTATION | | | | | Workforce |
| | | | Research simulator needs and define scope | | | |
| 3380 | Develop a prioritized plan to digitize employee files - HUMAN RESOURCES | | | | | Workforce |
| | | | | Initiate first phase of plan to digitize personnel files, evaluating document management system and digitizing existing paper files for upload | | |

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BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|--|------|---|--|---------------|
| 3382 | Define career paths for BART employees - HUMAN RESOURCES | | | | |
| | | | Define relationships among classifications, formalize temporary upgrade program, develop policy on flexible staffing. | Expand career ladders with additional component programs, such as job sharing, temporary assignments, etc. | Workforce |
| 3384 | Implement Fitness for Duty program for Train Operators as per APTA recommendations and pending legislation - HUMAN RESOURCES | | | | |
| | | | | Develop plan to meet APTA recommendation | Workforce |

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BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

Activity #4: Modernize Systems for the Office of Civil Rights

BART is modernizing the technology used by the Office of Civil Rights, including improving operational efficiency and replacing disparate and aging legacy processes and systems while driving automation of processes and collaboration.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|--|--|--|---|-------------|
| 1392 | Improve Contractor Payment Process - OFFICE OF CIVIL RIGHTS | | | | |
| | Implement OBIEE for Internal Contract Payment Tracking | Implement Quickpay To Improve Contractor Payment Timeliness | | | Economy |
| 2149 | Implement the Office of Civil Rights (OCR) Diversity Software Program - OCIO | | | | |
| | | Define & Assess Requirements for the Office of Civil Rights Diversity Software | Implement OCR Diversity Software | Complete Full Suite of OCR Software | Equity |
| 1394 | Implement DBE/MBE/WBE/SB/SBE/MSBE Support Services District-Wide - OFFICE OF CIVIL RIGHTS | | | | |
| | | Implement DBE/MBE/WBE/SB/SBE/MSBE Support Services District-Wide | Implement DBE/MBE/WBE/SB/SBE/MSBE Support Services District-Wide | | Equity |
| 3242 | Emphasize "Mid" Risk OCR items and address through programmatic and policy implementation - OFFICE OF CIVIL RIGHTS | | | | |
| | | | Full Review and prioritization for all risks on OCR risk register including planning to address low, Mid and High risk items | Ongoing mitigation of all mid-level risks | Equity |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|---|------|---|---|-------------------------|
| 3243 | Implement Electronic Versions of key OCR documents used by external stakeholders - OFFICE OF CIVIL RIGHTS | | | | |
| | | | Full Launch of Electronic Contracting Plans | Implement Full Electronic Contracting Plans & Electronic Dashboards | Financial Stability |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
| Objectives are Complete and SI is Complete or on Schedule |
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Modernize Business Practices FY17-FY20 WORK PLAN

Activity #5: Modernize Procurement Department Business Processes

BART is reviewing and improving agency procurement processes. The effort has focused on mapping out the existing procurement process, and exploring alternatives to make the process more efficient, while still conforming to all required rules and regulations. The effort is now on integrating the recommendations for the District Disparity Study into the procurement process. As part of this review, the Office of Chief Information Officer (OCIO) is focused on using technology and the deployment of new tools to implement modern best practices and drive automation to support the District's employees, customers, contracting process, and vendors.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|---|--|--|--|-------------------------|
| 1148 | Define & Develop Procurement Review Process to Support OCR's Disparity Study Recommendations & Implement Performance Metrics to Supply OCR with Data to Monitor Performance & Efficiency of Modifications - PROCUREMENT | | | | |
| | Define the Procurement Review Process to Support OCR's Disparity Study Recommendations | Develop & Provide Performance Metrics Data to OCR for use in Dashboards to Monitor Performance & Efficiency of Modifications | | | Economy |
| 2566 | Determine Resources Necessary to Implement Procurement Process Improvement Plan & Implement SharePoint (Or Newly Identified Software) Procurement Tracking Program - PROCUREMENT | | | | |
| | Determine Resources Necessary to Implement Procurement Process Improvement Plan | Implement SharePoint (or Newly Identified Software) Procurement Tracking Program (w/OCR) | | | Financial Stability |
| 1151 | Implement SharePoint to Develop & Track Metrics on the Entirety of the Contracting Process (Dependent on OCIO's Identification of Appropriate Solution) - PROCUREMENT | | | | |
| | Collaborate w/OCIO to Design SharePoint (or Newly Identified Solution) to Monitor Contract Timeliness | Design & Implement OCIO Identified Technology to Monitor the Preparation, Advertisement, & Award of Contracts | Collaborate w/OCIO to Extend use of SharePoint to Track & Monitor the Procurement Process District-Wide | Refine use of SharePoint w/OCIO to Track & Monitor the Procurement Process District-Wide | Economy |
| 3229 | Implement Automated Tracking of Procurement Activities - OCIO | | | | |
| | | | Evaluate, analyze and implement Procurement automation - Phase 1 - implement SharePoint workflow solution to monitor and track | Monitor and maintain. Implement - Phase 2 Integration with Peoplesoft | Financial Stability |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN


| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|--|------|---|---|-------------------------|
| 3230 | Inventory Study Recommendation - MAXIMO to PSFT integration, eProcurement process improvement - OCIO | | | | |
| | | | Evaluate recommendation and review process improvements | Implement changes and process improvements | Financial Stability |
| 3245 | Solicit and implement full procurement process technology - Procure to Pay for all divisions - PROCUREMENT | | | | |
| | | | Solicit for Appropriate Technology | Implement Technology | System Performance |
| 3248 | Update inventory management technology to procure to pay. - PROCUREMENT | | | | |
| | | | Solicit for Appropriate Technology | Implement technology | System Performance |
| 3250 | Implement Digital Signature for District Use - PROCUREMENT | | | | |
| | | | | Research and Secure approval to procure District Digital Signature | System Performance |
| 3253 | Create Supplier Performance Management Program (SPM) - PROCUREMENT | | | | |
| | | | | Monitor, Review, & Implement Changes to Process Improvements via Regularly Scheduled Working Group Meetings | System Performance |
| 3256 | Update Procurement related rules and policies, including corresponding manuals. - PROCUREMENT | | | | |
| | | | Initiate Update Process | Continue Updates | System Performance |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|---|------|---|--|---|
| 3308 | Establish Critical and Emergency Spare Parts Inventory and Management District Wide - MAINTENANCE & ENGINEERING | | | | |
| | | | <p>Assess critical spare part needs for safety and operation critical assets. Develop recommendations and concurrence for method of procurement, storage and monitoring</p> | <p>Review and update Emergency Standard Operating Procedures (ESOPs) for safety and operation critical assets. Implement the spare part inventory management program</p> | <p>System Performance</p>  |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
| Objectives are Complete and SI is Complete or on Schedule |
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| Objectives have not been Started |







Modernize Business Practices FY17-FY20 WORK PLAN

Activity #6: Evolving System Safety Technology

BART is implementing new technology platforms to support System Safety's focus on employee safety. This includes implementation of an organization-wide platform to track all employee safety incidents and safety performance metrics. The new technology improves operational efficiency by replacing incompatible and outdated systems, and improves collaboration, allowing us to sharpen our focus on the employee element of safety.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?




| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|---|---|---|--|---|
| 1216 | Plan & Integrate the Maximo Mobile Health, Safety & Environment (HSE) Management System - OCIO | | | | |
| | Define & Assess the Requirements of the Maximo Health, Safety & Environment (HSE) Program | Implement Maximo HSE Phase 1 - Enterprise HSE Program for Employees | Implement Maximo HSE Mobile & Work Management for Employees | Evaluate & Monitor HSE Program for Employees | Safety  |
| 2174 | Implement EGIS/Maximo Integration for Preventative Maintenance in Track Allocation Program - OCIO | | | | |
| | Implement Phase 1 of the EGIS Track Allocation Safety Planning Tool | Complete Phase 2 of EGIS Track Allocation Program | | | Safety  |
| 1506 | Enhance System Access Planning Tools & Processes by Implementing An Online SSWP Approval Process (Contingent Upon IT's Deployment Timeline) - MAINTENANCE & ENGINEERING | | | | |
| | Begin Implementation of an Online SSWP Approval Process (50%) | Complete Implementation of an Online SSWP Approval Process (100%) | | | System Performance  |
| 2173 | Implement EGIS/ICS Integration for Real-Time Train Tracking Program for BPD to Track Officer & Train Locations - OCIO | | | | |
| | Implement EGIS/ICS Integration for Real-Time Train Tracking Program for BPD | | | | Safety  |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|--|---|--|---|---|
| 3064 | Integrate Maximo Health, Safety, and Environment (HSE) Software with Existing System Safety Business Processes - SYSTEM SAFETY | | | | |
| | | Integrate Maximo HSE Software into System Safety Business Processes | Continue Maximo HSE Implementation | Continue Maximo HSE Implementation | Safety  |
| 1534 | Acquire ISO 9000/2015 - M&E Compliance & Certification - MAINTENANCE & ENGINEERING | | | | |
| | Acquire ISO 9000/2015 Certification for 50% of Staff | Acquire ISO 9000/2015 Certification for 75% of Staff | Acquire ISO 9000/2015 Certification for 85% of Staff | Acquire ISO 9000/2015 Certification for 90% of QA Staff, Address any audit findings from the baseline audit | System Performance  |
| 3004 | Complete Safety Benchmarking for Top Priorities, Including WC Claims Filed, "Near Misses," Etc. - SYSTEM SAFETY | | | | |
| | | Complete Safety Benchmarking for Top Priorities, Including WC Claims Filed, "Near Misses," Etc. | | | Safety  |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

Activity #7: Implement Asset Management Plan

This action supports BART's Asset Management Strategy and Transit Asset Management Plan through technology improvements as defined by the Enterprise Asset Management Roadmap. The roadmap implements systematic process, data and technology improvements to monitor and manage BART's assets to achieve and maintain a state of good repair and provide a safe, reliable, clean, quality transit service for riders. The Asset Management Plan will result in increased data quality enabling the District to implement performance measures which will facilitate critical strategic, operational, and tactical actions.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|--|---|---|---|---------------------------|
| 944 | Produce a FTA Compliant Transit Asset Management (TAM) Investment Prioritization Plan - OPERATIONS PLANNING | | | | |
| | | Produce a FTA Compliant Transit Asset Management (TAM) Investment Prioritization Plan | | | Financial Stability \$ |
| 3155 | Support Activities to Advance Asset Management in Alignment with Institute of Asset Management (IAM) Principles Based on the Results of the Asset Management Maturity Assessment - OPERATIONS PLANNING | | | | |
| | | | | Support the recommendations of the Asset Management Maturity Assessment to Advance Asset Management in Alignment with IAM methodologies | Financial Stability \$ |
| 3232 | Provide Support for The Asset Management Program - OCIO | | | | |
| | | | Implement Asset Data Quality & Data Hierarchy Improvement Program | Address and apply changes for support | Financial Stability \$ |
| 3233 | Implement Asset Management Analytics Tool - SEAMS - OCIO | | | | |
| | | | Evaluate SEAMS Analytics Tools | Implement Software Tools | Financial Stability \$ |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|--|--|--|--|---|---------------------------|
| 3238 | Continued improvement and support of District wide Governance Framework for Asset Management - OCIO | | | | |
| | | | Improvement Asset Management Governance framework, collaboration tools and FY20 Budget Process | Evaluate, define and implement prioritization and decision making framework | Financial Stability \$ |
| 3239 | Implementation of Asset Management for OCIO to support Configuration Management and Change Management. - OCIO | | | | |
| | | | Improvements to BMC Remedy and implement front end Asset Management process and technology | Improvements Asset Management process for backend endpoints and Configuration Management | Financial Stability \$ |
| 3339 | Support the Recommendations of the Asset Management Maturity Assessment to Provide Industry Expert Training, Data Analysis, and other Professional Services as Recommended by the AMSC - OPERATIONS PLANNING | | | | |
| | | | | Support the recommendations of the Maturity Assessment to Advance Asset Management through Training, Data Analysis, and other Professional Services | Financial Stability \$ |
| Support Data & Reporting Improvements | | | | | |
| 1549 | Confirm Assets In Modeled Stations & Facilities Correspond With Maximo Asset Data & EGIS (Contingent Upon Completion Of Station & Facility Scanning) - MAINTENANCE & ENGINEERING | | | | |
| | | Confirm Assets In Modeled Stations & Facilities Correspond With Maximo Asset Data & EGIS (25%) | | 9 Stations | System Performance |
| Strategic Asset Management Implementation | | | | | |
| 942 | Update and Maintain The Asset Management Policy as Required by the Board of Directors - OPERATIONS PLANNING | | | | |
| | | Update the Asset Management Policy | Finalize Updated Asset Management Policy and Present for GM and Board of Directors Approval | | Financial Stability \$ |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

Activity #8: Cybersecurity and Stability

BART is working to implement comprehensive information security policies and cybersecurity practices that ensure the safety of our employees and our customers through a wide variety of physical security and anti-terrorism tools.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?


| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|--|---|------|------|-------------|
| 2167 | Implement A Regional Anti-Terrorism Integrated Law Enforcement System (RAILS) to Modernize & Enhance the 911 Dispatch, Records Management & Field Based Reporting Tools for BART PD - OCIO | | | | |
| | Complete Regional Anti-Terrorism Integrated Law Enforcement System (RAILS) Project | | | | Safety |
| 1282 | Implement Regional Anti-Terrorism Integrated Law Enforcement System (RAILS) CAD & Mobile Physical Security Information Management (PSIM) - POLICE DEPARTMENT | | | | |
| | Implement Regional Anti-Terrorism Integrated Law Enforcement System (RAILS) & Mobile PSIM Technology | Review Implementation & Possible Expansion of RAILS | | | Safety |
| 2169 | Implement Badge Modernization Program (Doors, IDs, Time Collection, AFC) - OCIO | | | | |
| | | Implement the Badge Modernization Program | | | Safety |
| 2175 | Modernize Information Storage Redundancy & High Availability Of Critical Data Management Systems - OCIO | | | | |
| | Implement New Information Storage Redundancy into Data Management Systems | | | | Mission |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|--|--|--|---|---|
| 2172 | Implement Disaster Recovery & Business Continuity Program - OCIO | | | | |
| | | Implement Phase 1 of the Disaster Recovery & Business Continuity Program | Evaluate Phase 1 Implementation & Define Phase 2 | Implement Phase 2 of Disaster Recover & Business Continuity Program | Safety  |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

Activity #9: Collaboration Improvements

BART is increasing employee collaboration through improvements to the District’s spatial data platform (EGIS) and implementation of a District-wide web-based collaboration and document management system. BART will focus on shifting employees to richer collaboration platforms that provide easier information and knowledge sharing across the District while reducing our paper usage. This activity also includes advancing District-wide collaboration to integrate agency budget, performance evaluation and performance management processes with the Strategic Plan.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|---|---|--|--------------------------------------|-----------------|
| 2186 | Implement a District-Wide Collaboration & Information Center Platform to Improve Communication & Information Sharing Across the District - OCIO | | | | |
| | Implement a District-Wide Collaboration & Information Sharing Center Platform | Upgrade SharePoint Platform 2016 Program | | | Workforce |
| 2145 | Manage the IBM TRIRIGA Implementation Program - OCIO | | | | |
| | | Implement IBM TRIRIGA Expansion & Maximo Integration | | Onboard Real Estate to TRIRIGA | Environment |
| 2160 | Implement the BART.gov Quick Planner Modernization Program that will Overhaul Existing Solution to Allow for Multi-Modal Integration & Streamline ease of use for our Customer Base. - OCIO | | | | |
| | | Plan Implementation of BART.gov Quick Planner Modernization | Complete Implementation Plan of BART.gov Quick Planner Modernization | Implement new BART.gov Quick Planner | Experience |
| 2164 | Upgrade & Expand the Digital Storage System for Video, Photo & Other Media Elements Generated by External Affairs - OCIO | | | | |
| | | | Complete Upgrades to Digital Media Storage System for Media Elements Generated by External Affairs | | Mission |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
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| Objectives are Behind Schedule, Stalled, or only Partially Complete |
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BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN


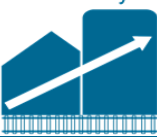
| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|--|------|--|---|-------------------------|
| 2180 | Update the Existing Survey-Grade Light Detection & Ranging (LiDAR) Catalog to Conduct Clash Detection, Design, Review, & Other Related Engineering Efforts - OCIO | | | | |
| | | | | Implement LiDAR Scan Technology into EGIS | Safety |
| 2179 | Update the Existing Enterprise Geographic Information System (EGIS) Aerial Photo Library with Modern Imagery to Support Planning & Engineering Efforts - OCIO | | | | |
| | | | | Integrate District Aerial Photos in the Enterprise Geographic Information System (EGIS) | Safety |
| 3194 | Administer the BART Whistleblower Program - PERFORMANCE & AUDIT | | | | |
| | | | Formally establish program with intake procedures and reporting mechanisms. | Intake requests. | Financial Stability |
| 3207 | Develop and implement comprehensive IT strategy that would align all RSS work activities (Maximo) with financial activities (PeopleSoft) to determine lifecycle costing of Asset Management for the Fleet of the Future and all other RS&S assets. - ROLLING STOCK & SHOPS | | | | |
| | | | Initiate Needs Assessment to evaluate requirements for developing and implementing an IT strategy. | Complete Needs Assessment. Initiate plan of assessment and feasibility to clarify objectives, purpose and cost of IT strategy and review system stats with Stakeholders and subject matter experts. | System Performance |
| 3210 | Continue to work on ensuring that 100% of variable maintenance labor (i.e., timekeeping) is being documented in the RS&S Central Maintenance Management System (Maximo) - ROLLING STOCK & SHOPS | | | | |
| | | | Prepare and initiate external evaluation of Maximo to determine best practices of gathering, tracking and managing work conducted in the Primary Shops, Secondary Shop, Engineering and other functions, i.e. gather quotes, set up contract | Conduct external evaluation of Maximo. Update Standard Operating Procedure (SOP) based on evaluation. | System Performance |

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BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|--|------|---|--|--|
| 3318 | Improve the current Go Card Submission process - MAINTENANCE & ENGINEERING | | | | |
| | | | Commence study on viable options for streamlining Go Card process | Develop policy and procedures for streamline Go Card process | Financial Stability  |
| 3418 | Update the BART Strategic Plan Framework with guidance from the Board of Directors - STRATEGIC & POLICY PLANNING | | | | |
| | | | Define approach to updating the Strategic Plan Framework | Complete update to the Strategic Plan Framework | Economy  |

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| <i>Strategic Improvements assigned or prioritized by the GM/DGM.</i> |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

Modernize Business Practices FY17-FY20 WORK PLAN

Activity #10: Establish Performance Management Program

BART established a Performance & Innovation (P&I) Division in FY19 with a goal of supporting the District’s pursuit of World Class by, among other activities, building the District’s capacity for continuous improvement through the implementation of a robust business performance management program. To support this goal, the objective of the performance management program is to: 1) foster a culture of continuous improvement, and 2) modernize business processes by providing staff with the tools to track progress, diagnose challenges and improve processes within their teams and in collaboration with other departments. This program will pair a performance management framework (benchmarking and Key Performance Indicators (KPIs)) with training and advisory services to provide staff with practical skills to improve processes and build the capacity for continuous improvement.

FOUR YEAR OUTLOOK

What milestones will be achieved in each of the next 4 years to move forward this Activity and support the Strategy?

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|---|------|--|--|------------------------|
| 3195 | Establish formal benchmarking program within BART to augment Operations Planning and participate in industry groups - PERFORMANCE & AUDIT | | | | |
| | | | Begin tracking at least five KPIs against peer agencies using NTD data. Bolster participation in ISBeRG, IAM, TRB, and APTA. | Attend at least one conference. | System Performance |
| 3177 | Develop and Monitor Performance Metrics District-Wide - PERFORMANCE & AUDIT | | | | |
| | | | Identify pilot programs for developing performance metrics, and begin analyses to develop performance metrics and define monitoring and reporting cadence. | Develop performance metrics and dashboards for at least two Executive Offices. Begin adding departments. | System Performance |
| 3191 | Conduct Program/ Process Evaluations (Targeted) - PERFORMANCE & AUDIT | | | | |
| | | | Distinguish Performance & Analytics v. Internal Audit analyses. Develop list of candidate performance analyses. | Obtain resources to conduct analyses. Conduct at least two analyses. | System Performance |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
| Objectives are Complete and SI is Complete or on Schedule |
| Objectives are Behind Schedule, Stalled, or only Partially Complete |
| Objectives have not been Started |



BART Strategic Plan

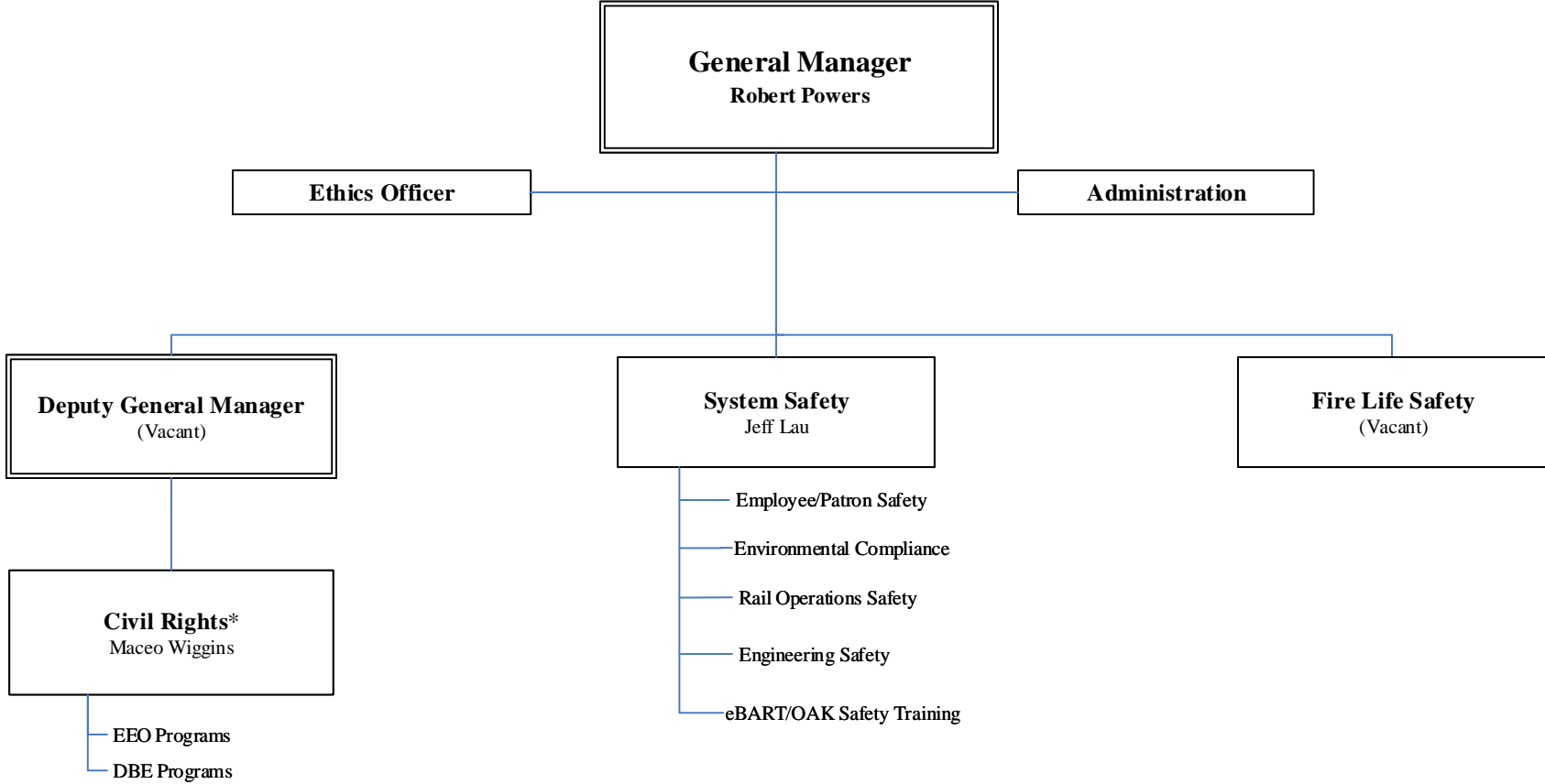
Modernize Business Practices FY17-FY20 WORK PLAN

| No. | FY17 | FY18 | FY19 | FY20 | BSP Goal |
|------|--|------|--|---|------------------------|
| 3192 | Lead/Support Transformation Projects (Targeted) - PERFORMANCE & AUDIT | | | | |
| | | | Assess current state and build long-term project plan for existing projects. Identify and prioritize portfolio of future improvement projects. | Implement improvements for at least two projects. | System Performance |
| 3193 | Build Continuous Improvement Competency District-Wide - PERFORMANCE & AUDIT | | | | |
| | | | | Draft initial culture assessment plans. | System Performance |
| 3196 | Monitor & support Central Support Services on-call consultant contract - PERFORMANCE & AUDIT | | | | |
| | | | Identify scope items related to process improvement and develop detailed work tasks. | Identify tasks to assist with and lead Optimal Staffing task for at least one department. | System Performance |

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| Strategic Improvements assigned or prioritized by the GM/DGM. |
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GENERAL MANAGER OFFICE - 01

FY20 Adopted Budget

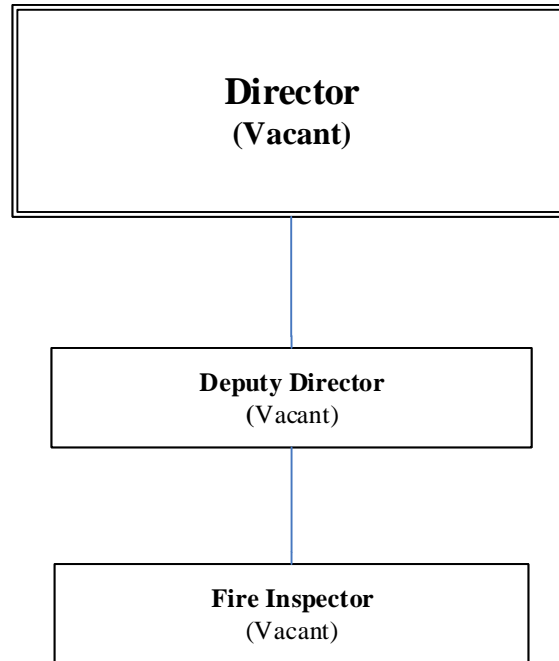


| TOTAL HEADCOUNT | |
|------------------------|------|
| Operating | 37.0 |
| Capital | 22.0 |
| Reimbursable | - |

*The Director of Office of Civil Rights, has dotted line reporting responsibility to the General Manager for all EEO, Title VI and DBE matters.

FIRE LIFE SAFETY – 0103

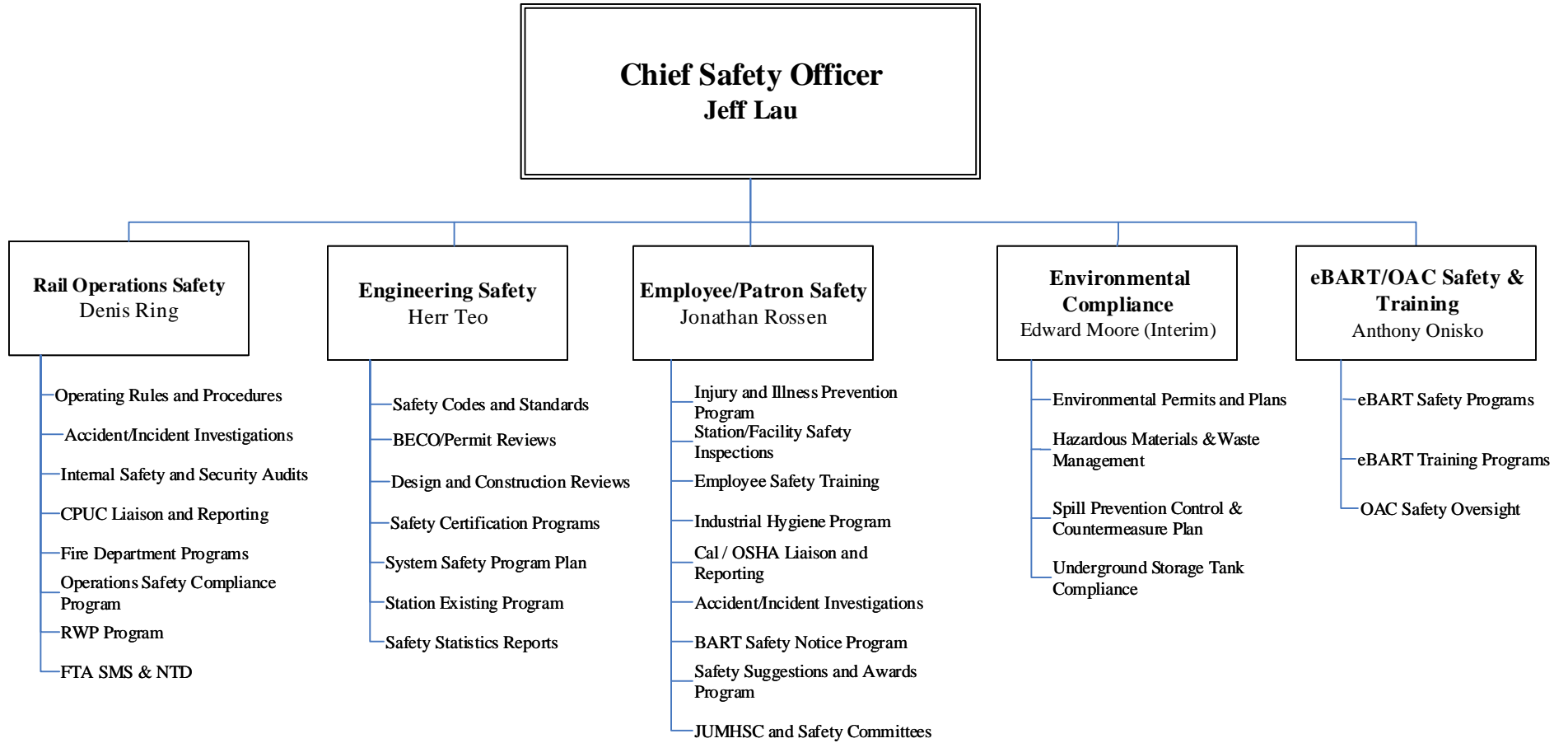
FY20 Adopted Budget



| <u>TOTAL HEADCOUNT</u> | |
|-------------------------------|-----|
| Operating | 2.0 |
| Capital | 1.0 |
| Reimbursable | - |

SYSTEM SAFETY – 1303

FY20 Adopted Budget



| TOTAL HEADCOUNT | |
|------------------------|------|
| Operating | 15.0 |
| Capital | 6.0 |
| Reimbursable | - |

Departmental Four-Year Workplan: SYSTEM SAFETY







| SYSTEM SAFETY | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|--|--|--|---|--|---|---|---|--|--|
| Employee / Patron Safety | | | | | | | | | |
| Investigate Employee Accidents/Incidents Timely | | | | | | | - | | |
| Resolve Cal/OSHA Matters Timely | | | | | | | Timely | | |
| Resolve Safety Notices Timely | | | | | | | - | | |
| Chair the Joint Union/Management Health & Safety Committee | | | | | | | - | | |
| Perform Compliance Inspections of All Facilities | | | | | | | ≥20 Annual Inspections | | |
| Administer the BART Employee / Patron Safety Program | | | | | | | - | | |
| Administer the Hazardous Material Database | | | | | | | - | | |
| Administer Occupational Safety Training Program | | | | | | | - | | |
| Administer the Safety Suggestion Program | | | | | | | - | | |
| Track Occupational Accidents & Provide Incentives to Departments That Meet Accident/Incident/Training/Inspection Goals | | | | | | | - | | |
| Administer the Employee Injury & Illness Prevention Program (IIPP) | | | | | | | - | | |
| Prepare Quarterly Employee / Patron Accident Statistics Reports | | | | | | | Met | | |
| Engineering Safety | | | | | | | | | |
| Administer Design/Construction/BECO Safety Review | | | | | | | - | | |
| Administer the Safety Certification Program | | | | | | | - | | |
| Administer the BART Engineering Safety Program | | | | | | | - | | |

Green fill indicates the performance target was met in FY19.










Red fill indicates the performance target was not met in FY19.

Gray fill indicates a performance target is to be determined.

Departmental Four-Year Workplan: SYSTEM SAFETY

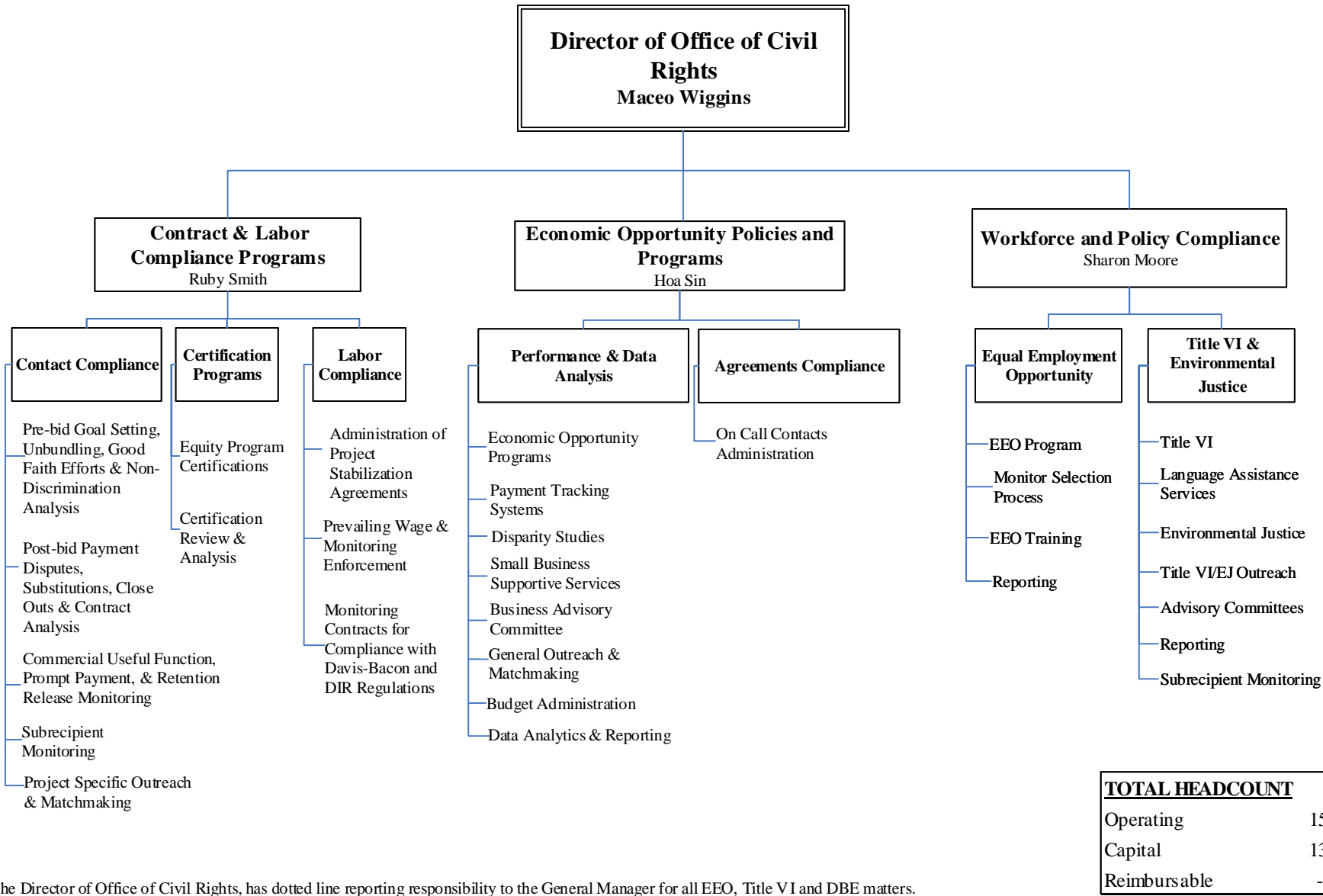
| SYSTEM SAFETY | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|--|---|---|--|---|--|--|--|---|---|
| Engineering Safety | | | | | | | | | |
| Administer the System Safety Program Plan (SSPP) | | | | | | | - | | |
| Environmental Compliance | | | | | | | | | |
| Administer Hazardous Material Business Plans at Covered Facilities | | | | | | | - | | |
| Manage the Environmental Compliance Program | | | | - | | | | | |
| Administer Environmental Compliance Permit Program | | | | - | | | | | |
| Administer General Environmental Services Contracts | | | | - | | | | | |
| Administer the Environmental Compliance Training Program | | | | - | | | | | |
| Administer the Hazardous Waste Disposal Program | | | | - | | | | | |
| Administer the MS4 Compliance Program | | | | - | | | | | |
| OAC / eBART Safety Program | | | | | | | | | |
| Administer OAC / eBART Safety Program | | | | | | | - | | |
| Rail Operations Safety | | | | | | | | | |
| Administer the BART Rail Operations Safety Program | | | | | | | - | | |
| Administer the Operations Rules & Procedures Manual Update Program | | | | | | | - | | |
| Issue Operating Bulletins as Required | | | | | | | - | | |
| Facilitate the CPUC Triennial Safety & Security Audit | | | | | | | Met | | |
| Complete Annual Report to CPUC on Rail Safety & Security | | | | | | | Met | | |

Departmental Four-Year Workplan: SYSTEM SAFETY

| SYSTEM SAFETY | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Rail Operations Safety | | | | | | | | | |
| Perform Jurisdictional Fire Department (21) Liaison Duties | | | | | | | Met | | |
| Administer the Internal Safety & Security Audit Program | | | | | | | - | | |
| Administer the Fire Department / First Responder Training & Drills Program | | | | | | | - | | |
| Investigate Operational Accidents/Incidents | | | | | | | - | | |
| Administer GO 175 Roadway Worker Protection (RWP) Program | | | | | | | - | | |
| Provide Oversight to the Operations Safety Compliance Program | | | | | | | - | | |
| Ensure Staff's Certification in the Transit Safety & Security Program (TSSP) | | | | | | | 100% | | |
| Coordinate the Transportation Safety Institute (TSI) Safety & Emergency Management Courses for Front-Line Supervisors & Department Management | | | | | | | 100% | | |
| Ensure All Capital Improvement Projects with Significant Operations Safety Impact Comply with all Applicable Federal, State, & District Rules & Regulations | | | | | | | 100% | | |
| System Safety | | | | | | | | | |
| Contribute to the FTA Transit Safety & Oversight Rulemaking: 49 CFR Part 670, 672, 673, and 674 | | | | | | | Met | | |










OFFICE OF CIVIL RIGHTS - 1304

FY20 Adopted Budget



*The Director of Office of Civil Rights, has dotted line reporting responsibility to the General Manager for all EEO, Title VI and DBE matters.

Departmental Four-Year Workplan: OFFICE OF CIVIL RIGHTS










| OFFICE OF CIVIL RIGHTS | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|---|---|--|---|--|--|--|---|---|
| Contract & Labor Compliance Programs | | | | | | | | | |
| Administer the Prevailing Wage Compliance Program | | | - | | | | | | |
| Complete Prevailing Wage Audits | | | <30 Days | | | | | | |
| Monitor Federally Funded Contracts & Service Agreements over \$50K with SBE/MSBE Participation | | | - | | | | | | |
| Administer the Major Stabilization Agreement Program | | | - | | | | | | |
| Monitor Prompt Payment & Commercial Useful Function, & Retention Provisions on Federally Funded Contracts | | | - | | | | | | |
| Monitor Subrecipients for Compliance | | | - | | | | | | |
| Administer Project Specific Outreach & Matchmaking Program | | | - | | | | | | |
| Deny / Approve Public Works Contract Invoices | | | <5 Days | | | | | | |
| Monitor All Non-Federally Funded Contracts for Compliance with Non-Discrimination for Subcontracting Program & Small Business Program | | | - | | | | | | |
| Monitor Federally Funded Contracts over \$50K with DBE Participation | | | 100% | | | | | | |
| Review Bid Information & Goal Setting Participation | | | <7 Days | | | | | | |
| Investigate Davis Bacon Wage Complaints | | | <10 Days | | | | | | |
| Economic Opportunity Policies & Programs | | | | | | | | | |
| Complete DBE/SBE/MSBE/MBE/WBE Certification Applications | | | <90 Days | | | | | | |
| Administer the DBE, Non-Discrimination & Subcontracting, & Small Business Programs | | | - | | | | | | |

Green fill indicates the performance target was met in FY19.










Red fill indicates the performance target was not met in FY19.

Gray fill indicates a performance target is to be determined.

Departmental Four-Year Workplan: OFFICE OF CIVIL RIGHTS

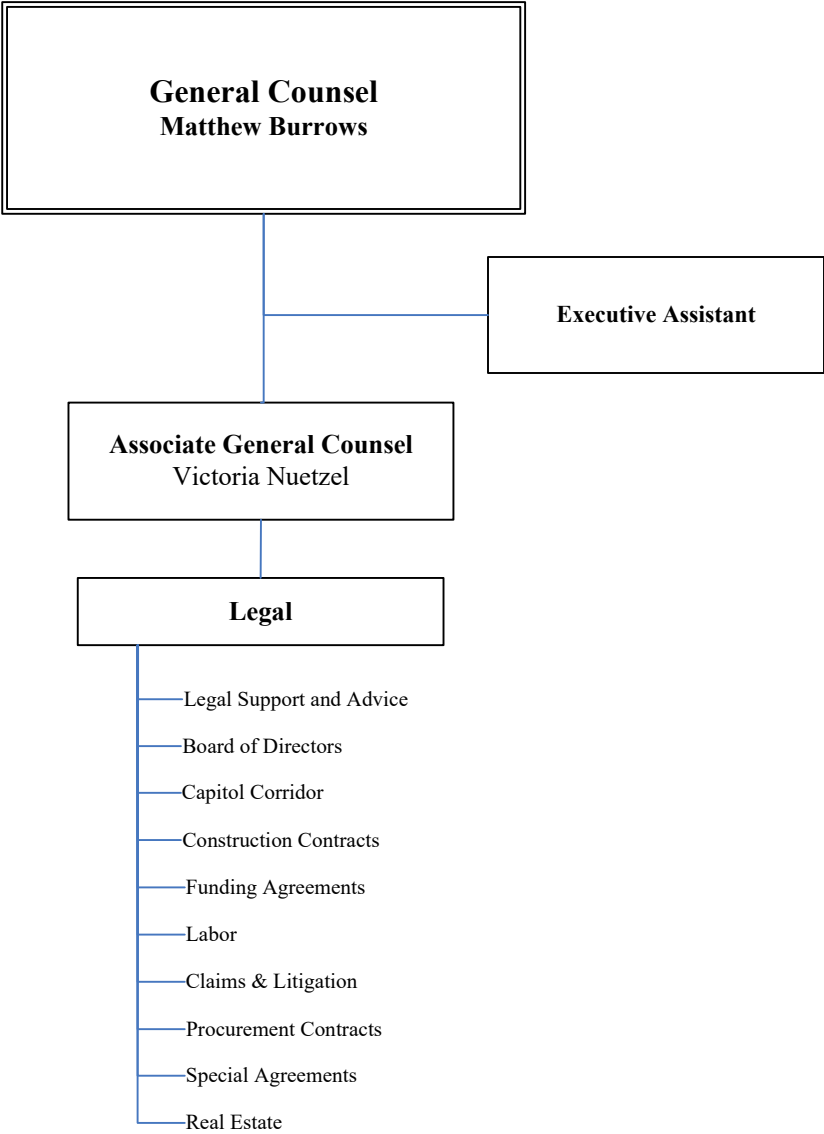
| OFFICE OF CIVIL RIGHTS | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Economic Opportunity Policies & Programs | | | | | | | | | |
| Prepare & Implement the DBE Goal for Federal Fiscal Year 10/1/2016 to 9/30/2019 | | | Met | | | | | | |
| Administer General Outreach Program | | | - | | | | | | |
| Administer the B2GNow System | | | - | | | | | | |
| Administer the DBE Certification Program | | | - | | | | | | |
| Workforce & Policy Compliance | | | | | | | | | |
| Respond to Internal & External EEO Complaints & Investigations | | | | | | | | <90 Days | |
| Administer Human Resource Concurrence Process | | | | | | | | <1 Day | |
| Administer EEO Training Program | | | | | | | | 100% | |
| Administer AB1825 Employee Training | | | | | | | | 100% | |
| Administer New Hire EEO Training Program | | | | | | | | 100% | |
| Administer the Equal Employment Opportunity (EEO) Program Database | | | | | | | | - | |
| Complete Internal Equal Employment Opportunity (EEO) Investigations Timely | | | <90 Days | | | | | | |
| Complete EEO Investigations | | | <90 Days | | | | | | |
| Administer & Monitor the Equal Opportunity Employer Program | | | - | | | | | | |
| Administer & Monitor the Environmental Justice Program | | | - | | | | | | |
| Administer & Monitor the Language Assistance Plan (LAP) Program | | | - | | | | | | |

Departmental Four-Year Workplan: OFFICE OF CIVIL RIGHTS

| OFFICE OF CIVIL RIGHTS | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Workforce & Policy Compliance | | | | | | | | | |
| Administer & Monitor the Title VI Program | | | - | | | | | | |
| Investigate Title VI Complaints | | | <90 Days | | | | | | |
| Organize the Diversity Employee Resource Group Events | | | | | | | | > 6 Events per Year | |










OFFICE OF THE GENERAL COUNSEL - 02

FY20 Adopted Budget



| TOTAL HEADCOUNT | |
|------------------------|------|
| Operating | 17.0 |
| Capital | 5.0 |
| Reimbursable | - |

Departmental Four-Year Workplan: OFFICE OF THE GENERAL COUNSEL - GENERAL COUNSEL

| GENERAL COUNSEL | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Legal | | | | | | | | | |
| Respond to all Board of Directors Related Matters Timely | 100% | | | | | | | | |
| Respond to all Requests for Review of Stop Notices & Stop Notice Releases Timely | ≤10 Days | | | | | | | | |
| Respond to 90% of Requests for Review of Invitation for Bid (IFB) Award Documents Timely | ≤5 Days | | | | | | | | |
| Approve/Disapprove 75% of Construction & Procurement Contracts, & Professional Service Agreements Timely | ≤10 Days | | | | | | | | |
| Approve/Disapprove Remaining 25% of Construction & Procurement Contracts, & Professional Service Agreements Timely | Timely | | | | | | | | |
| Provide Timely Legal Review & Advice on 75% of Human Resource Related Matters | | | | | | | | ≤21 Days | |
| Provide Legal Review & Advice Regarding All Labor Matters Timely | | | | | | | | ≤5 Days | |
| Meet all Court Imposed Litigation Deadlines | | | | | | | | | 100% |
| Review & Approve/Disapprove 90% of Final Executive Decision Documents (EDDs) Timely | | | | | | | | | ≤2 Days |
| Provide an Attorney for all Arbitrations at Which Opposition is Represented by Counsel & at all Other Arbitrations as Requested | | | | | | | | | 100% |
| Respond to Requests for Legal Review & Advice Timely | | | | | | | | | ≤2 days |

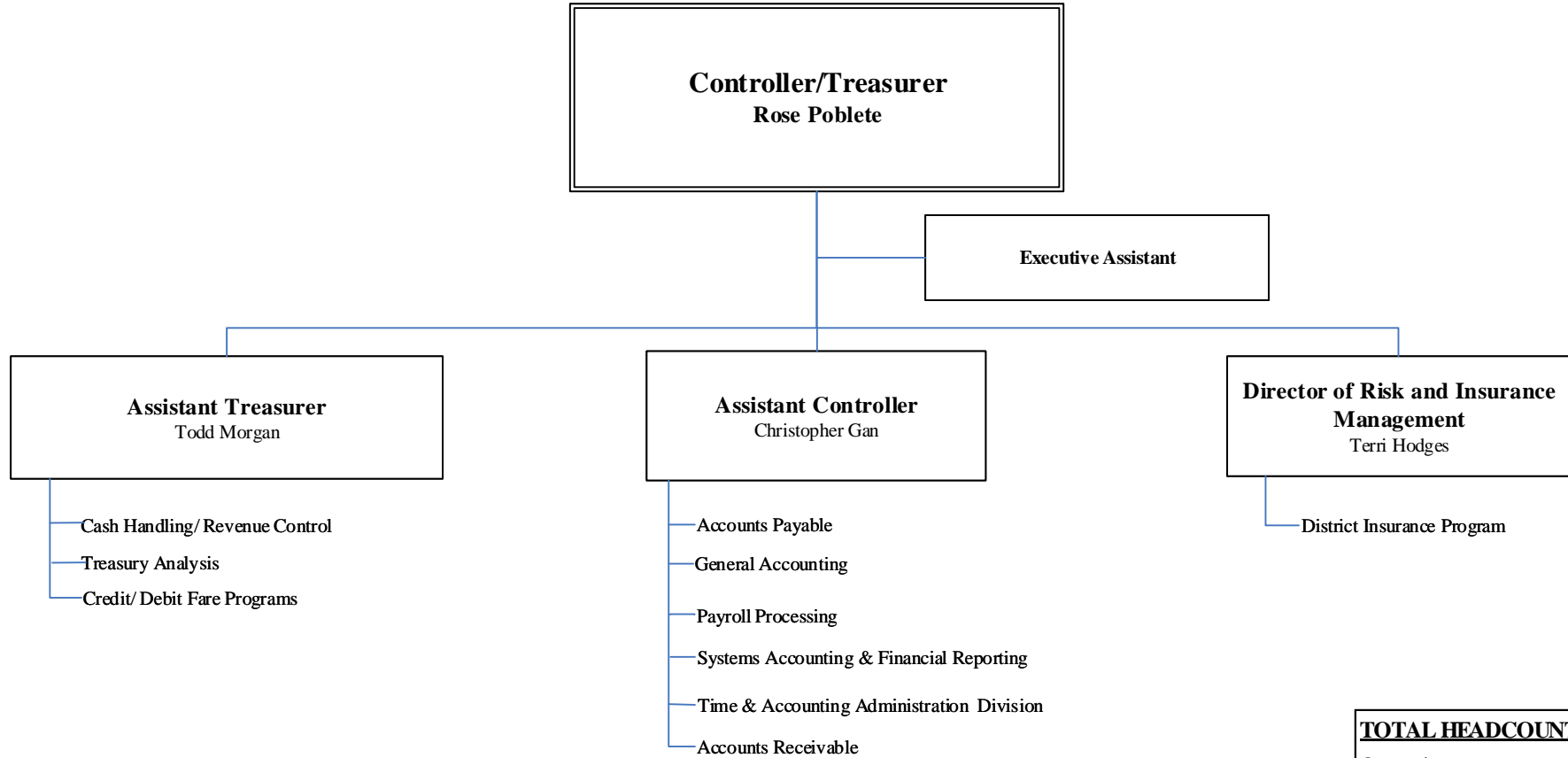
Green fill indicates the performance target was met in FY19.

Red fill indicates the performance target was not met in FY19.

Gray fill indicates a performance target is to be determined.










FINANCE – 03

FY20 Adopted Budget



| TOTAL HEADCOUNT | |
|------------------------|-------|
| Operating | 102.0 |
| Capital | 14.0 |
| Reimbursable | - |

Departmental Four-Year Workplan: OFFICE OF THE CONTROLLER-TREASURER - CONTROLLER-TREASURER










| CONTROLLER-TREASURER | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Assistant Treasurer's Office | | | | | | | | | |
| Administer the Debit Credit Program | | | | | - | | | | |
| Respond to Customer Debit/Credit Inquiries Timely | | | | | <12 Days | | | | |
| Administer the EZ Rider Program | | | | | - | | | | |
| Process Patron Refund Claims Timely | | | | | <7 Days | | | | |
| Submit Revenue Collection Accounting Reports Timely | | | | | | | | | <3 Days |
| Invest Funds to Preserve Capital | | | | | | | | | >0% |

Green fill indicates the performance target was met in FY19.

Red fill indicates the performance target was not met in FY19.

Gray fill indicates a performance target is to be determined.










Departmental Four-Year Workplan: OFFICE OF THE CONTROLLER-TREASURER - CONTROLLER-TREASURER

| | | | | | | | | | |
|-----------------------------|--|--|---|--|---|---|---|--|--|
| CONTROLLER-TREASURER | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|-----------------------------|--|--|---|--|---|---|---|--|--|

Cash Handling

| | | | | | | | | | |
|--|--|--|--|--|----------|--|--|--|---------|
| Achieve QPR Metric for AFC Equipment Reliability (shared with M&E) | | | | | 95% | | | | |
| Process Offsite Ticket Orders Timely | | | | | <7 Days | | | | |
| Process Group Sales Orders Timely | | | | | <10 Days | | | | |
| Deposit Collected Fare Revenue Timely | | | | | | | | | <2 Days |

Departmental Four-Year Workplan: OFFICE OF THE CONTROLLER-TREASURER - CONTROLLER-TREASURER

| | | | | | | | | | |
|-----------------------------|--|--|---|--|---|---|---|--|--|
| CONTROLLER-TREASURER | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
| | | | | | | | | | |

Accounts Payable

| | | | | | | | | | |
|---|--|--|--|--|--|--|--|--|------------------|
| Administer Commercial Revenue Accounts Receivable Program | | | | | | | | | Quarterly |
| Process & Pay Vendors & Contractors Timely | | | | | | | | | 88% in < 30 Days |
| Prepare & Distribute Annual 1099s to All Vendors & Contractors Timely | | | | | | | | | 100% |










Accounts Receivable

| | | | | | | | | | |
|---|--|--|--|--|--|--|--|--|-----------------------------|
| Manage the Accounts Receivable Department | | | | | | | | | - |
| Administer the Federal Grant Reporting Program | | | | | | | | | - |
| Administer the FTA Financial Status Reports (FSR) Program | | | | | | | | | < 30 Days After Quarter End |

General Accounting & Financial Reporting

| | | | | | | | | | |
|---|--|--|--|--|--|--|--|--|------------------|
| Manage the General Accounting Department | | | | | | | | | - |
| Administer GAAP & GASP Compliant Financial Statements Program | | | | | | | | | By Dec. 31st |
| Administer the Annual Fixed Asset Program | | | | | | | | | By April 15th |
| Administer the State & Local Grant Reporting Program | | | | | | | | | By Dec. 31st |
| Close G/L at Month End Timely | | | | | | | | | <15 Working Days |
| Prepare RHBT Statements Timely | | | | | | | | | - |
| Close the Annual Operating G/L Timely | | | | | | | | | <6 weeks |
| Close the Annual Capital G/L Timely | | | | | | | | | <15 Weeks |
| Prepare Monthly Budget Performance Reports (BPR) Timely | | | | | | | | | <3 Days |

Departmental Four-Year Workplan: OFFICE OF THE CONTROLLER-TREASURER - CONTROLLER-TREASURER

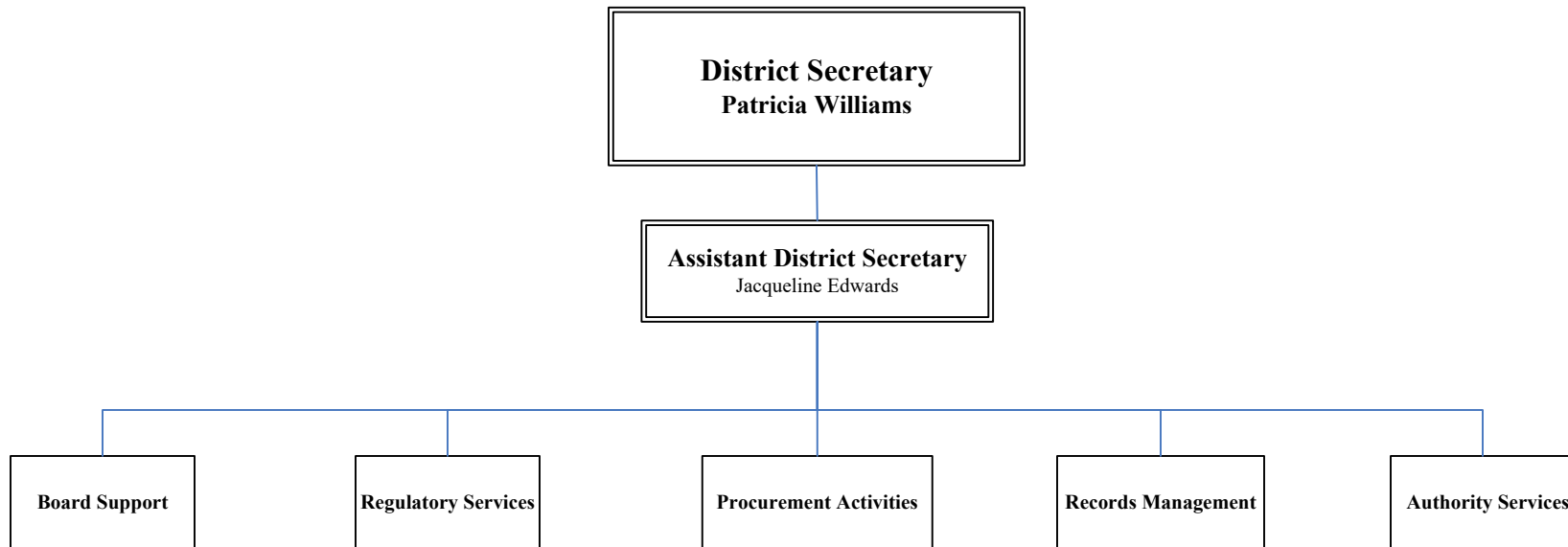
| CONTROLLER-TREASURER | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| General Accounting & Financial Reporting | | | | | | | | | |
| Prepare Annual Audited Financial Reports for BART Timely | | | | | | | | | 6 Months |
| Prepare Annual Audited Financial Reports for CCJPA Timely | | | | | | | | | 9 Months |
| Submit Annual State Controller's Report eFiling Timely | | | | | | | | | < 7 Months |
| Submit the National Transit Database (NTD) Report Timely | | | | | | | | | By Oct. 31st |
| Payroll Processing | | | | | | | | | |
| Administer the Payroll Processing Program | | | | | | | | | Bi-Weekly |
| Submit Quarterly Payroll Reports to the State Timely | | | | | | | | | 100% |
| Distribute Biweekly Payroll Accurately | | | | | | | | 0% Error Rate | |
| Prepare & Submit Annual W-2 Files Timely | | | | | | | | | 100% |
| Time & Accounting Administrative Division | | | | | | | | | |
| Administer the TAAD Program | - | | | | | | | | |
| Administer the Time & Labor Manager Self Service Training Program | | | | | | | | - | |

Departmental Four-Year Workplan: OFFICE OF THE CONTROLLER-TREASURER - CONTROLLER-TREASURER

| CONTROLLER-TREASURER | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|--|--|--|---|--|---|---|---|--|--|
| Insurance | | | | | | | | | |
| Administer a Compliant Certificates of Insurance Program | | | | | | | | | - |
| Reduce the District's Annual Total Cost of Risk | | | | | | | | | <1% |
| Process Personal Injury & Property Damage Claims Timely | | | | | | | | | <1 Day |
| Reduce Annual Claim Costs | | | | | | | | | 0% |
| Assure Contract Agreements Contain Appropriate Indemnification & Insurance Provisions Timely | | | | | | | | | <48 Hours |










OFFICE OF THE DISTRICT SECRETARY - 04

FY20 Adopted Budget



| TOTAL HEADCOUNT | |
|------------------------|-----|
| Operating | 7.0 |
| Capital | 1.0 |
| Reimbursable | - |

Departmental Four-Year Workplan: DISTRICT SECRETARY - DISTRICT SECRETARY'S OFFICE










| DISTRICT SECRETARY'S OFFICE | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Board Support | | | | | | | | | |
| Record & Maintain Official Records of BART Board of Directors' Activities | | | | | - | | | | |
| Record & Maintain Official Records of BART Board & Advisory Committees | | | | | - | | | | |
| Schedule & Support Board Closed Sessions, Special Board Meetings & Regular Board Meetings | | | | | - | | | | |
| Respond to Customer Comments Timely | | | | | <10 Business Days | | | | |
| Contract Administration | | | | | | | | | |
| Sell Bid Documents & Standard Specifications | | - | | | | | | | |
| Maintain Plan Holders' Lists & Bid Results | | - | | | | | | | |
| Advertise Contracts, Public Notices & Public Hearings | | - | | | | | | | |
| Receive Requests for Proposals | | - | | | | | | | |
| Receive & Publicly Open Bids for Contracts & Invitations for Bids | | - | | | | | | | |
| Issue Addenda, Notices of Award, Notices to Proceed & Notices of Completion | | - | | | | | | | |
| Execute & Record Notices of Acceptance | | - | | | | | | | |
| Administer, Secure & Return Bidder Bonds | | - | | | | | | | |
| Maintain Construction Contract Files | | - | | | | | | | |
| Custodian of Records / Records Management | | | | | | | | | |
| Administer the Custodian of Records (COR) Program | | | | | | | | | - |

Green fill indicates the performance target was met in FY19.

Red fill indicates the performance target was not met in FY19.

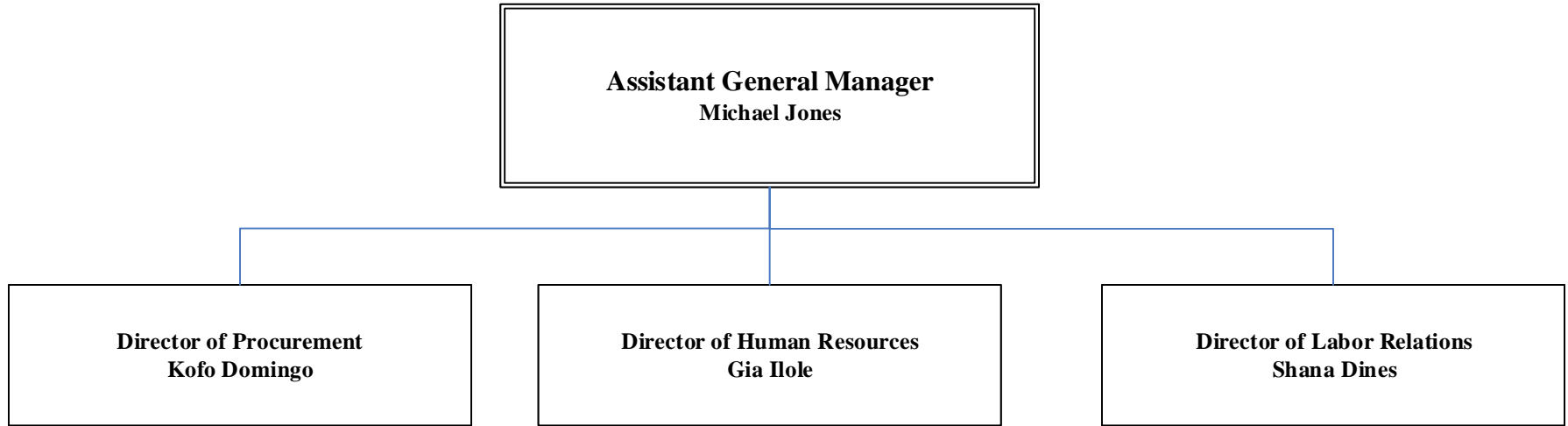
Gray fill indicates a performance target is to be determined.

Departmental Four-Year Workplan: DISTRICT SECRETARY - DISTRICT SECRETARY'S OFFICE

| DISTRICT SECRETARY'S OFFICE | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|--|--|--|---|--|---|---|---|--|--|
| Custodian of Records / Records Management | | | | | | | | | |
| Respond to California Public Records Act Requests Timely | | | | | | | | | <10 Calendar Days |
| Provide Records in Response to California Public Records Act Requests Timely | | | | | | | | | <14 Calendar Days |
| Provide Records in Response to Subpoenas | | | | | | | | | Court Established |
| District Secretary's Office | | | | | | | | | |
| Manage the District Secretary's Office | - | | | | | | | | |
| Administer the Statements of Economic Interest Program | | | | | | | | | - |
| Complete District Board Election Activities With Counties | | | | | | | | | - |
| Conduct Biannual Ethics Training for Board of Directors | | | | | | | | | - |
| Conduct Required Sexual Harassment Training for Board of Directors | | | - | | | | | | |

OFFICE OF ADMINISTRATION - 05

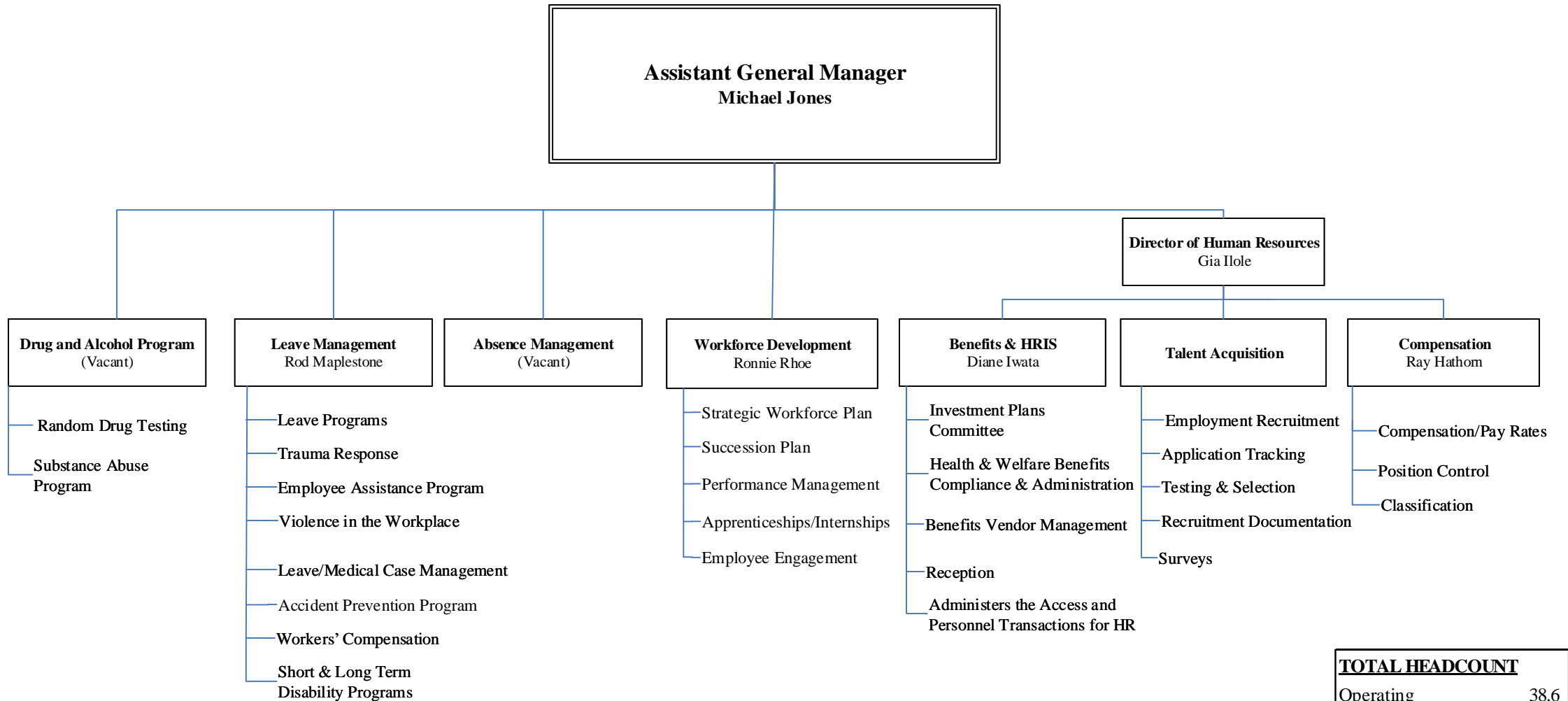
FY20 Adopted Budget



| TOTAL HEADCOUNT | |
|------------------------|-------|
| Operating | 150.6 |
| Capital | 22.0 |
| Reimbursable | 1.0 |










HUMAN RESOURCES ADMIN - 0502

FY20 Adopted Budget



| TOTAL HEADCOUNT | |
|------------------------|------|
| Operating | 38.6 |
| Capital | 8.0 |
| Reimbursable | 1.0 |

Departmental Four-Year Workplan: OFFICE OF ADMINISTRATION - HUMAN RESOURCES










| HUMAN RESOURCES | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Benefits & HRIS | | | | | | | | | |
| Administer the Health & Welfare Benefits Program | | | | | | | | - | |
| Administer the Benefit Compliance Program | | | | | | | | - | |
| Administer the Benefit Vendors Management Program | | | | | | | | - | |
| Administer the Investment Plans Committee Program | | | | | | | | - | |
| Administer the Human Resources Information System (HRIS) | | | | | | | | - | |
| Compensation | | | | | | | | | |
| Develop mechanisms to track BART independent contractors | | | | | | | | - | |
| Administer the Compensation Department | | | | | | | | - | |
| Leave Management | | | | | | | | | |
| Administer the Drug & Alcohol Testing Program | | | | | | | - | | |
| Administer the Attendance Management Program | | | | | | | | - | |
| Administer the Employee Assistance Program (EAP) | | | | | | | | - | |
| Conduct Random Drug Testing to meet DOT Requirements for Safety Sensitive Employees | | | | | | | >2.10% | | |
| Conduct Follow Up Post-Positive Testing For One Year | | | | | | | >6 | | |
| Administer the Violence in the Workplace Program | | | | | | | - | | |
| Talent Acquisition | | | | | | | | | |
| Administer the Talent Acquisition Program | | | | | | | | - | |

Green fill indicates the performance target was met in FY19.

Red fill indicates the performance target was not met in FY19.

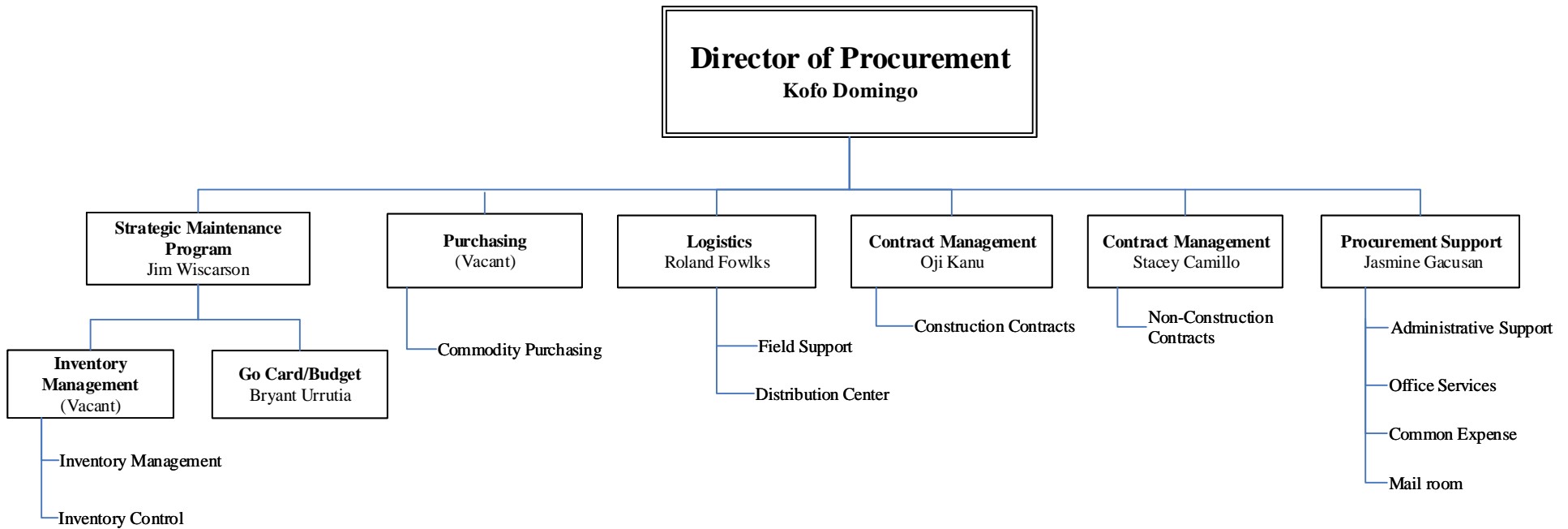
Gray fill indicates a performance target is to be determined.

Departmental Four-Year Workplan: OFFICE OF ADMINISTRATION - HUMAN RESOURCES

| HUMAN RESOURCES | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|--|--|--|---|--|---|---|---|--|--|
| Talent Acquisition | | | | | | | | | |
| Fill Positions Timely | | | | | | | | - | |
| Create New Classifications Timely | | | | | | | | - | |
| Workforce Development | | | | | | | | | |
| Administer the Workforce Development Program | | | | | | | | - | |
| Deliver Required Training for All Employees | | | | | | | | 100% | |
| Deliver Skill Building Training to Address Workforce Needs | | | | | | | | - | |
| Administer the Performance Management Program | | | | | | | | - | |
| Track Annual Performance Review Delivery | | | | | | | | 100% | |
| Track New Hire Performance Review Delivery | | | | | | | | 100% | |
| Administer the Apprenticeship & Intern Program | | | | | | | | - | |
| Administer the Employee Recognition Program | | | | | | | | - | |










PROCUREMENT - 0503

FY20 Adopted Budget












| TOTAL HEADCOUNT | |
|------------------------|------|
| Operating | 99.0 |
| Capital | 13.0 |
| Reimbursable | - |

Departmental Four-Year Workplan: OFFICE OF ADMINISTRATION - PROCUREMENT

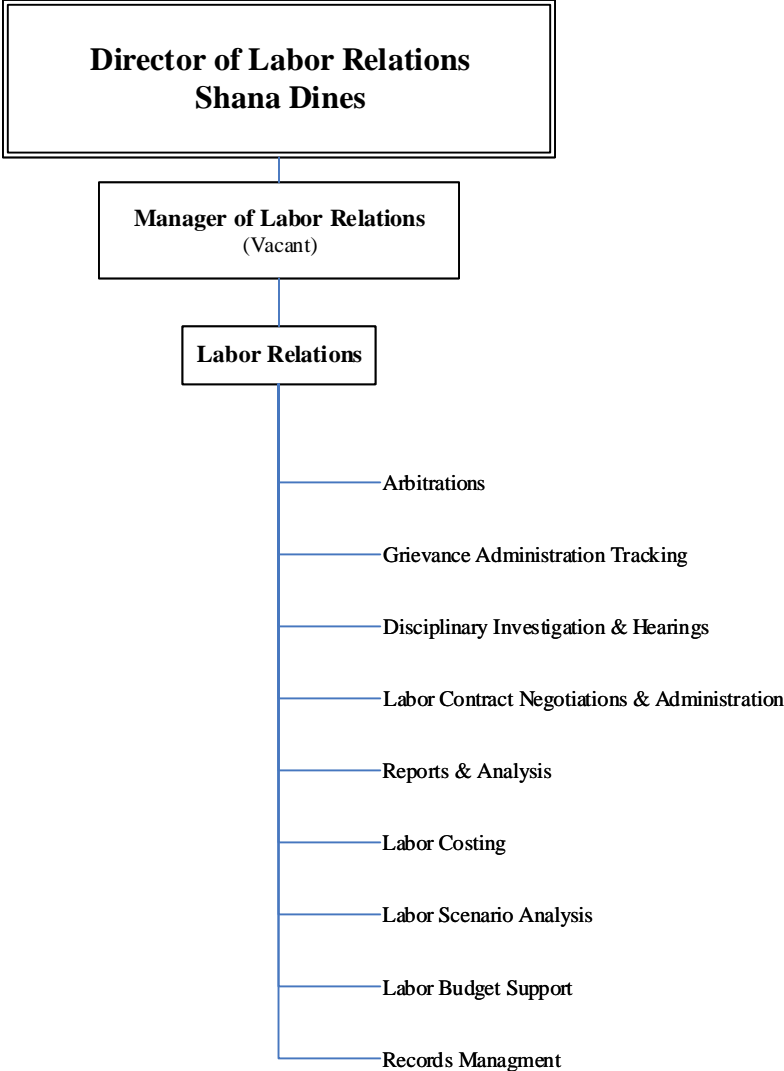
| PROCUREMENT | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Contracts Management | | | | | | | | | |
| Manage the Contracts Management Department | | - | | | | | | | |
| Process all Advertised Agreements & Contracts in a Timely Manner | | < 180 Days | | | | | | | |
| Administer Contract Lifecycle Management Program | | | | | | - | | | |
| Implement Contract Lifecycle Management Program | | | | | | - | | | |
| Inventory Management | | | | | | | | | |
| Manage the Inventory Management Department | | | | | | | | | - |
| Maintain Car Parts to Minimize Car Days Out of Service | | | | | | <1% | | | |
| Administer the Obsolete Inventory Program (w/Logistics) | | | | - | | | | | |
| Logistics | | | | | | | | | |
| Manage the Logistics Department | | | | | | - | | | |
| Support Measure RR Bond Purchases (w/Maintenance Planning) | | | | | | | | | - |
| Implement recommendations for bringing inventory and materials up to date | | | | | | - | | | |
| In collaboration with client departments create an updated inventory and materials management program | | | | | | - | | | |
| Support Measure RR Bond Material Storage and Material planning Requirements | | | | | | - | | | |
| Procurement | | | | | | | | | |
| Initiate Strategic Sourcing Program | | | | | | - | | | |
| Procurement Support | | | | | | | | | |
| Administer the Records Storage Program | | | | | | | | | - |

Departmental Four-Year Workplan: OFFICE OF ADMINISTRATION - PROCUREMENT

| PROCUREMENT | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Procurement Support | | | | | | | | | |
| Update and Improve the Go-Card Program to meet current District needs | | | | | | | | | - |
| Purchasing | | | | | | | | | |
| Manage the Inventory & Non-Inventory Purchasing Department | | - | | | | | | | |
| Process (Non-Formal Bidding) Purchase Requisitions Timely | | < 15 Days | | | | | | | |
| Strategic Maintenance | | | | | | | | | |
| Administer the Strategic Maintenance Program | | | | | | - | | | |


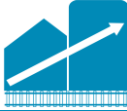







LABOR RELATIONS - 0505

FY20 Adopted Budget



| TOTAL HEADCOUNT | |
|------------------------|------|
| Operating | 11.0 |
| Capital | 1.0 |
| Reimbursable | - |

Departmental Four-Year Workplan: LABOR RELATIONS

| LABOR RELATIONS | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Labor Relations | | | | | | | | | |
| Manage the Labor Relations Department | | | | | | | | - | |
| Administer Labor Contract Negotiations | | | | | | | | - | |
| Administer the Investigations & Arbitration Program | | | | | | | | - | |
| Administer the Disciplinary Investigations & Hearings Program | | | | | | | | - | |
| Administer the Grievance Program | | | | | | | | - | |
| Chair Labor Relations Committees | | | | | | | | - | |

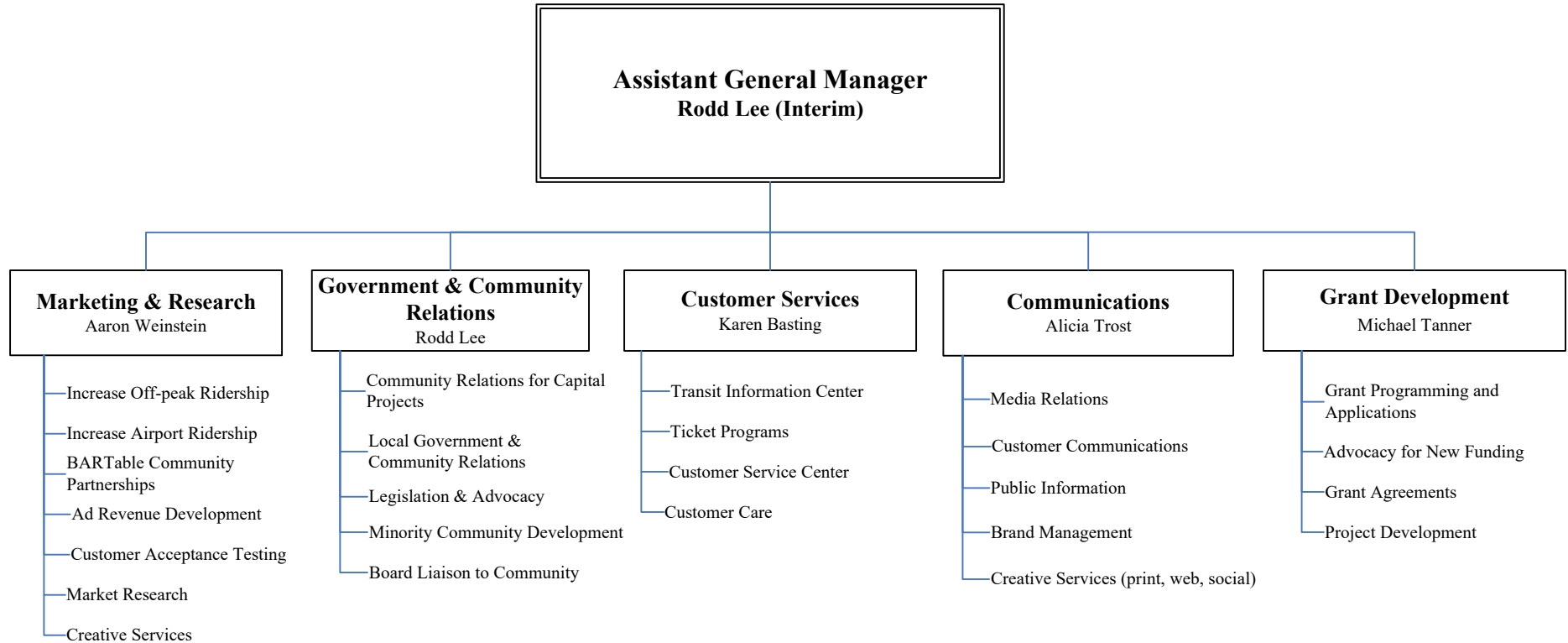
Green fill indicates the performance target was met in FY19.

Red fill indicates the performance target was not met in FY19.

Gray fill indicates a performance target is to be determined.

OFFICE OF EXTERNAL AFFAIRS - 06

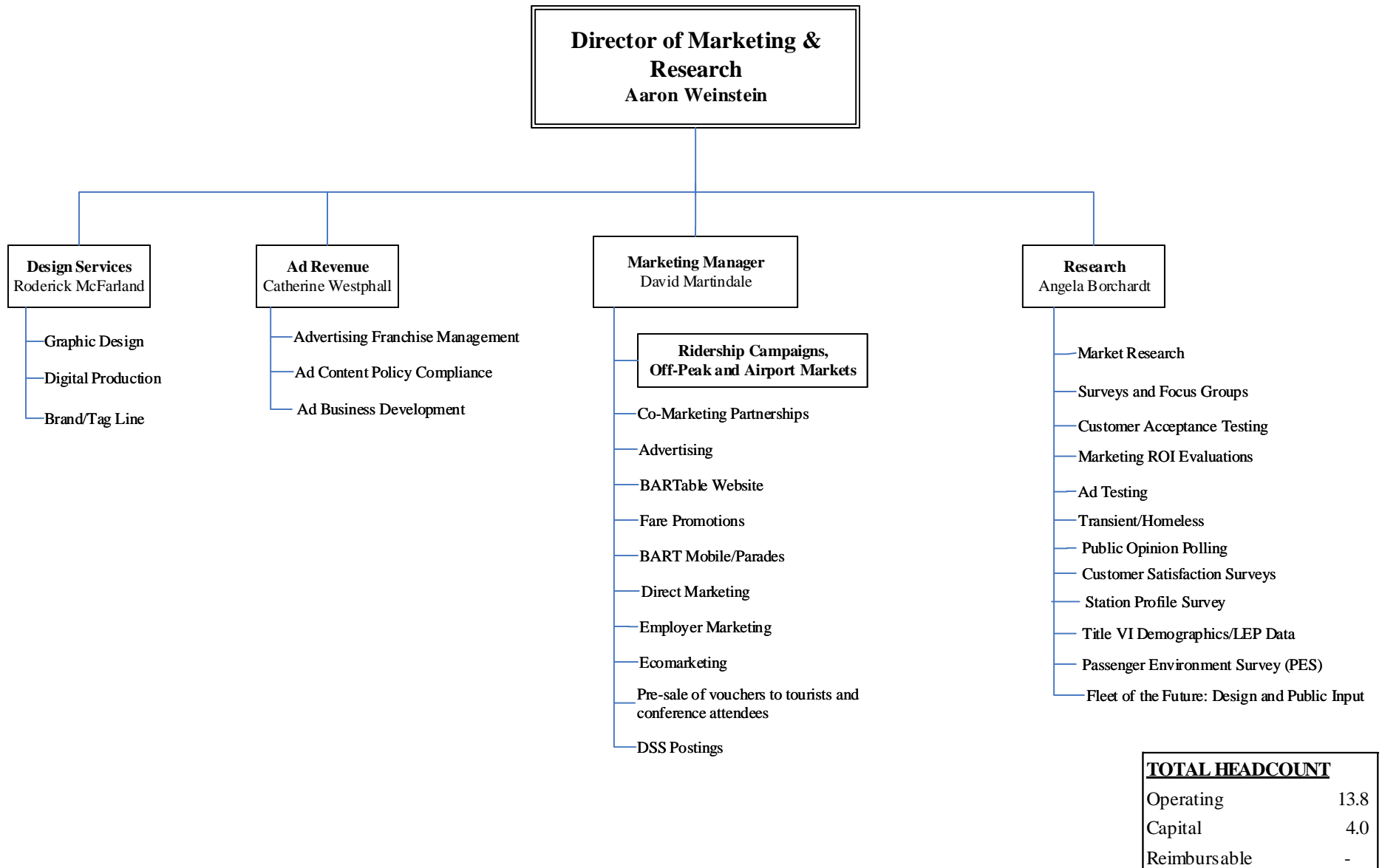
FY20 Adopted Budget












| TOTAL HEADCOUNT | |
|------------------------|------|
| Operating | 51.3 |
| Capital | 10.5 |
| Reimbursable | - |

MARKETING & RESEARCH - 0602

FY20 Adopted Budget



Departmental Four-Year Workplan: EXTERNAL AFFAIRS - MARKETING & RESEARCH

| MARKETING & RESEARCH | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|--|--|--|---|--|---|---|---|--|--|
| Building the BART Brand | | | | | | | | | |
| Deploy BARTmobile & Employee Teams in Major Cultural Parades | | | | | >6 per year | | | | |
| Customer & Performance Research | | | | | | | | | |
| Complete Quarterly Passenger Environment Surveys (PES) | | | | | Quarterly | | | | |
| Conduct Customer Satisfaction Surveys (Even Years) | | | | | Fall 2018/2020 | | | | |
| Conduct Employee Surveys (Even Years) | | | | | | | Winter 2018/2020 | | |
| Generate Ad Revenue | | | | | | | | | |
| Meet or Exceed Annual Advertising Franchise Revenue Targets | | | | | | | | | Meet/Exceed |
| Increase Ridership & Revenue | | | | | | | | | |
| Conduct Ethnic Heritage Celebration Marketing Campaigns (Annually) | | | >3 | | | | | | |
| Negotiate Co-Marketing Partnerships to Increase Off-Peak Ridership (Annually) | | | | | | | | | >50 |
| Grow BARTable Subscribers & Followers to Increase Off-Peak Ridership | | | | | | | | | >10% Increase |
| Negotiate Channel Marketing Agreements with Conventions & Hotels to Build Ridership to OAK & SFO | | | | | | | | | >20 |

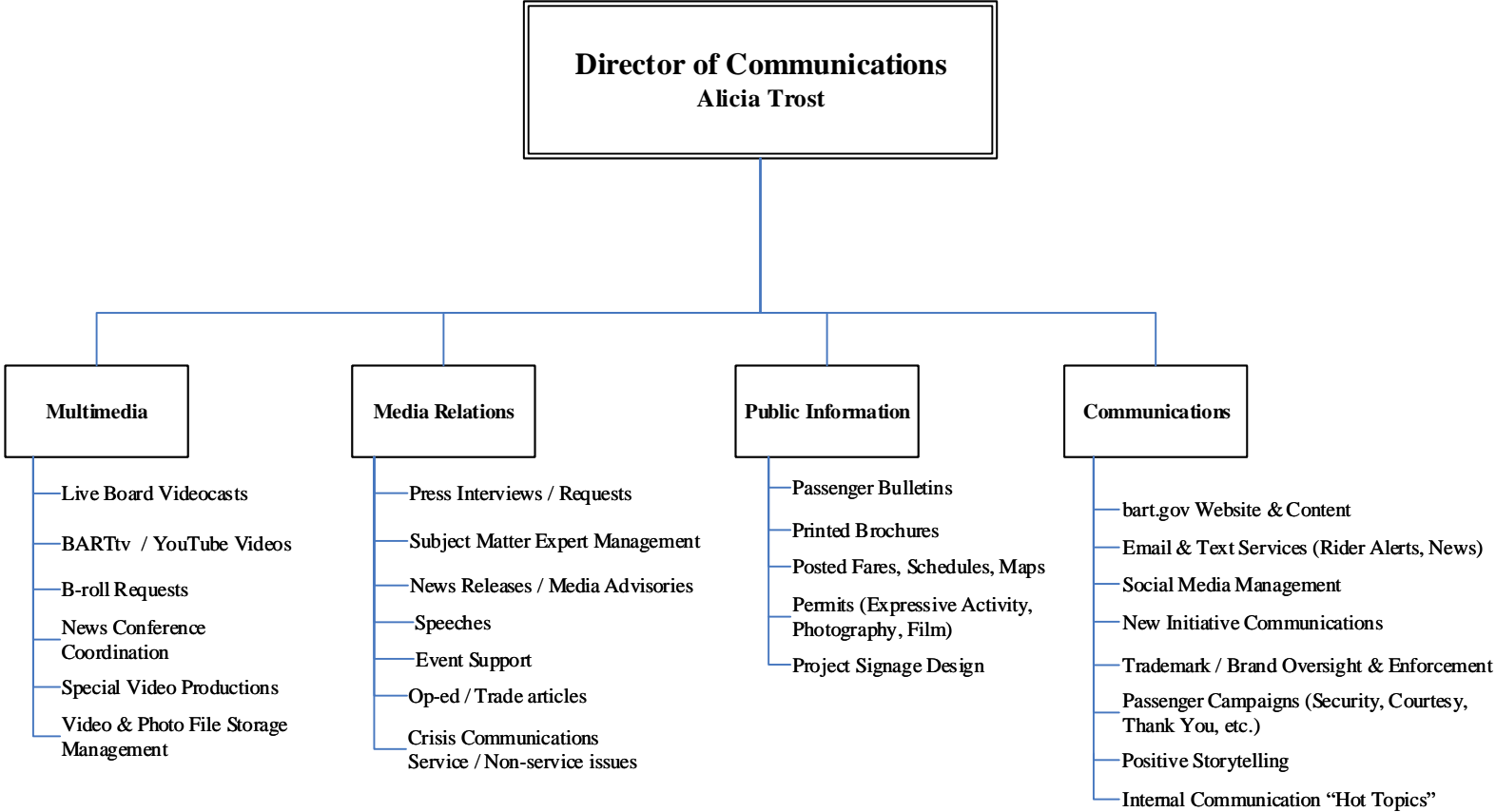
Green fill indicates the performance target was met in FY19.

Red fill indicates the performance target was not met in FY19.

Gray fill indicates a performance target is to be determined.










COMMUNICATIONS - 0603

FY20 Adopted Budget












| TOTAL HEADCOUNT | |
|------------------------|-----|
| Operating | 8.5 |
| Capital | 1.5 |
| Reimbursable | - |

Departmental Four-Year Workplan: EXTERNAL AFFAIRS - COMMUNICATIONS

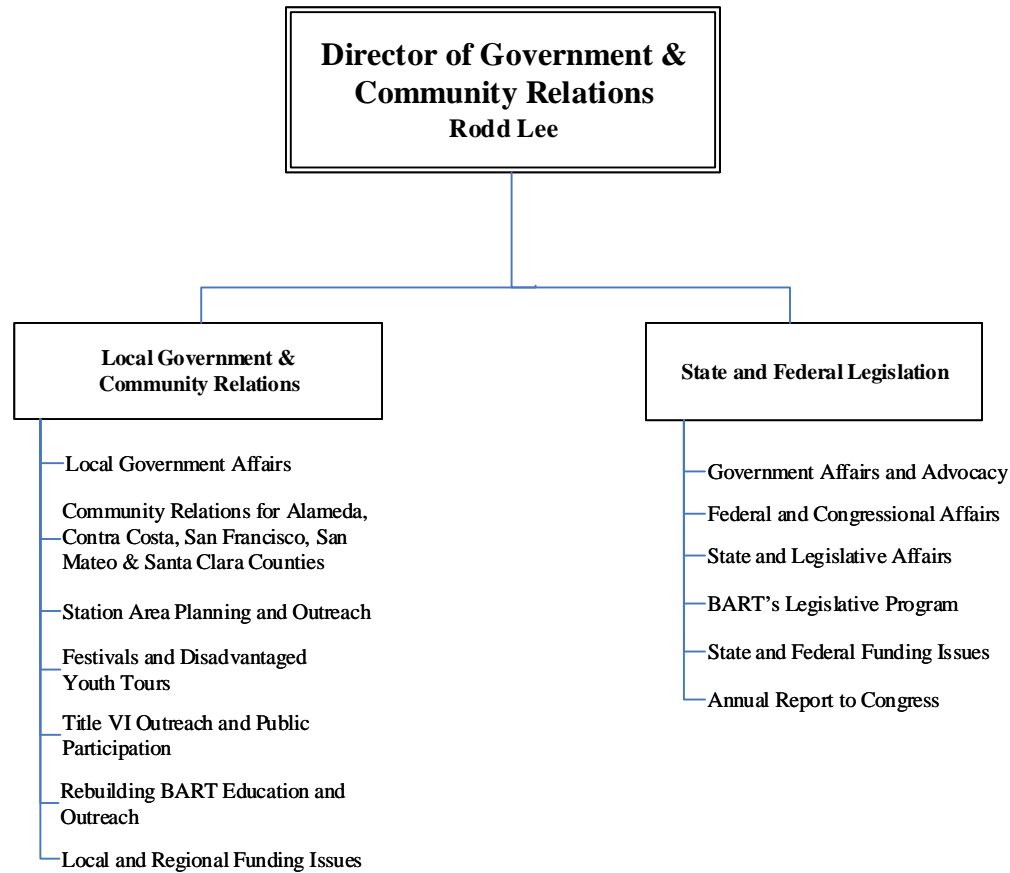
| COMMUNICATIONS | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|--|---|---|--|---|--|--|--|---|---|
| Communications | | | | | | | | | |
| Publish Original Stories on BART.gov Targeted to BART Activities & Spotlight Employees | | | | | >15 | | | | |
| Produce Videos to Promote Strategic Improvements | | | | | >8 | | | | |
| Administer the BART.gov Content Program | | | | | - | | | | |
| Administer the Social Media Program | | | | | - | | | | |
| Deploy Car Card Campaigns | | | | | >5 | | | | |
| Conduct Online Town Hall Meetings | | | | | >1 | | | | |
| Administer the BART Communication Standards Program | | | | | | | | | - |
| Administer the BART Brand Oversight & Enforcement Program | | | | | | | | | - |
| Produce Podcasts to Promote Strategic Improvements | | | | | >4 | | | | |
| Administer the Knowledge Base Program | | | | | | | | >4Year | |
| Media Relations | | | | | | | | | |
| Administer the 24/7/365 Media Relations Program | | | | | | | | | - |
| Administer the BART Subject Matter Expert (SME) Program | | | | | | | | | - |
| Administer the "Daily Clips" Program | | | | | | | | | - |
| Execute "Behind the Scenes" Opportunities to Highlight Strategic Improvements | | | | | | | | | >3 Year |
| Update the Media Voicemail Line Timely During Major Service Disruptions | | | | | | | | | =15 Minutes |

Departmental Four-Year Workplan: EXTERNAL AFFAIRS - COMMUNICATIONS

| COMMUNICATIONS | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|--|--|--|---|--|---|---|---|--|--|
| Multimedia | | | | | | | | | |
| Manage the Multimedia Production Studio | - | | | | | | | | |
| Manage the Digital Asset Archive Program | - | | | | | | | | |
| Execute the Live Broadcast & Archiving of Board Meetings | | | | | - | | | | |
| Public Information | | | | | | | | | |
| Administer the Posted Fares, Schedules & Maps Program | | | | | - | | | | |
| Administer the Printed Brochures Program | | | | | - | | | | |
| Administer the Passenger Bulletin Program | | | | | - | | | | |
| Administer the Expressive Activity / Film & Photography Permit Program | | | | | - | | | | |










GOVERNMENT & COMMUNITY RELATIONS - 0604

FY20 Adopted Budget



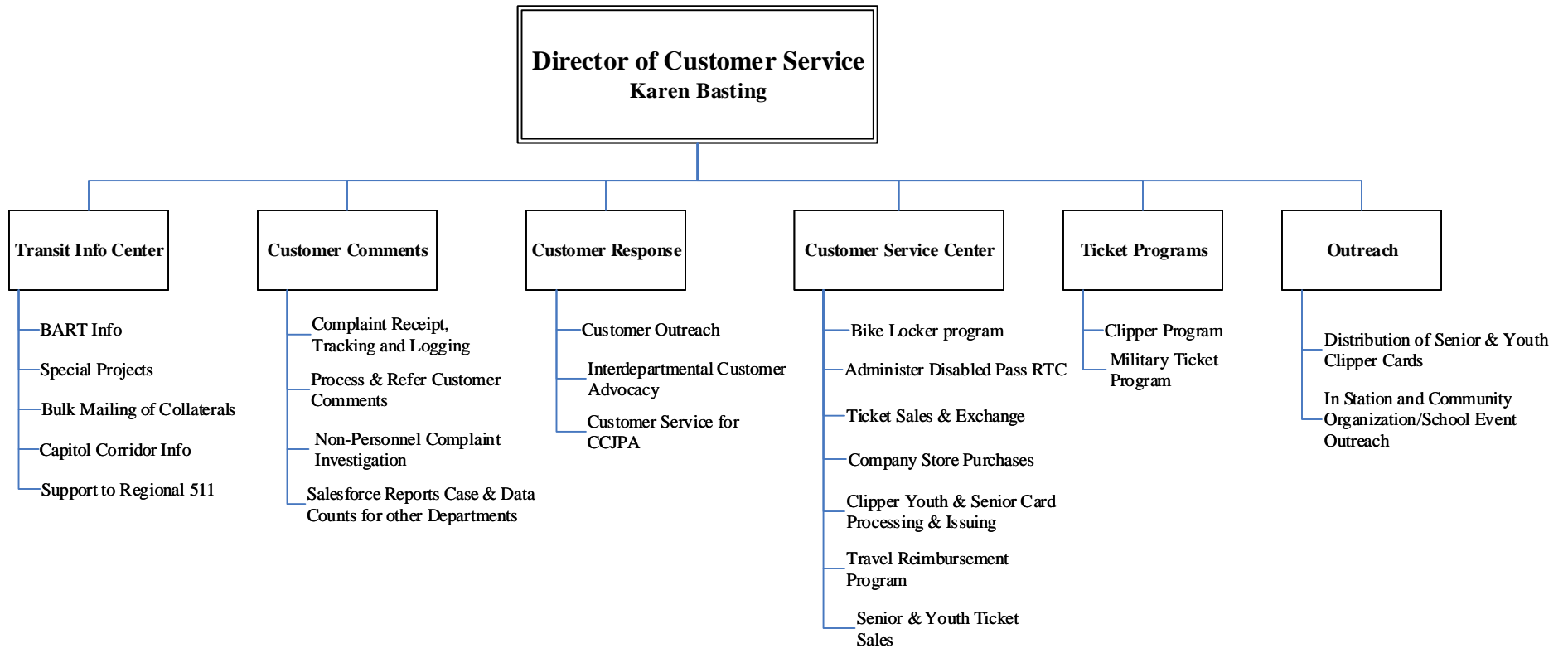
| TOTAL HEADCOUNT | |
|------------------------|-----|
| Operating | 7.0 |
| Capital | 2.0 |
| Reimbursable | - |

Departmental Four-Year Workplan: EXTERNAL AFFAIRS - GOVERNMENT & COMMUNITY RELATIONS

| GOVERNMENT & COMMUNITY RELATIONS | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Government & Community Relations | | | | | | | | | |
| Administer the Community Relations Program (By County) | | | - | | | | | | |
| Create Opportunities for Board of Directors to Interface with Congressional Delegation, Key Stakeholders & Constituents | | | | | - | | | | |
| Execute Targeted Outreach to Educate Officials, Businesses & the Community on System Reinvestment | | | | | - | | | | |
| Execute Targeted Outreach to Educate Officials, Businesses & the Community on System Expansion | | | | | - | | | | |
| Execute Targeted Outreach to Educate Officials, Businesses & the Community on Strategic Improvements | | | | | - | | | | |
| Execute Targeted Outreach to Demonstrate Cultural Sensitivity & Promote Diversity | | | >30 | | | | | | |
| Establish Outreach Plan to Educate Key Stakeholders & Community Regarding BART's Involvement in the Fixing America's Surface Transportation Act | | | | | | - | | | |
| State & Federal Legislation | | | | | | | | | |
| Administer the Government Affairs & Federal Advocacy Program | | | | | | | | | - |
| Produce BART Annual Report to Congress | | | | | | | | | - |










CUSTOMER SERVICES - 0605

FY20 Adopted Budget



| TOTAL HEADCOUNT | |
|------------------------|------|
| Operating | 15.0 |
| Capital | 1.0 |
| Reimbursable | - |

Departmental Four-Year Workplan: EXTERNAL AFFAIRS - CUSTOMER SERVICES

| CUSTOMER SERVICES | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|--|--|--|---|--|---|---|---|--|--|
| Customer Service Center | | | | | | | | | |
| Administer the BART & CCJPA Customer Service Center | | | | | - | | | | |
| Administer Customer Service on Social Media Program | | | | | - | | | | |
| Respond to 90% of Customer Comments Timely | | | | | <10 Days | | | | |
| Administer the Customer Service Center Data Analysis Program | | | | | - | | | | |
| Respond to Customer Requests for Bike Locker Rentals Timely | | | | | <3 Days | | | | |
| Administer the BART Company Store | | | | | | | | - | |
| Administer Customer Service for BART mobile and special applications for parking for 5am opening, airport discount app etc | | | | | - | | | | |
| Ticket Programs | | | | | | | | | |
| Administer the Customer Service Center & Ticket Office at Lake Merritt | | | | | - | | | | |
| Respond to Customer Requests for BART Tickets by Mail Timely | | | | | <3 Days | | | | |
| Administer the Senior & Youth Clipper Card Program | | | - | | | | | | |
| Transit Information Center | | | | | | | | | |
| Administer the Transit Information Center (TIC) Program | | | | | - | | | | |
| Achieve Customer Service Standards for Incoming TIC Calls | | | | | >93% | | | | |
| Respond to TIC Calls Timely | | | | | <20 Seconds | | | | |

GRANT DEVELOPMENT - 0606

FY20 Adopted Budget

| |
|---|
| <p>Manager of Grant Development and Reporting Michael Tanner</p> |
|---|

- Negotiate Funding with State, Federal & Local Agencies
- Prepare & Manage Grant Applications
- Report on Grant Application & Follow-up
- Foster & Maintain Relationships with Partner Funding Agencies & Transit Properties
- Advocate for & Administer Security Grants
- Develop and Administer Inter-Agency Funding Agreements
- Manage Accelerated Grant Processes associated with Economic Stimulus Funding
- Represent BART at County CMA Meetings & Secure Funding

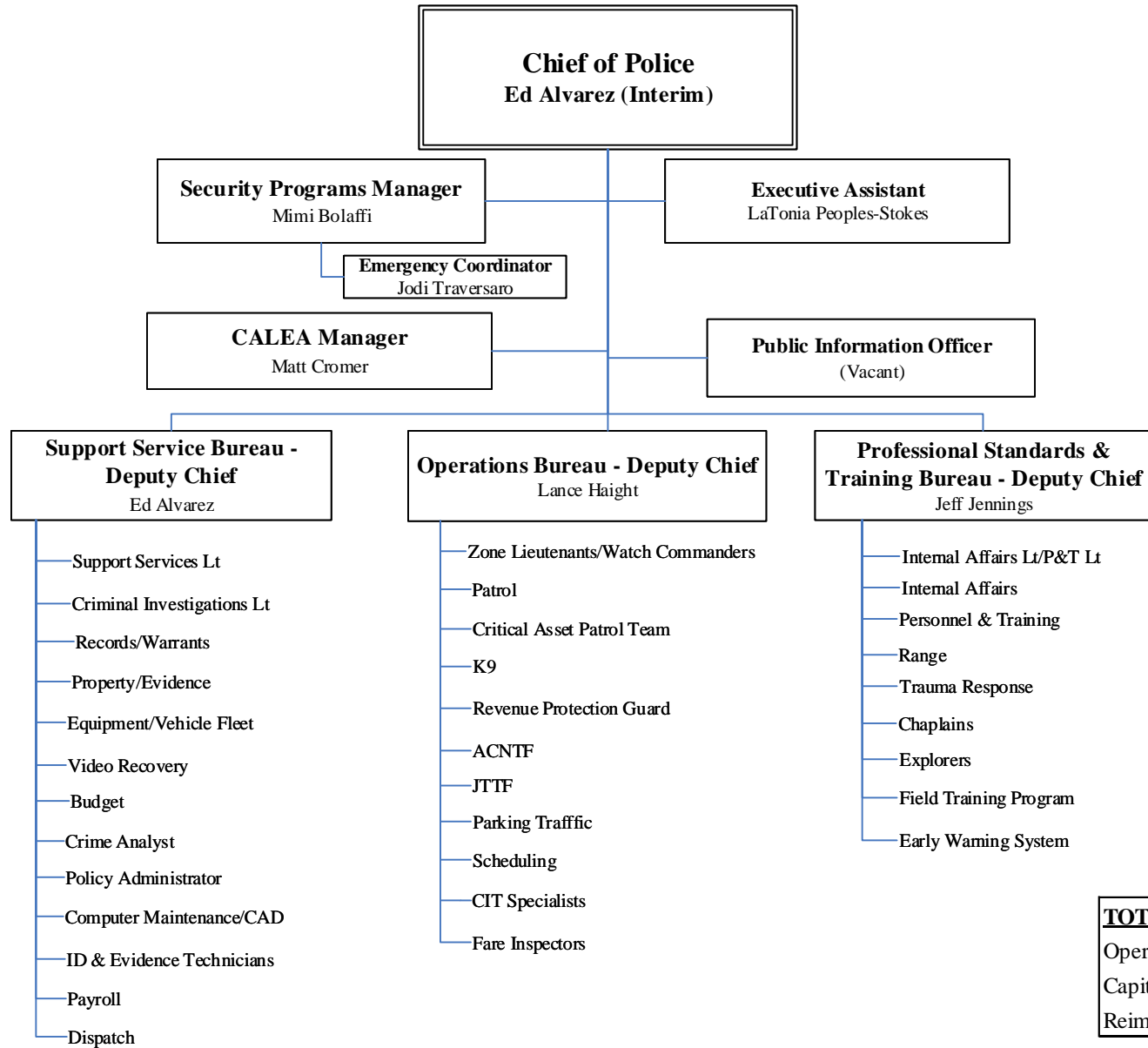
| | |
|------------------------|-----|
| TOTAL HEADCOUNT | |
| Operating | 4.0 |
| Capital | 2.0 |
| Reimbursable | - |

Departmental Four-Year Workplan: EXTERNAL AFFAIRS - GRANT DEVELOPMENT

| GRANT DEVELOPMENT | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Grant Development | | | | | | | | | |
| Administer the Federal Grant Application Program | | | | | | | | | - |
| Administer the Grant Awards Program for Capital Reinvestment Projects | | | | | | | | | - |
| Administer the Grant Awards Program for System Expansion Projects | | | | | | | | | - |
| Administer the Grant Awards Program for Safety & Security Projects | | | | | | | | | - |
| Monitor Awarded Grants to Facilitate Timely Spending | | | | | | | | | - |










POLICE DEPARTMENT - 07

FY20 Adopted Budget



| TOTAL HEADCOUNT | |
|------------------------|-------|
| Operating | 372.0 |
| Capital | 16.0 |
| Reimbursable | - |

Departmental Four-Year Workplan: POLICE DEPARTMENT










| POLICE DEPARTMENT | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| BPD Operations | | | | | | | | | |
| Maintain Professional & Well Trained Police Force | | | | | | | - | | |
| Respond to Emergencies Timely | | | | | | | <5 Minutes | | |
| Conduct More than 4 Train Rides Each Shift Per Patrol Officer | | | | | | | > 4 | | |
| Maintain Part 1 Crimes Against Persons Per Million Passengers Trips | | | | | | | <2 per Quarter | | |
| Maintain the Critical Asset Patrol (CAP) Team | | | | | | | - | | |
| Administer the Joint Terrorism Task Force (JTTF) Program | | | | | | | - | | |
| Administer the Narcotic Task Force | | | | | | | - | | |
| Maintain the Detective Unit | | | | | | | - | | |
| Administer the Crime Analysis Program | | | | | | | - | | |
| Identify Top 5 Stations With Part 1 Crimes (Monthly) | | | | | | | Met | | |
| Administer BPD Video Recovery Program | | | | | | | - | | |
| Maintain Explosive Detective Canine Unit | | | | | | | - | | |
| Professional Standards & Training | | | | | | | | | |
| Administer the BPD Professional Standards & Training Program | | | | | | | | - | |
| Administer the BPD Recruitment Program | | | | | | | | - | |
| Complete Applicant Background Investigations Timely | | | | | | | | < 6 Months | |
| Administer the BPD Internal Affairs Program | | | | | | | | - | |

Green fill indicates the performance target was met in FY19.

Red fill indicates the performance target was not met in FY19.

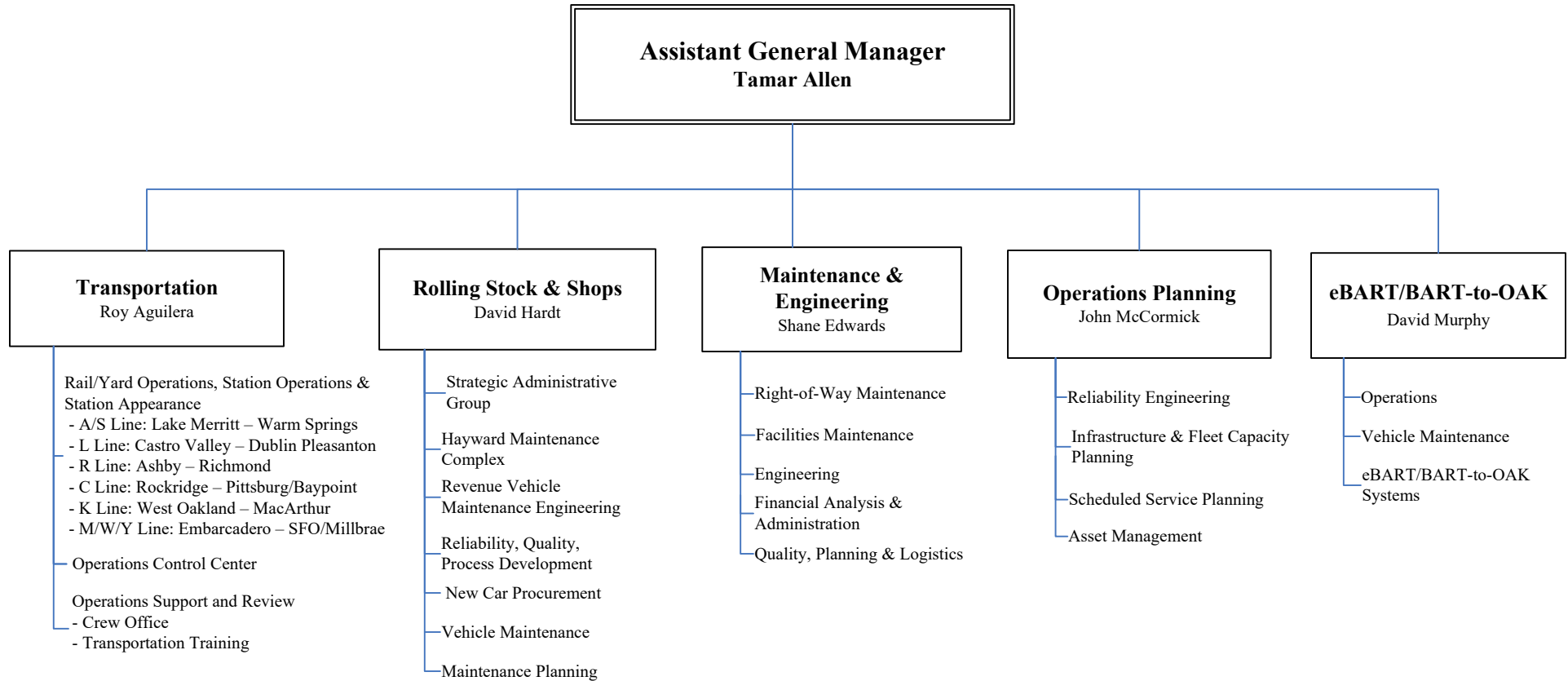
Gray fill indicates a performance target is to be determined.

Departmental Four-Year Workplan: POLICE DEPARTMENT

| POLICE DEPARTMENT | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Professional Standards & Training | | | | | | | | | |
| Administer the Trauma Response Team Program | | | | | | | - | | |
| Administer the RangeMaster Program | | | | | | | - | | |
| Administer the BPD Chaplain Volunteer Program | - | | | | | | | | |
| Support Services | | | | | | | | | |
| Administer the District Security Program | | | | | | | - | | |
| Chair the District Security Committee | | | | | | | - | | |
| Administer the Emergency Operations Center (EOC) Program | | | | | | | - | | |
| Conduct Semi-Annual EOC Tabletop Exercises | | | | | | | - | | |
| Administer the Commission on Accreditation for Law Enforcement Agencies (CALEA) Program | | | | | | | - | | |
| Manage the 24/7/365 Dispatch 911/ISRC Operation | | | | | | | - | | |
| Administer the BPD Warrants Operation | | | | | | | - | | |
| Administer the BPD Evidence Room | | | | | | | | | - |
| Administer the BPD Records Management Program | | | | | | | | | - |
| Manage the Revenue Protection Guard Operation | | | | | | | | - | |
| Administer the BPD Parking/Traffic Citations Operation | | | | | - | | | | |

OPERATIONS OFFICE - 08

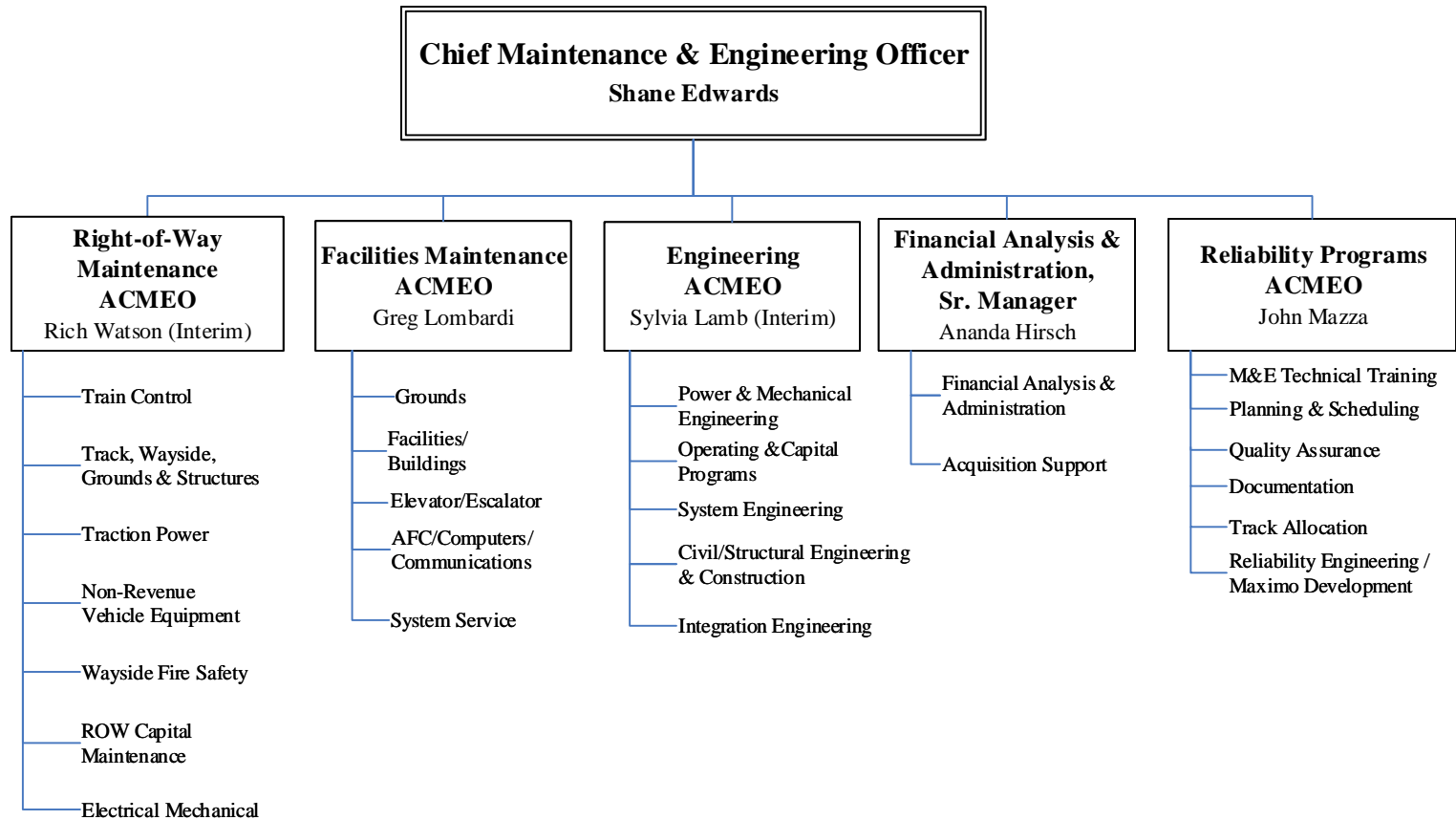
FY20 Adopted Budget



| TOTAL HEADCOUNT | |
|------------------------|---------|
| Operating | 2,561.2 |
| Capital | 1,330.9 |
| Reimbursable | 14.0 |










MAINTENANCE & ENGINEERING - 0802

FY20 Adopted Budget



| TOTAL HEADCOUNT | |
|------------------------|---------|
| Operating | 772.9 |
| Capital | 1,153.1 |
| Reimbursable | 14.0 |

Departmental Four-Year Workplan: OPERATIONS - MAINTENANCE & ENGINEERING

| | | | | | | | | | |
|--------------------------------------|---|---|--|---|--|--|--|---|---|
| MAINTENANCE & ENGINEERING | <small>Mission</small>  | <small>Economy</small>  | <small>Equity</small>  | <small>Environment</small>  | <small>Experience</small>  | <small>System Performance</small>  | <small>Safety</small>  | <small>Workforce</small>  | <small>Financial Stability</small>  |
|--------------------------------------|---|---|--|---|--|--|--|---|---|

Engineering

Capital Programs

| | | | | | | | | | |
|---|--|--|--|--|--|--------|--|--|--------------------|
| Maintain and Update Capital Need Inventory Report for all M&E | | | | | | Annual | | | |
| Procure Scheduling Services for Operating and Capital Projects | | | | | | | | | 4 Updates/ Year |
| Implement Engineering Specific Project Controls | | | | | | | | | 100% Compliance |
| Perform continuous Improvement and Implementation of RR reporting (bi-weekly, monthly, and quarterly) | | | | | | | | | 100% compliance |
| Develop and Implement earned value metrics | | | | | | | | | Quarterly |

Engineering Liaison

| | | | | | | | | | |
|----------------------------|--|--|--|--|--|--|-------------|--|--|
| Implement Fire Life Safety | | | | | | | 3000hr/year | | |
|----------------------------|--|--|--|--|--|--|-------------|--|--|

Facilities Maintenance

AFC/Computers/Communications










| | | | | | | | | | |
|---|--|--|--|--|--|--------------------------|--|--|--|
| Perform All AFC Inspections & Preventative Maintenance Activities | | | | | | 100% | | | |
| Perform All Communications Inspections & Preventative Maintenance Activities | | | | | | 100% compliance | | | |
| Perform All Computer Inspections & Preventative Maintenance Activities on a Monthly Basis | | | | | | 100% compliance | | | |
| Perform CCTV Maintenance, Operations & Repair | | | | | | 6,960 Hrs / As Needed | | | |
| Maximize AFC Gate Availability | | | | | | 98% | | | |

Green fill indicates the performance target was met in FY19.










Red fill indicates the performance target was not met in FY19.

Gray fill indicates a performance target is to be determined.

Departmental Four-Year Workplan: OPERATIONS - MAINTENANCE & ENGINEERING

| MAINTENANCE & ENGINEERING | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|--|--|--|---|--|---|---|---|--|--|
| Facilities Maintenance | | | | | | | | | |
| AFC/Computers/Communications | | | | | | | | | |
| Perform Telephone Adds, Moves & Changes due to BART Staffing Growth & Relocations | | | | | | 3,480 Hrs / As Needed | | | |
| Maximize AFC Vendor Availability | | | | | | 95% | | | |
| Electrical/Mechanical Maintenance | | | | | | | | | |
| Perform All Inspections & Preventative Maintenance Activities | | | | | | 100% compliance | | | |
| Perform Increased Equipment Maintenance due to Assets Operating Beyond their Design Life | | | | | | 7,000 hours per FY | | | |
| Administer Contract for In Station & Parking Lot Relamping | | | | | | Maintenance Successful take over of Contract | | | |
| Provide Project Support on District Wide Operating Projects | | | | | | 14,000 hours per FY | | | |
| Provide Support for Unplanned Operating Projects | | | | | | 5,220 Hours / Year | | | |
| Elevator/Escalator | | | | | | | | | |
| Perform All Inspections & Preventative Maintenance Activities | | | | | | 100% compliance | | | |
| Maximize Station Elevator Availability | | | | | | 98% availability | | | |
| Maximize Garage Elevator Availability | | | | | | 98% availability | | | |

Departmental Four-Year Workplan: OPERATIONS - MAINTENANCE & ENGINEERING

| | | | | | | | | | |
|--------------------------------------|---|---|--|---|--|--|--|---|---|
| MAINTENANCE & ENGINEERING | <small>Mission</small>  | <small>Economy</small>  | <small>Equity</small>  | <small>Environment</small>  | <small>Experience</small>  | <small>System Performance</small>  | <small>Safety</small>  | <small>Workforce</small>  | <small>Financial Stability</small>  |
|--------------------------------------|---|---|--|---|--|--|--|---|---|

Facilities Maintenance










Elevator/Escalator

| | | | | | | | | | |
|--|--|--|--|--|--|------------------|--|--|--|
| Maximize Street Escalator Availability | | | | | | 95% availability | | | |
| Maximize Platform Escalator Availability | | | | | | 96% availability | | | |
| Replace Elevator Doors | | | | | | min 6 EA/ Year | | | |
| Replace Elevator Rams | | | | | | 2 EA/ Year | | | |
| Replace Escalator Chains | | | | | | min 5 EA/ Year | | | |







Facilities/Buildings

| | | | | | | | | | |
|--|--|--|--|--|---------------------|-------------------------|--|--|--|
| Perform All Inspections & Preventative Maintenance Activities | | | | | | 100% compliance | | | |
| Provide Station Pigeon Abatement | | | | | | 3 Stations/ Year (9FTE) | | | |
| Install & Maintain Stormwater Discharge Filtration System to Ensure MS4 Compliance | | | | | | 100% | | | |
| Perform Power Washing of Passenger Stations | | | | | | 100% compliance | | | |
| Administer The Facility Graffiti Abatement Program | | | | | 72 Hrs | | | | |
| Mitigate Station Parking Lot Trip Hazards | | | | | Min 1 Station/ Year | | | | |
| Perform Station Brightening | | | | | 3 Stations/ Year | | | | |
| Provide Marketing & Community Access Support | | | | | 1,740 Hrs | | | | |










Departmental Four-Year Workplan: OPERATIONS - MAINTENANCE & ENGINEERING

| MAINTENANCE & ENGINEERING | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Facilities Maintenance | | | | | | | | | |
| Grounds | | | | | | | | | |
| Perform All Inspections & Preventative Maintenance Activities | | | | | | 100% compliance | | | |
| Perform Annual Firebreaks | | | | | | 5,220 hours/ Year | | | |
| Provide Fence Repair | | | | | | 7,000 hours/ Year | | | |
| Perform Tree Maintenance | | | | | | 10 Stations/ Year (5 FTE) | | | |
| Improve the Appearance Of Landscaping & Corresponding PES Score by providing Mulch Renewal & Beautification | | | | | 6 Stations / Year | | | | |
| Financial Analysis & Administration | | | | | | | | | |
| Administer the M&E Financial Analysis & Administration Program | | | | | | | | | Annual budget meeting & monthly financial reports |
| Quality, Planning, & Logistics | | | | | | | | | |
| Documentation | | | | | | | | | |
| Complete All Public Records Act Requests by the scheduled due date | | 100% compliance | | | | | | | |
| Complete Original Requests for Printing by the scheduled due date | | | | | | | | 100% | |
| Complete Original Technical Publication BECO requests by the scheduled due date | | | | | | 75% | | | |
| Distribute District Monthly Performance Charts by the 15th of every month | | | | | | 100% | | | |

Departmental Four-Year Workplan: OPERATIONS - MAINTENANCE & ENGINEERING

| MAINTENANCE & ENGINEERING | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Quality, Planning, & Logistics | | | | | | | | | |
| Documentation | | | | | | | | | |
| Provide Bi-Weekly BECO Status Reports to Vehicle Maintenance Engineering | | | | | | 26EA/ Year | | | |
| Complete Original Drafting & CAD BECO requests by the scheduled due date | | | | | | 90% | | | |
| Facilitate Scanning and Distribution of O&M Manuals and Drawings for new projects/equipment Into Records Management System/Fusion | | | | | | 100% | | | |
| Planning & Scheduling | | | | | | | | | |
| Support Maintenance Groups' Efforts To Plan & Schedule Work In Maximo (For Projects & Preventative Maintenance) | | | | | | 20% | | | |
| Review and update Maximo Job Plans | | | | | | 100% | | | |
| Quality Assurance | | | | | | | | | |
| Perform Scheduled Audits | | | | | | 24EA/ Year | | | |
| Capture Lessons Learned Process for M&E Shutdowns | | | | | | 2 Shutdowns / Year | | | |
| Obtain ISO 9000/2015 Certification for Quality Assurance Officers | | | | | | | 3 / 2 | | |
| Perform Quality Oversight for Measure RR and the Core Capacity Program | | | | | | 100% | | | |
| Reliability Engineering & Maximo Development | | | | | | | | | |
| Perform Continuous Improvement, Development & Maintenance of the M&E Metrics & KPIs | | | | | | 25% | | | |
| Perform Continuous Improvement, Development & Maintenance of the M&E Kiosk Page | | | | | | 25% | | | |
| Advance the Maturity of Asset Management Data | | | | | | | | | 50% |

Departmental Four-Year Workplan: OPERATIONS - MAINTENANCE & ENGINEERING

| | | | | | | | | | |
|--------------------------------------|---|---|--|---|--|--|--|---|---|
| MAINTENANCE & ENGINEERING | <small>Mission</small>  | <small>Economy</small>  | <small>Equity</small>  | <small>Environment</small>  | <small>Experience</small>  | <small>System Performance</small>  | <small>Safety</small>  | <small>Workforce</small>  | <small>Financial Stability</small>  |
|--------------------------------------|---|---|--|---|--|--|--|---|---|

Quality, Planning, & Logistics

Track Allocation

| | | | | | | | | | |
|--|--|--|--|--|--|-------------|--|--|--|
| Process Track Allocation Requests & Publish Weekly Schedules for all Work With Potential to Impact ROW | | | | | | 100% | | | |
| Review & Approve Site-Specific Work Plans for all Work on BART Property | | | | | | 100% | | | |
| Create a "Look Ahead" Process to Plan & Coordinate Long-Term Projects (5 Years or more) | | | | | | 26 EA/ Year | | | |

Training Operations

| | | | | | | | | | |
|---|--|--|--|--|--|--|------|------|--|
| Schedule CPUC Classes to Meet Functional Group Demand for Certification/Recertification | | | | | | | 100% | | |
| Schedule OSHA Required Training Classes to Meet Functional Group Demand for Certification & Recertification | | | | | | | 100% | | |
| Administer On Boarding Training To New Employees | | | | | | | | 100% | |
| Administer Pre-employment Testing | | | | | | | | 100% | |
| Administer Return To Work Program | | | | | | | | 100% | |

ROW Maintenance










Non-Revenue Vehicle & Equipment

| | | | | | | | | | |
|---|--|--|--|--|--|-----------------|-------------|--|--|
| Perform All Inspections & Preventative Maintenance Activities | | | | | | 100% Compliance | | | |
| Procure ROW Maintenance Equipment | | | | | | 10 | | | |
| Replace Rubber Tired NRVS Fleet | | | | | | | 25 Vehicles | | |










Structures

| | | | | | | | | | |
|---|--|--|--|--|--|-----------------|--|--|--|
| Perform All Inspections & Preventative Maintenance Activities | | | | | | 100% Compliance | | | |
|---|--|--|--|--|--|-----------------|--|--|--|

Departmental Four-Year Workplan: OPERATIONS - MAINTENANCE & ENGINEERING

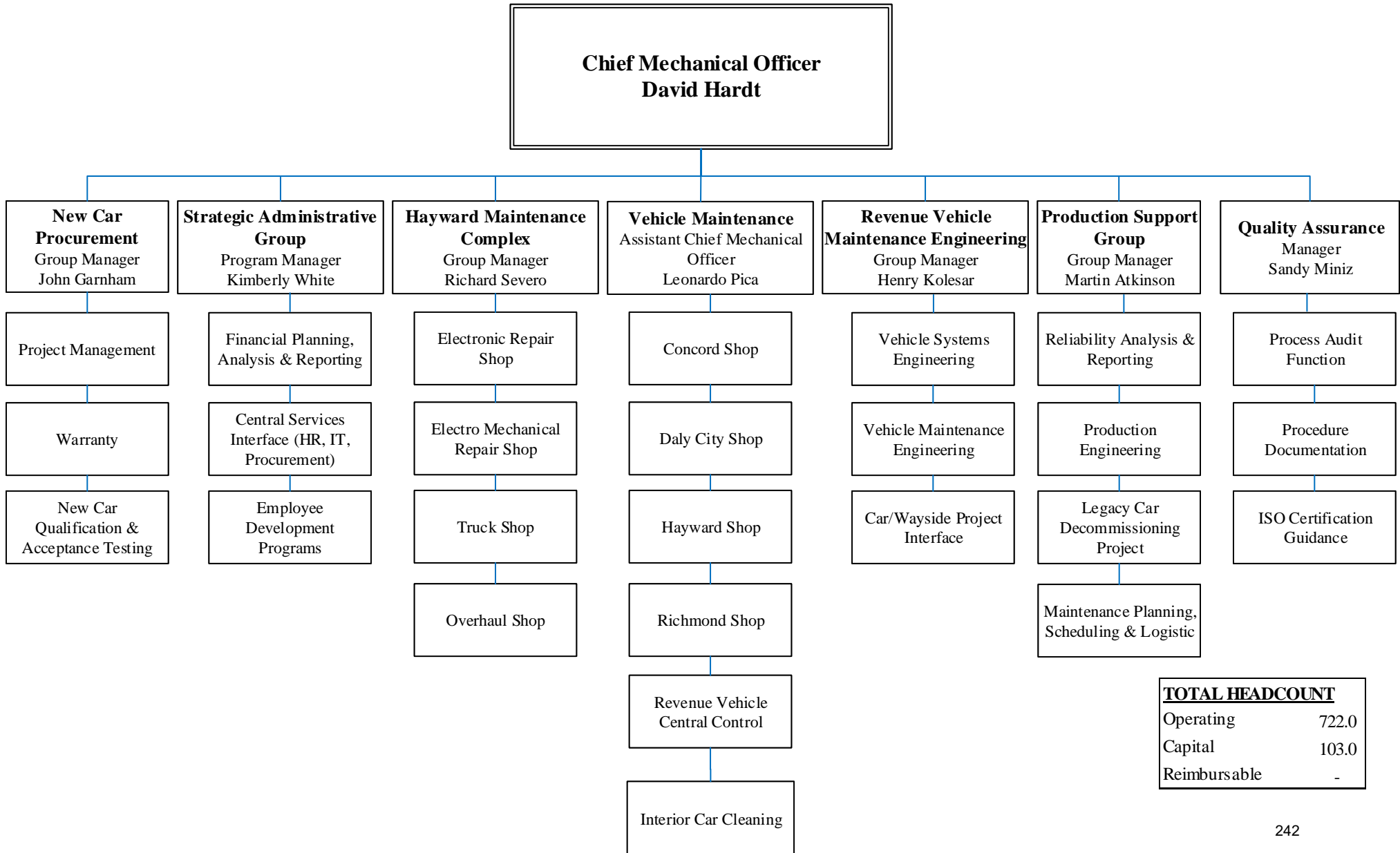
| MAINTENANCE & ENGINEERING | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| ROW Maintenance | | | | | | | | | |
| Structures | | | | | | | | | |
| Replace Wayside Signages for identifying mileposts, interlockings and other wayside infrastructure, routinely faded or damaged and requiring replacement (WF0110) | | | | | | | 2000 Units / year | | |
| Track | | | | | | | | | |
| Perform All Inspections & Preventative Maintenance Activities | | | | | | 100% Compliance | | | |
| Replace Continuous Welded Rail | | | | | | 10 miles/ year | | | |
| Replace Rail Fastener Pads | | | | | | 1,000 DF Pad Replacements | | | |
| Minimize Service Delays Per 100 Train Runs | | | | | | 3 out of 100 trains delayed | | | |
| Perform System Surfacing (Tamping Crew) | | | | | | 15 miles/ year | | | |
| Replace Wood Ties for At-Grade Track (not Interlockings) | | | | | | 400 Ties/ year | | | |
| Perform System Grinding in Support of New Wheel Profile & Wheel Interface | | | | | | 60 miles/ year | | | |
| Traction Power/Wayside Electrical | | | | | | | | | |
| Perform All Inspections & Preventative Maintenance Activities | | | | | | 100% Compliance | | | |
| Rebuild Substation DC Rectifier | | | | | | 2EA/ year | | | |
| Minimize Service Delays Per 100 Train Runs | | | | | | Two out of 100 trains delayed | | | |
| Replace all Insulators on the M-Line | | | | | | 600/ year | | | |

Departmental Four-Year Workplan: OPERATIONS - MAINTENANCE & ENGINEERING

| MAINTENANCE & ENGINEERING | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| ROW Maintenance | | | | | | | | | |
| Train Control | | | | | | | | | |
| Perform All Inspections & Preventative Maintenance Activities | | | | | | 100% Compliance | | | |
| Minimize Service Delays Per 100 Train Runs | | | | | | 10 out of 100 trains delayed | | | |
| Replace Switch Machine Power Supplies & Cables Systemwide | | | | | | 10 loops/ year | | | |
| Replace Train Control Wayside Impedance Bond (Alstom) with GRS Weezeze Bonds | | | | | | 10 EA/ year | | | |
| Replace Train Control MUX Power Supplies Systemwide | | | | | | 5EA/ year | | | |
| Repair Wayside Stray Current Damage to Cabinets, Junction Boxes, & Conduits System Wide | | | | | | 0 / As Needed | | | |
| Sustain Ongoing Engineering and Maintenance Support for the new Train Control Modernization Program Post CBTC commissioning | | | | | | 90% | | | |








ROLLING STOCK & SHOPS - 0803

FY20 Adopted Budget



| TOTAL HEADCOUNT | |
|------------------------|-------|
| Operating | 722.0 |
| Capital | 103.0 |
| Reimbursable | - |










Departmental Four-Year Workplan: OPERATIONS - ROLLING STOCK & SHOPS

| ROLLING STOCK & SHOPS | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| New Car Procurement | | | | | | | | | |
| Establish Tracking & Monitoring Procedures for Warranty Claims to Ensure 100% Recovery of Funds | | | | | | 100% | | | |
| Reliability, Quality, Process Development | | | | | | | | | |
| Perform Vendor Compliance Audits | | | | | | ≥10 | | | |
| Revenue Vehicle Maintenance Engineering | | | | | | | | | |
| Develop the Maintenance Plan Program for Fleet Transition to New Rail Cars | | | | | | Timely Completion | | | |
| Perform Timely Investigation of Incidents | | | | | | Timely Completion | | | |
| Implement Wheel Profile Change | | | | | | Timely Completion | | | |
| Develop Engineering Designs, Material Specifications, & Procedures | | | | | | Timely Completion | | | |
| Minimize the Materials Specification Response Time (REI) | | | | | | ≤10 Days | | | |
| Administer the Campaign & Modification Development Program | | | | | | Timely Completion | | | |
| SMP - Administer The Continuous Lifecycle Improvement Process Program to Improve Re-Stock Time for EMRS/ERS Equipment | | | | | | Improve Equipment Re-Stock Time | | | |
| Strategic Administrative Group | | | | | | | | | |
| Administer Technical & New Car Training Program | | | | | | | | 100% | |
| Maintain Percentage Of Positions Filled | | | | | | | | ≥96.6% | |
| Utilize 100% of Capital Staff Based on Available Funding | | | | | | | | 100% | |
| Ensure Effective Classroom Utilization | | | | | | | | 100% | |








Departmental Four-Year Workplan: OPERATIONS - ROLLING STOCK & SHOPS

| <p align="center">ROLLING STOCK & SHOPS</p> | <p align="center">Mission </p> | <p align="center">Economy </p> | <p align="center">Equity </p> | <p align="center">Environment </p> | <p align="center">Experience </p> | <p align="center">System Performance </p> | <p align="center">Safety </p> | <p align="center">Workforce </p> | <p align="center">Financial Stability </p> |
|---|---|---|--|---|--|--|--|---|---|
| Strategic Administrative Group | | | | | | | | | |
| Administer Leadership Development & Professional Training Program | | | | | | | | - | |
| Administer Regulatory Training for Roadway Worker Protection (RWP) | | | | | | | 100% | | |
| Administer Regulatory Training for PED | | | | | | | 100% | | |
| Administer Regulatory Training for 100% of Forklift Operators | | | | | | | 100% | | |
| Administer Regulatory Training for The Injury & Illness Prevention Program | | | | | | | 100% | | |
| Administer Regulatory Training for Environmental Protection Agency (EPA) | | | | | | | 100% | | |
| Administer Regulatory Training for the Move Crew (Ensure 4 Employees Certified Per Shift/Day) | | | | | | | ≥ 4 Employees Per Shift/Day | | |
| Administer Regulatory Training For Respirator Usage | | | | | | | 100% | | |
| Provide Wheel Truing Training for a Minimum of 3 Employees Per Shift per Day | | | | | | ≥3 Employees Per Shift/Day | | | |
| Ensure Contracts Are In Place For Materials & Services | | | | | | 100% | | | |
| Manage Procurement Contracts & Ongoing Evaluations Of Parts & Services Needed | | | | | | 100% | | | |
| Perform Internal Work Process Audits | | | | | | - | | | |
| Manage Overtime Costs Which Exceed the Budget & Position Vacancies | | | | | | | | | 0 |
| Vehicle Maintenance | | | | | | | | | |
| Ensure Train Interior Is Kept Free Of Graffiti (Passenger Experience Survey Score) | | | | | ≥3.375 | | | | |

Departmental Four-Year Workplan: OPERATIONS - ROLLING STOCK & SHOPS

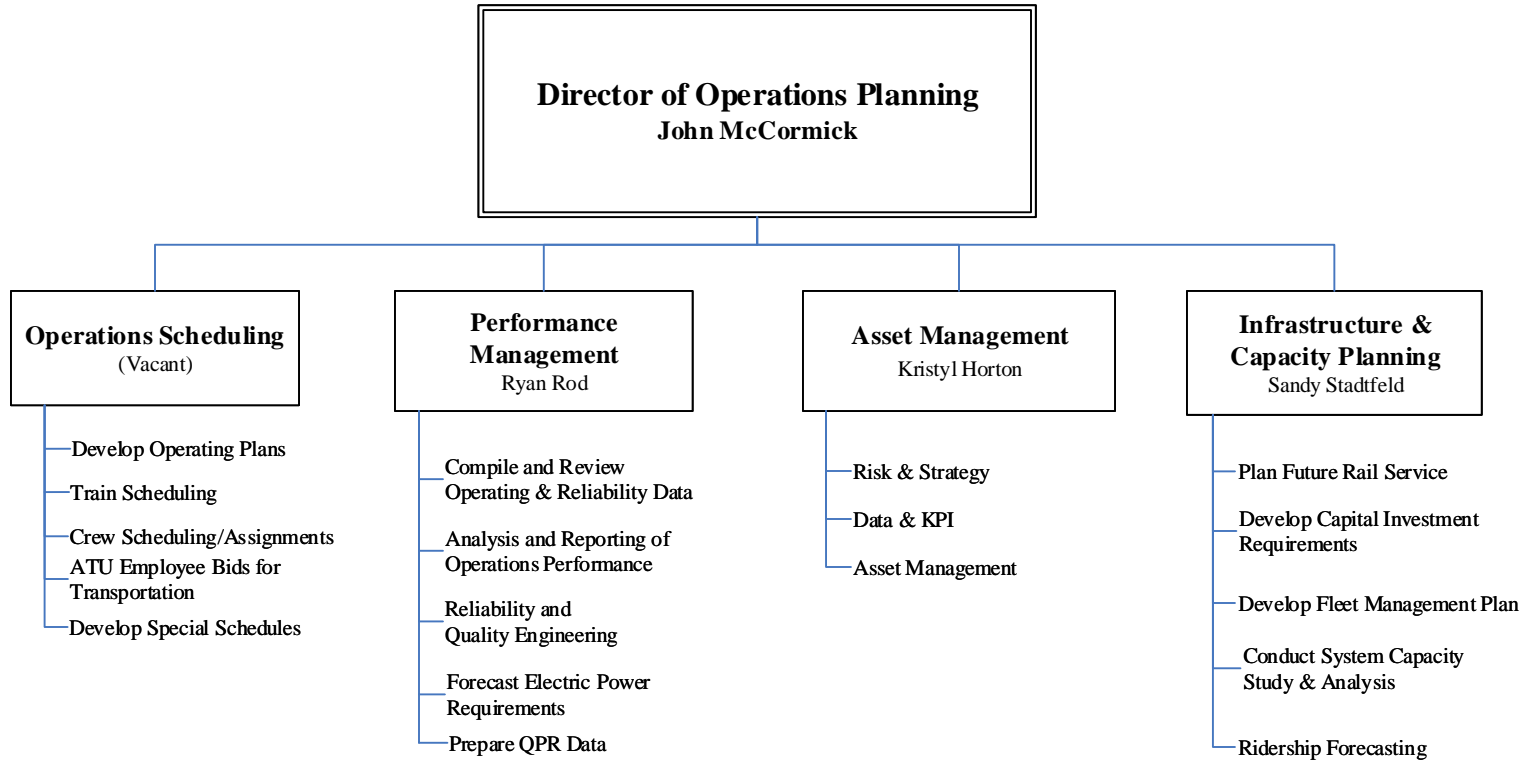
| ROLLING STOCK & SHOPS | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Vehicle Maintenance | | | | | | | | | |
| Ensure Train Interior Cleanliness (Passenger Experience Survey Score) | | | | | ≥2.75 | | | | |
| Continue to Address all Internal and External Fleet Graffiti | | | | | | Cleaning < 8 hours | | | |
| Continue to Conduct Full Service, Scheduled, & Thorough Cleaning Of Rail Cars | | | | | | Every 90 Days | | | |
| Decrease response time to intercept soiled cars. | | | | | | Under 30 minutes | | | |
| Manage the Mean Time Between System Delays (Hours) | | | | | | >4,000 Hours | | | |
| Manage the Mean Time Between Incidents (Hours) | | | | | | >185 Hours | | | |
| Minimize the Number of Incidents in the First 100 Hours Following Planned Maintenance | | | | | | 0 | | | |
| Maximize Car Availability at 0400 Hours | | | | | | ≥595 | | | |
| Minimize the Number of Cars Parked for Axle Replacement | | | | | | 0 | | | |
| Minimize the Number of Repeater Car Hits Per 1,000 Hours | | | | | | <0.5 | | | |
| SMP - Complete Overhaul of All AC Traction Motors | | | | | | 100% | | | |
| SMP - Overhaul Axle Assemblies | | | | | | ≥12 | | | |
| SMP - Overhaul 5 A2B2 Trucks per Week | | | | | | ≥5 | | | |
| Ensure Adequate Material Stock for The Electro Mechanical Repair Shop (EMRS) | | | | | | Within Targeted Range - 100% | | | |
| SMP - Perform Vehicle Level Overhaul & Structural Repair | | | | | | Timely Completion | | | |
| Ensure Adequate Material Stock for the Electronic Repair Shop (ERS) | | | | | | Within Targeted Range - 100% | | | |

Departmental Four-Year Workplan: OPERATIONS - ROLLING STOCK & SHOPS

| ROLLING STOCK & SHOPS | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|--|--|--|---|--|---|---|---|--|--|
| Vehicle Maintenance | | | | | | | | | |
| Adhere to the Standards of the Scheduled Maintenance Plan Regarding Preventative Maintenance | | | | | | 100% | | | |
| Minimize the Response Time of Mainline Technicians for End of Life (EOL) Turnarounds | | | | | | ≤15 Minutes | | | |
| Minimize Supervisor Response Time for the Vehicle Trouble Desk | | | | | | ≤10 Minutes | | | |
| Provide Ongoing Support of the Maximo Implementation & Upgrade Program | | | | | | Timely Completion | | | |
| Maintain a Comfortable Temperature Onboard Train (Passenger Experience Survey (PES) Score) | | | | | ≥3.12 | | | | |
| Perform Vehicle Maintenance Audits | | | | | | | ≥50-60 | | |
| Minimize Time to Evacuate for All Shifts & Locations | | | | | | | ≤ 2.5 Minutes | | |
| Perform Monthly Compliance Checks per Observer | | | | | | | ≥ 4 | | |
| Prepare Emergency Evacuation Drills for All Locations & All Shifts | | | | | | | 100% | | |
| Ensure All Earthquake Kits Are Appropriately Maintained | | | | | | | 100% | | |
| PED Checks - Move Crew | | | | | | | 10% per Quarter | | |
| Complete Storm Drain Inspections Between October & May | | | | | | | ≥4 | | |










OPERATIONS PLANNING - 0804

FY20 Adopted Budget












| TOTAL HEADCOUNT | |
|------------------------|------|
| Operating | 15.0 |
| Capital | 9.0 |
| Reimbursable | - |

Departmental Four-Year Workplan: OPERATIONS - OPERATIONS PLANNING

| OPERATIONS PLANNING | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|--|--|--|---|--|---|---|---|--|--|
| Infrastructure & Capacity Planning | | | | | | | | | |
| Support the BART Train Control Modernization Program (TCMP) & CBTC Procurement | | | | | | - | | | |
| Manage a Balanced Fleet Transition Strategy Which Meets the Needs of Local & Federal Stakeholders | | | | | | - | | | |
| Performance Management | | | | | | | | | |
| Administer Performance Measurement & Reporting on a Daily, Weekly, Monthly, Quarterly, & Annual Basis | | | | | | - | | | |
| Manage Data Collection & Analysis for Performance Measurement & Reporting | | | | | | - | | | |
| Perform Reliability Analysis on a Regular and Ad-Hoc Basis to Evaluate & Optimize Performance | | | | | | - | | | |
| Schedule & Service Planning | | | | | | | | | |
| Plan, Implement, & Optimize Schedule Changes | | | | | | - | | | |
| Moderate Track Allocation Requests for Stability & Implement Optimized Schedules to Accommodate Approved Activities | | | | | | - | | | |
| Plan, Implement, & Optimize Modified Schedules Due to Special Events | | | | | | - | | | |
| Administer the Weekend Shut Down & Bus Bridge Program | | | | | | - | | | |
| Strategic Asset Management | | | | | | | | | |
| Meet Annual Transit Asset Management Reporting Requirements Established by the FTA | | | | | | | | | Met |
| Manage Data Collection & Reporting for National Transit Database (NTD) Asset Modules | | | | | | | | | Annually |
| Support the Asset Management Governance Framework & Ensure Alignment with Institute of Asset Management (IAM) Principles | | | | | | | | | - |

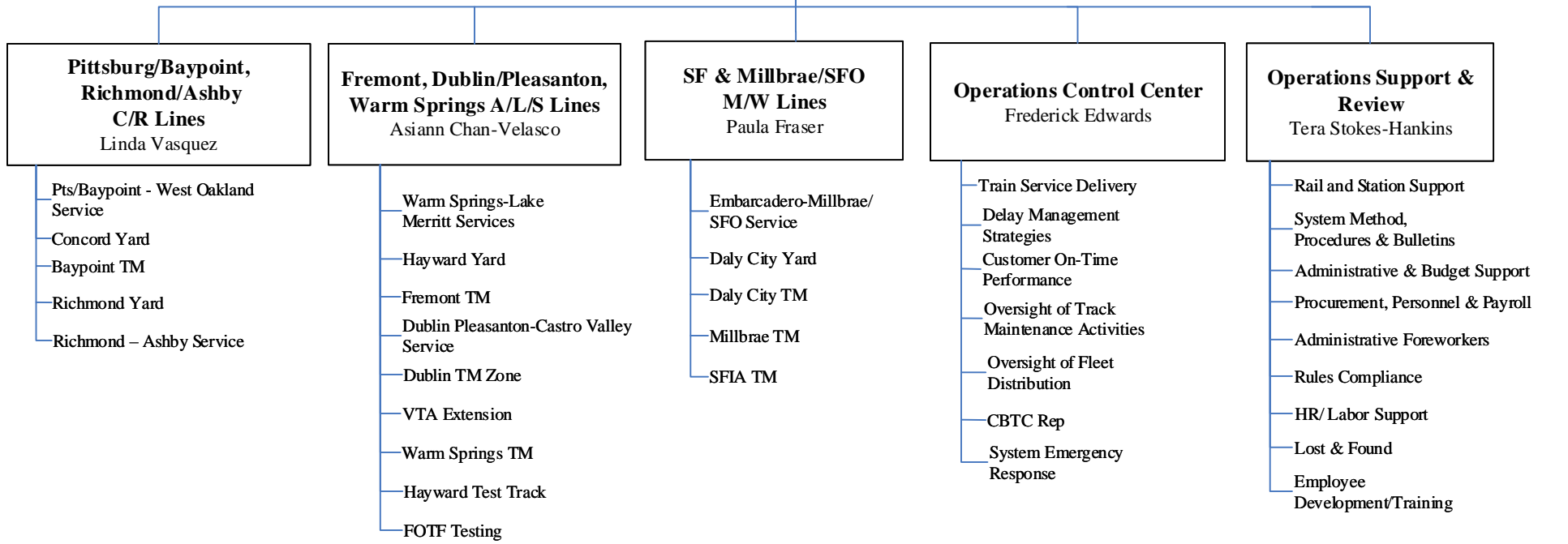
Departmental Four-Year Workplan: OPERATIONS - OPERATIONS PLANNING

| <p align="center">OPERATIONS PLANNING</p> | <p align="center">Mission </p> | <p align="center">Economy </p> | <p align="center">Equity </p> | <p align="center">Environment </p> | <p align="center">Experience </p> | <p align="center">System Performance </p> | <p align="center">Safety </p> | <p align="center">Workforce </p> | <p align="center">Financial Stability </p> |
|--|---|---|--|---|--|--|--|---|---|
| <p>Strategic Asset Management</p> | | | | | | | | | |
| <p>Manage Department Four Year Workplan Data to Assess Risk to the BART Strategic Plan Goals</p> | | | | | | | | | <p align="center">Ongoing</p> |

TRANSPORTATION - 0805










FY20 Adopted Budget

Chief Transportation Officer
 Roy Aguilera












| TOTAL HEADCOUNT | |
|------------------------|-------|
| Operating | 974.3 |
| Capital | 65.8 |
| Reimbursable | - |

Departmental Four-Year Workplan: OPERATIONS - TRANSPORTATION

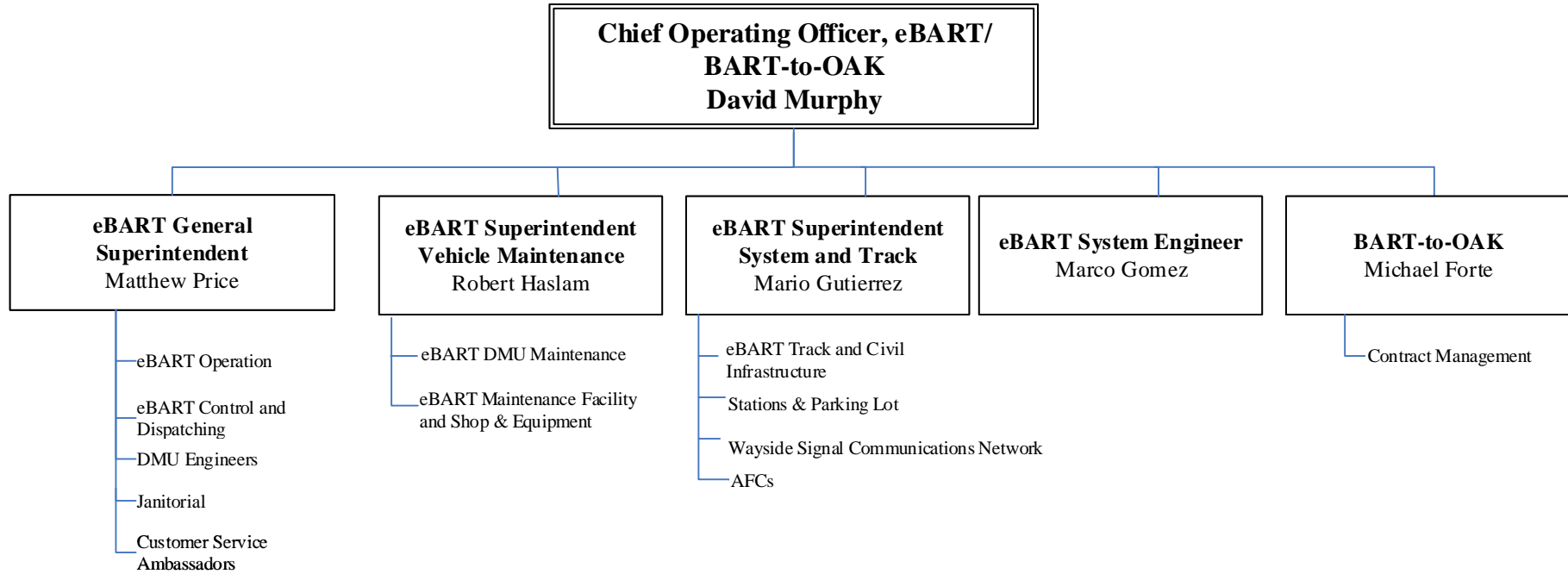
| TRANSPORTATION | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|--|--|--|---|--|---|---|---|--|--|
| Operating Support & Review | | | | | | | | | |
| Provide Timely Uniform Distribution with 0% Related Grievance | | | | | | | | 0% Uniform Grievance | |
| Administer the BART Lost & Found Department | | | | | - | | | | |
| Administer the Standby Emergency Services & Advanced Life Support Service Contract | | | | | | | - | | |
| Administer the Transportation Uniform Contract | | | | | | | - | | |
| Administer The Transportation Department Operating Rules & Procedures Compliance Program | | | | | | | - | | |
| Conduct Train Operator Ride Checks Twice per Year | | | | | | | 100% | | |
| Deliver Mandatory Training Certifications & Recertifications | | | | | | | 100% | | |
| Administer the Peer Support Program | | | | | | | | - | |
| Conduct Drug testing on 50% of all Safety Sensitive Positions | | | | | | | | 50% | |
| Implement Peer Support Program to train employees on the program rules and policies. | | | | | | | | 100% | |
| Operations Control Center | | | | | | | | | |
| Manage the OCC 24/7/365 Operation | | | | | | - | | | |
| Coordinate Train Movements to Yard & Tower | | | | | | | - | | |
| Conduct System Emergency Response Training & Drills | | | | | | | >12 | | |
| Participate in Track Access & Maintenance Activities | | | | | | | - | | |
| Transportation Service | | | | | | | | | |
| Manage Train Delays Attributable to Operational Delays Per 100 Train Runs | | | | | | <.50 | | | |
| Conduct Interdepartmental Delay Management Debriefings | | | | | | 48/Year | | | |

Departmental Four-Year Workplan: OPERATIONS - TRANSPORTATION

| TRANSPORTATION | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Transportation Service | | | | | | | | | |
| Minimize Verified Rude Agent Complaints | | | | | <200 | | | | |










EBART/BART-TO-OAK - 0807

FY20 Adopted Budget



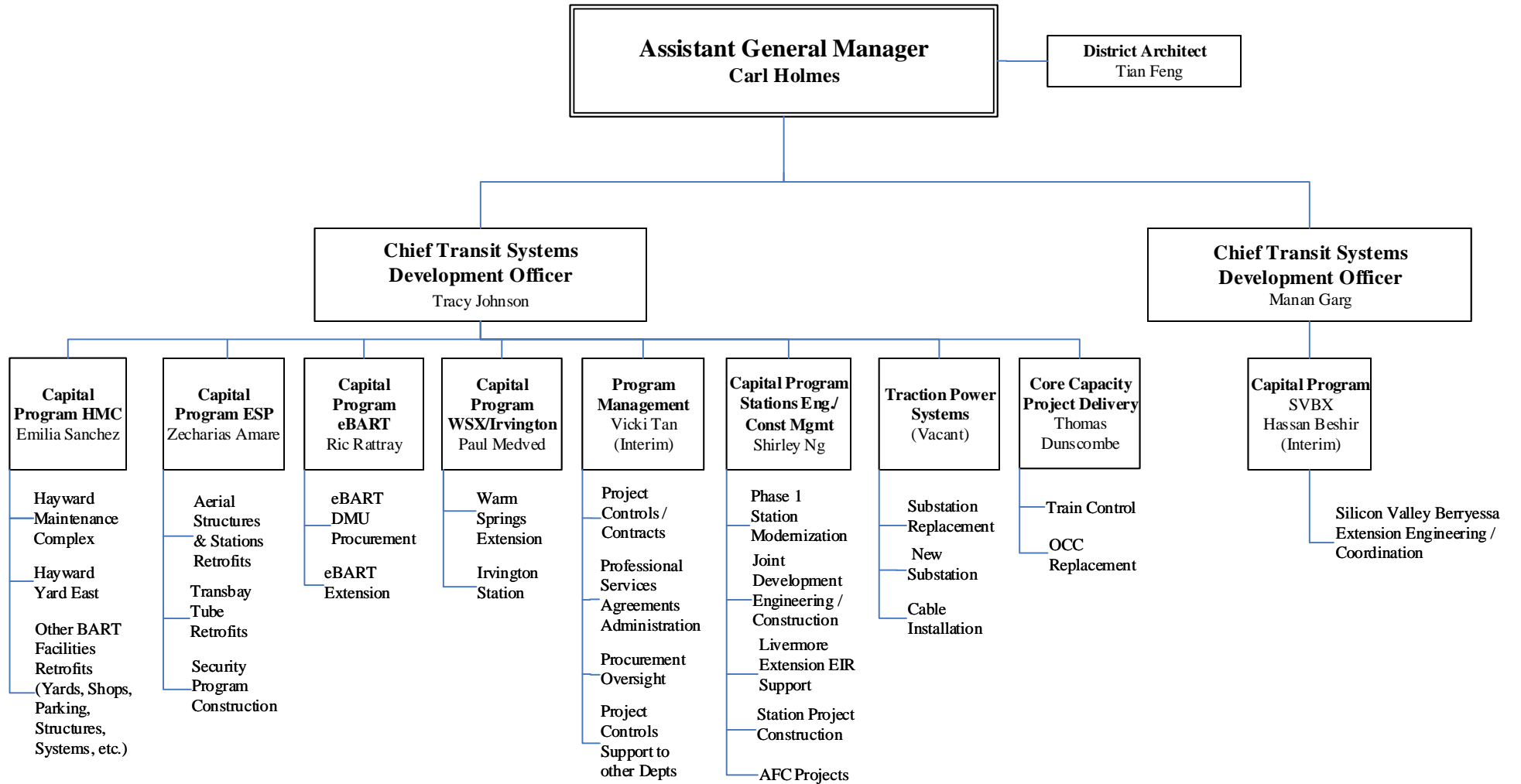
| TOTAL HEADCOUNT | |
|------------------------|------|
| Operating | 75.0 |
| Capital | - |
| Reimbursable | - |

Departmental Four-Year Workplan: OPERATIONS - OAC & eBART

| OAC & eBART | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| eBART Operations | | | | | | | | | |
| Achieve Weekday Ridership Goals | | | | | | 5,500 | | | |
| Manage On-Time Connections with BART | | | | | | 98% | | | |
| Minimize Complaints per 100K Passengers | | | | | 5 | | | | |
| Maximize Escalator Availability | | | | | | 96% | | | |
| Maximize Elevator Availability | | | | | | 98% | | | |
| Minimize Vehicle Meantime Distance Between Failure (MDBF) | | | | | | 30,000 Miles | | | |
| Minimize Accidents per 100K Miles | | | | | | | .25 | | |
| Zero Preventable Vehicle Accidents | | | | | | | 0 | | |
| Zero Lost Time due to work-place injuries | | | | | | | 0 | | |
| 100% of systems and railcar PMs completed on time | | | | | | | | | 100% |
| OAC Operations | | | | | | | | | |
| Achieve Weekday Ridership Goals | | | | | | 2,900 | | | |
| Maximize Passenger Service Availability | | | | | | 99.5% | | | |
| Ensure Sufficient Fleet Availability | | | | | | 99.5% | | | |
| Maximize Elevator Availability | | | | | | 98% | | | |
| Maximize Escalator Availability | | | | | | 96% | | | |
| Minimize Injuries on Trains per 100K Passengers | | | | | | | .13 | | |
| Minimize Injuries at OAC Station per 100K Passengers | | | | | | | .8 | | |
| Minimize Complaints per 100K Passengers | | | | | 5 | | | | |










OFFICE OF DESIGN & CONSTRUCTION – 10

FY20 Adopted Budget


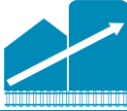








| TOTAL HEADCOUNT | |
|------------------------|------|
| Operating | 6.3 |
| Capital | 74.8 |
| Reimbursable | - |

Departmental Four-Year Workplan: DESIGN & CONSTRUCTION

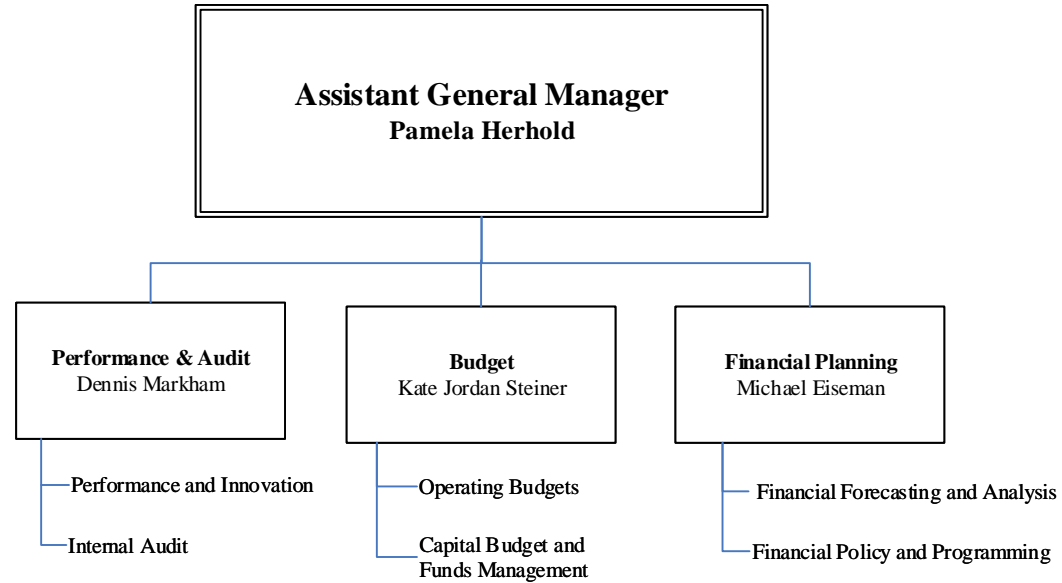
| DESIGN & CONSTRUCTION | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|--|--|--|---|--|---|---|---|--|--|
| Program Management | | | | | | | | | |
| Meet Contracting Goals for MBE/DBE/WBE/SBE | | | - | | | | | | |
| Administer the Construction Management Program | | - | | | | | | | |
| Administer the On-Call Engineering Program | | | | | | - | | | |
| Administer the Project Controls / Contracts Program | | | | | | | | | - |
| Ensure Capital Project Regulatory Compliance | | | | | | | | | 100% |
| Transit Systems Development | | | | | | | | | |
| Administer the Core Capacity Project Delivery | | - | | | | | | | |
| Administer the Stations Engineering Program | | - | | | | | | | |
| Administer the Silicon Valley Extension (SVBX) Program | | - | | | | | | | |
| Administer the Warm Springs Extension (WSX) Program | | - | | | | | | | |
| Administer the Measure RR Construction Program | | - | | | | | | | |
| Administer the Earthquake Safety Program (ESP) Program | | - | | | | | | | |

Departmental Four-Year Workplan: DESIGN & CONSTRUCTION - OFFICE OF DISTRICT ARCHITECT

| OFFICE OF DISTRICT ARCHITECT | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| District Architect | | | | | | | | | |
| Administer the Office of District Architect's Capital Improvement Program | | | | | - | | | | |
| Administer the System Resiliency Program | | | | | | - | | | |
| Perform District Project Reviews | | | | | | - | | | |
| Administer the BART Facilities Standards Program | | | | | | | - | | |
| Administer the Accessibility Improvements Program | | | - | | | | | | |
| Administer the Wayfinding & Signage Improvement Program | | | | | - | | | | |

OFFICE OF PERFORMANCE & BUDGET - 11

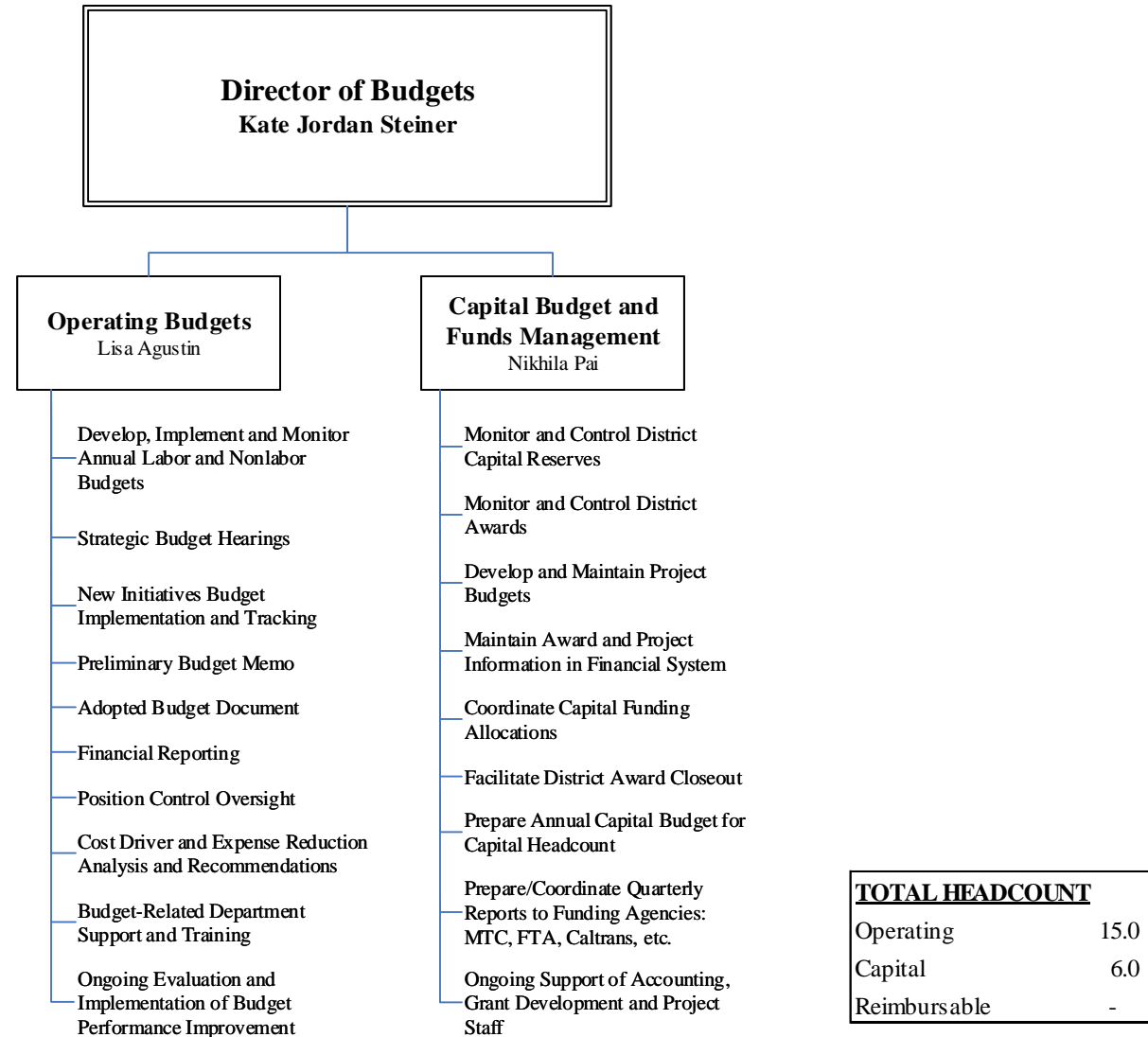
FY20 Adopted Budget












| TOTAL HEADCOUNT | |
|------------------------|------|
| Operating | 30.5 |
| Capital | 13.5 |
| Reimbursable | 1.0 |

BUDGET - 1104

FY20 Adopted Budget



Departmental Four-Year Workplan: OFFICE OF PERFORMANCE & BUDGET - BUDGET




| BUDGET | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Capital Budget and Funds Management | | | | | | | | | |
| Manage the Grants Compliance & Capital Management Department | | | | | | | | | - |
| Prepare the Capital Budget Draft by March 31 | | | | | | | | | Met |
| Prepare the Final Capital Budget by June 30 | | | | | | | | | Met |
| Prepare Capital Program Analyses | | | | | | | | | - |
| Administer the CAP Model | | | | | | | | | - |
| Monitor the Capital Reserve | | | | | | | | | - |
| Administer the Grants Compliance Program | | | | | | | | | - |
| Administer Financial Management System | | | | | | | | | - |
| Prepare Required Reports for All Fund Sources | | | | | | | | | - |
| Operating Budgets | | | | | | | | | |
| Manage the Operating Budget Department | | | | | | | | | - |
| Close Out Prior FY Budget & Obtain Board Approval by October 31 | | | | | | | | | Met |
| Produce Proforma Budget by February 15 | | | | | | | | | Met |
| Produce Preliminary Budget Memo by March 31 | | | | | | | | | Met |
| Produce Adopted Budget by June 30 | | | | | | | | | Met |
| Produce Annual Resource Manual | | | | | | | | | Met |
| Prepare Monthly Budget Reports | | | | | | | | | Met |

Green fill indicates the performance target was met in FY19.

Red fill indicates the performance target was not met in FY19.

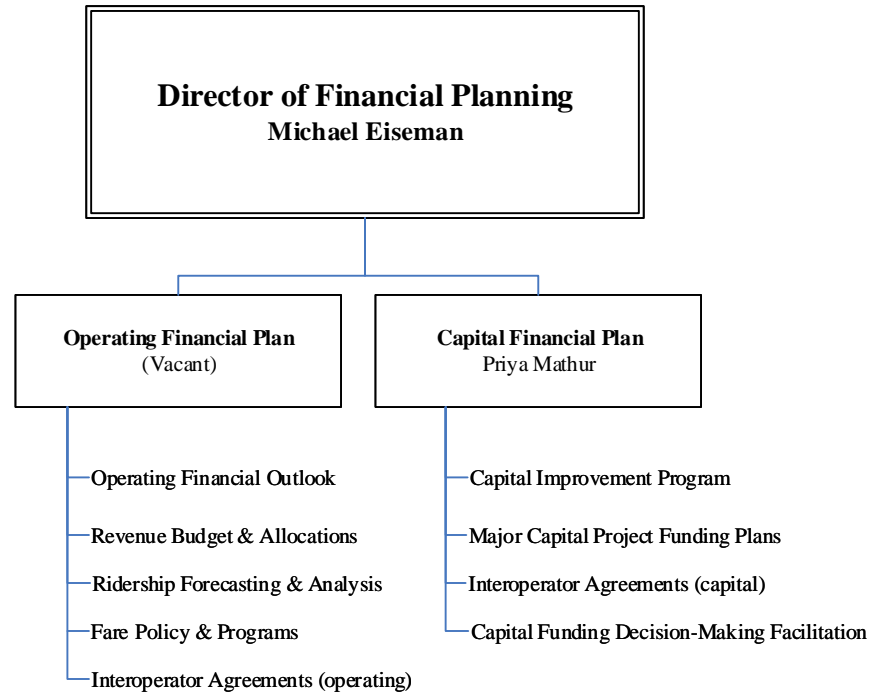
Gray fill indicates a performance target is to be determined.

Departmental Four-Year Workplan: OFFICE OF PERFORMANCE & BUDGET - BUDGET

| BUDGET | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Operating Budgets | | | | | | | | | |
| Monitor Operating Reserves | | | | | | | | | - |
| Prepare Quarterly Budget Reports | | | | | | | | | Met |
| Prepare Financial Forecasts Timely | | | | | | | | | - |
| Maintain the District's Position Control (w/HRIS) | | | | | | | | | - |

FINANCIAL PLANNING - 1106

FY20 Adopted Budget












| TOTAL HEADCOUNT | |
|------------------------|-----|
| Operating | 4.5 |
| Capital | 4.5 |
| Reimbursable | 1.0 |

Departmental Four-Year Workplan: OFFICE OF PERFORMANCE & BUDGET - FINANCIAL PLANNING

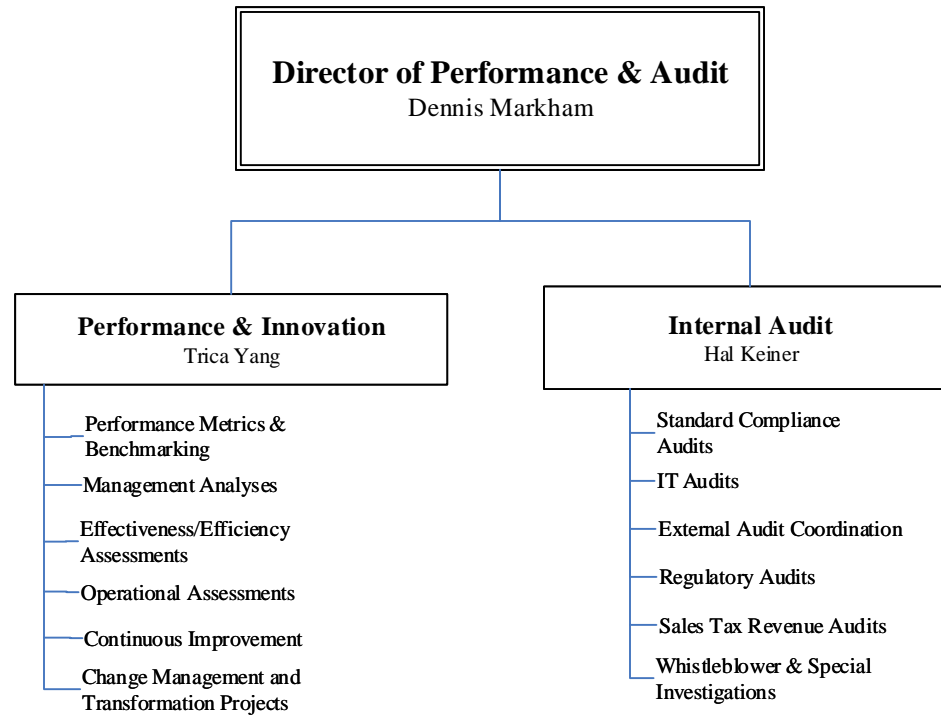
| FINANCIAL PLANNING | Mission | Economy | Equity | Environment | Experience | System Performance | Safety | Workforce | Financial Stability |
|--|--------------------|--------------------|-------------------|------------------------|-----------------------|-------------------------------|-------------------|----------------------|---|
| Asset Management Financial Strategy | | | | | | | | | |
| Administer the New Initiative Program | | | | | | | | | - |
| Financial Planning | | | | | | | | | |
| SERVICES: Provide ad-hoc financial analysis as required by AGM, DGM, and GM | | | | | | | | | Complete |
| SERVICES: Support fare evasion task force with financial analysis as requested | | | | | | | | | Complete |
| OPERATING PLAN: Forecast operating cost of 10-year service plan and proposed service changes | | | | | | | | | Annual |
| OPERATING PLAN: Update and continuously improve 10-year operating financial outlook | | | | | | | | | Annual |
| CAPITAL PLAN: Update and continuously improve 15-year capital financial outlook (CIP) | | | | | | | | | Annual |
| BUDGET: Plan for and track operating to capital allocations | | | | | | | | | Complete by 6/2019 |
| RIDERSHIP: Maintain and continuously improve BART Ridership Model, and produce 10-year ridership forecast | | | | | | | | | Annual |
| FARE POLICY: Manage CPI-based fare increase program, including biennial fare increases and program renewal | | | | | | | | | Program Renewal and 2020 fare increase adoption by 5/2019 |
| AGREEMENTS: Prepare SVRT Invoices and respond to VTA requests for information | | | | | | | | | Complete |
| AGREEMENTS: Update five year BART/SFMTA CIP for Muni Joint Maintenance Agreement | | | | | | | | | Complete |
| Financial Policy & Analysis | | | | | | | | | |
| Manage BART's Operating Source & Allocation Budget | | | | | | | | | - |

Departmental Four-Year Workplan: OFFICE OF PERFORMANCE & BUDGET - FINANCIAL PLANNING

| FINANCIAL PLANNING | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|--|--|--|---|--|---|---|---|--|--|
| Financial Policy & Analysis | | | | | | | | | |
| Administer the Revenue & Ridership Data Analysis Program | | | | | | | | | - |
| Manage Fares, Fare Policy & Fare Programs | | | | | | | | | - |
| Facilitate Financial Planning For Extensions & Other Capital Projects | | | | | | | | | - |
| Prepare Financial Analysis For Strategic Improvements | | | | | | | | | - |
| Prepare the Short Range Transit Plan / Capital Improvement Program, Biennially | | | | | | | | | Summer 2018 |
| Negotiate & Manage Interoperator Agreements | | | | | | | | | - |










PERFORMANCE & AUDIT - 1302

FY20 Adopted Budget



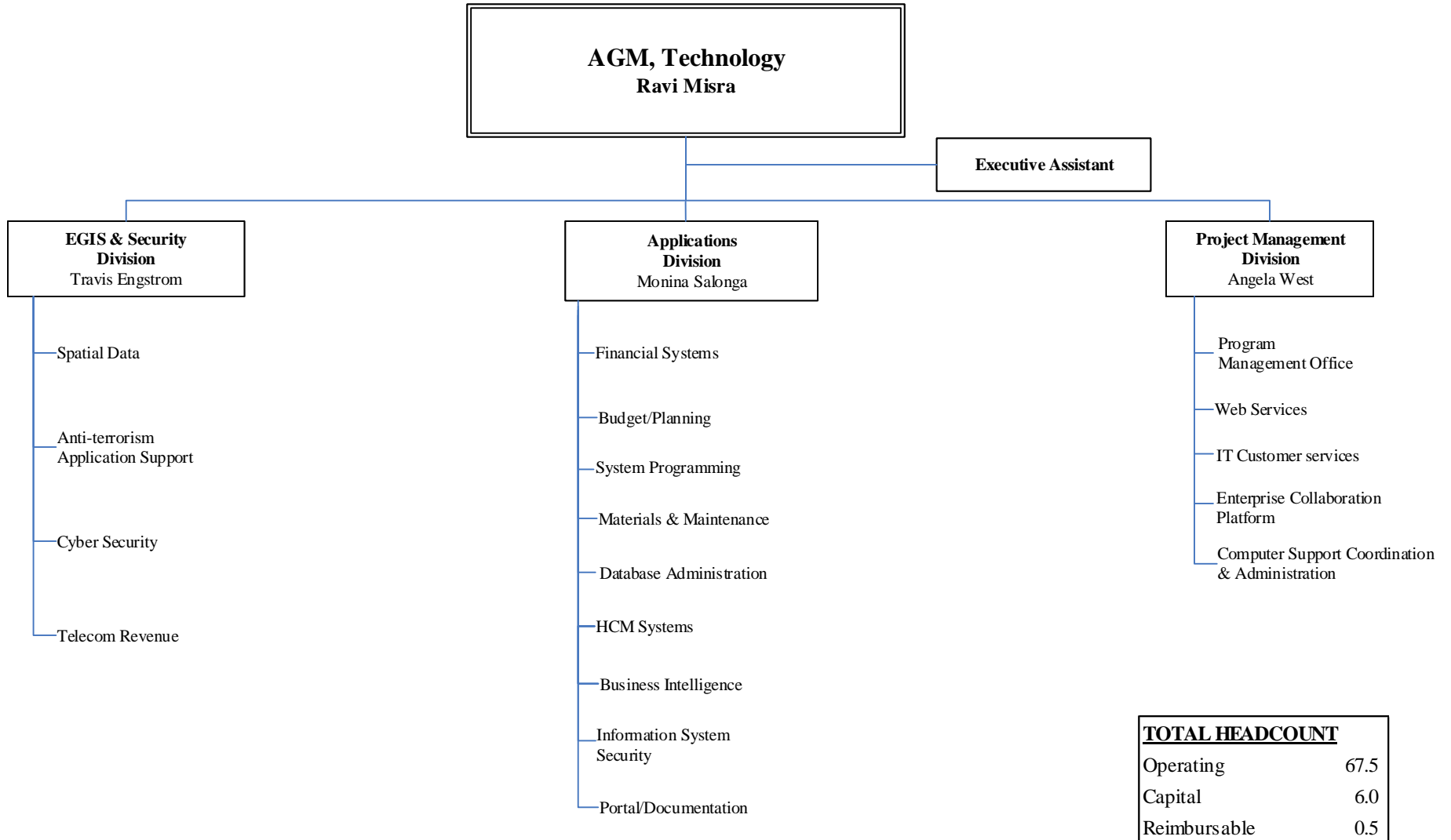
| TOTAL HEADCOUNT | |
|------------------------|-----|
| Operating | 8.0 |
| Capital | 3.0 |
| Reimbursable | - |

Departmental Four-Year Workplan: OFFICE OF PERFORMANCE & BUDGET - PERFORMANCE & AUDIT









| PERFORMANCE & AUDIT | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Performance & Audit | | | | | | | | | |
| Conduct Contract Audits Supporting Capital Projects | | - | | | | | | | |
| Conduct Internal Performance Audits per the Annual Audit Plan | - | | | | | | | | |
| Conduct Internal Consulting Engagements Timely | - | | | | | | | | |
| Facilitate External Audit Engagements Timely | | | | | | | | | - |
| Conduct Special Investigations Timely | | | | | | | | | - |

OFFICE OF THE CHIEF INFORMATION OFFICER - 12

FY20 Adopted Budget



Departmental Four-Year Workplan: OCIO










| OCIO | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Applications Division | | | | | | | | | |
| Ensure Availability of Maximo | | | | | | 99.9% Uptime | | | |
| Ensure Availability of Oracle Business Intelligence Enterprise Edition (OBIEE) | | | | | | 99.9% Uptime | | | |
| Ensure Availability of Hyperion | | | | | | | | 99.9% Uptime | |
| Ensure Availability of PeopleSoft | | | | | | | | | 99.9% Uptime |
| Ensure Availability of Fusion Document Management System | | | | | | | | 99.9% Uptime | |
| EGIS & Security Division | | | | | | | | | |
| Administer Regional Anti-Terrorism Integrated Law Enforcement System (RAILS) Program | | | | | | | 99.9% Uptime | | |
| Administer Cybersecurity Program | | | | | | | Zero Loss of Control | | |
| Update 10,000 Aerial Photos per year in the Enterprise Geographic Information System (EGIS) | | | | | | | ≥10,000 | | |
| Administer Commercial Communications Revenue Program (CCRP) | | | | | | | | | >5% Annual Lift |
| Operations Division | | | | | | | | | |
| Administer Desktop Business Software Upgrades Program | | | | | | | | Timely Upgrades | |
| Ensure Availability of Oracle Database | | | | | | | | 99.9% Uptime | |
| Ensure Availability of SQL Database | | | | | | | | 99.9% Uptime | |

Green fill indicates the performance target was met in FY19.

Red fill indicates the performance target was not met in FY19.

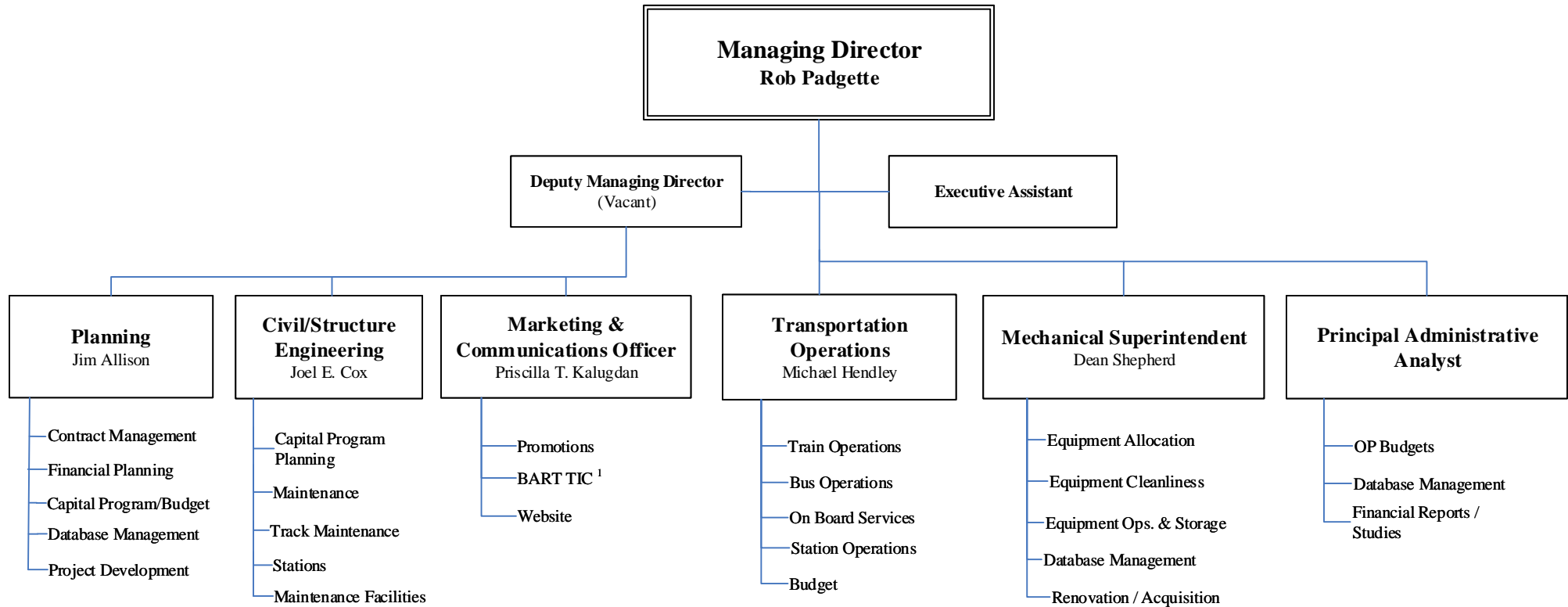
Gray fill indicates a performance target is to be determined.

Departmental Four-Year Workplan: OCIO

| OCIO | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Project Management Division | | | | | | | | | |
| Provide Peripheral Support Upgrades Timely | | | | | | | | Timely Upgrades | |
| Ensure Availability of the SharePoint Site | | | | | | | | 99.9% Uptime | |
| Manage the Salesforce Help Desk & Meet Service Level Agreement (SLA) Goals | | | | | | | | 80% within SLA | |
| Process & Review Submitted Projects for the Knowledge Management Governance Group | | | | | | | | >90% Intake | |
| Ensure Policy Upgrades Timely | | | | | | | | Timely Upgrades | |
| Administer Annual Project Management Training & Development Program | | | | | | | | ≥10 Classes | |
| Ensure availability of Open Data Portal and ability to update quarterly | | | | | 99.9% Uptime | | | | |
| Web Services Division | | | | | | | | | |
| Ensure Availability of the BART.gov Website | | | | | 99.9% Uptime | | | | |
| Ensure Availability of Salesforce CRM | | | | | 99.9% Uptime | | | | |

CAPITOL CORRIDOR OFFICE – 14










FY20 Adopted Budget



| TOTAL HEADCOUNT | |
|------------------------|------|
| Operating | - |
| Capital | - |
| Reimbursable | 24.0 |

1: Day-to-day administrative responsibilities are with BART Transit Information Center (7.0 FTE) Customer Service (0605378)

Departmental Four-Year Workplan: CAPITOL CORRIDOR

| CAPITOL CORRIDOR | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|--|--|--|---|--|---|---|---|--|--|
| Capitol Corridor | | | | | | | | | |
| Budget Management | | ≤ \$35,382,000 | | | | | | | |
| Minimize Mechanical Delays per 10K Train Miles | | ≤ 60 | | | | | | | |
| % of Customers Highly Satisfied | | ≥ 89% | | | | | | | |
| Revenue | | ≥ \$33,159,000 | | | | | | | |
| Minimize Operator Delays per 10K Miles | | < 325 | | | | | | | |
| Stations On Time Performance | | ≥ 90% | | | | | | | |
| End-Point On Time Performance | | ≥ 90% | | | | | | | |
| Total Operating Cost Per Passenger Mile | | < .60 (cents) | | | | | | | |
| System Operating Ratio (Train & Feeder Bus) | | ≥ 51% | | | | | | | |
| Passenger Miles | | 108,133,000 | | | | | | | |
| Route Ridership | | 1,612,000 | | | | | | | |

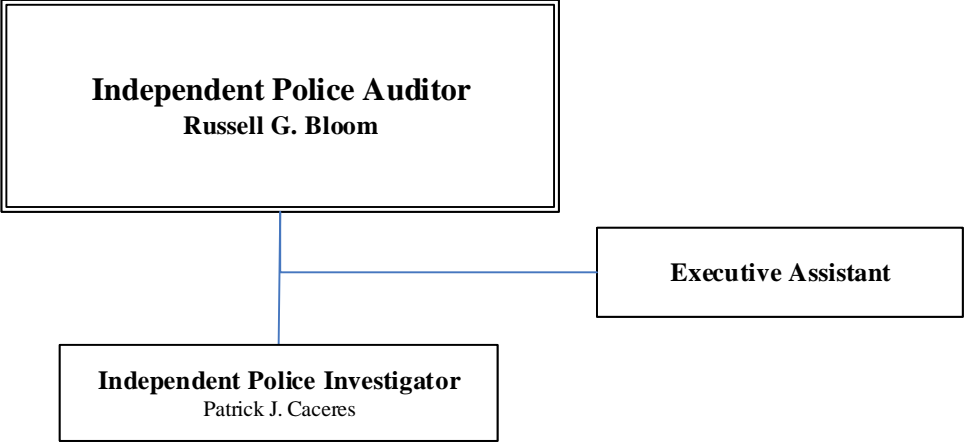
Green fill indicates the performance target was met in FY19.

Red fill indicates the performance target was not met in FY19.

Gray fill indicates a performance target is to be determined.










INDEPENDENT POLICE AUDITOR – 17

FY20 Adopted Budget



| TOTAL HEADCOUNT | |
|------------------------|-----|
| Operating | 3.0 |
| Capital | - |
| Reimbursable | - |

Departmental Four-Year Workplan: INDEPENDENT POLICE AUDITOR

| INDEPENDENT POLICE AUDITOR | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Independent Police Auditor | | | | | | | | | |
| Administer the Office of the IPA | | | - | | | | | | |
| Respond to all Contacts From Complainants | | | <1 Business Day | | | | | | |
| Complete All OIPA Investigations | | | <6 Months | | | | | | |
| Organize at Least One Outreach Event per Quarter | | | 4 Events Per Year | | | | | | |
| Review at Least One Policy per Year & Issue Recommendations for Change When Appropriate | | | 1 Policy Per Year | | | | | | |
| Implement Recommended Improvements to the Citizen Oversight Model | | | Review Annually | | | | | | |

Green fill indicates the performance target was met in FY19.

Red fill indicates the performance target was not met in FY19.

Gray fill indicates a performance target is to be determined.

INSPECTOR GENERAL – 19

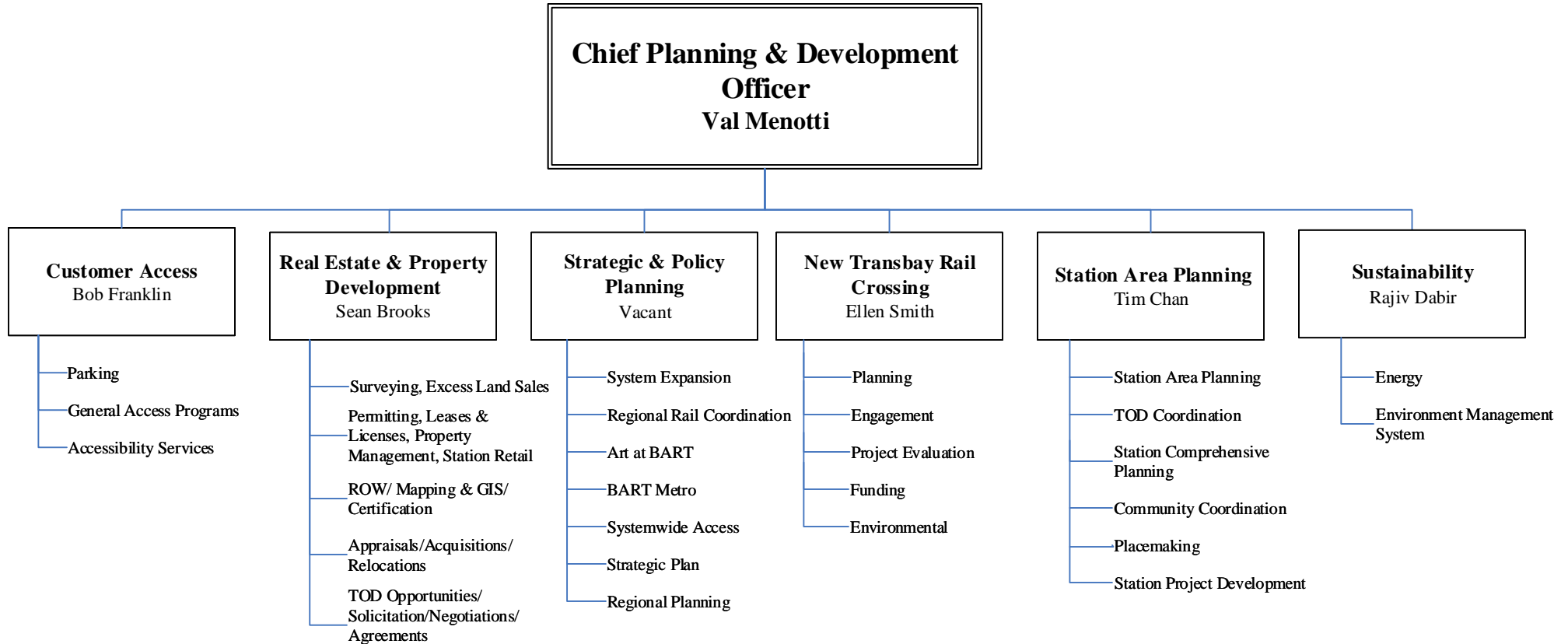
FY20 Adopted Budget

Inspector General
Harriet Richardson

| <u>TOTAL HEADCOUNT</u> | |
|-------------------------------|-----|
| Operating | - |
| Capital | - |
| Reimbursable | 1.0 |










PLANNING & DEVELOPMENT – 20

FY20 Adopted Budget












| TOTAL HEADCOUNT | |
|------------------------|------|
| Operating | 39.4 |
| Capital | 17.7 |
| Reimbursable | - |

Departmental Four-Year Workplan: PLANNING & DEVELOPMENT - REAL ESTATE & PROPERTY DEVELOPMENT

| REAL ESTATE & PROPERTY DEVELOPMENT | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Real Estate & Property Development | | | | | | | | | |
| Manage the Real Estate Department | | | | | | | | | - |
| Administer the Records Management Program | | | | | | | | | - |
| Administer the Transit Oriented Development Program | | - | | | | | | | |
| Administer the Joint Use Agreement Program | | - | | | | | | | |
| Administer the External Pass Through Agreement Program | | - | | | | | | | |
| Administer the Right of Way Mapping & GIS Certification Program | | | | | | | - | | |
| Administer the Property Management Leasing Program | | - | | | | | | | |
| Administer the Property Management Permitting Program | | | | | | | | | - |
| Perform Right of Way Close Out Activities Timely | | - | | | | | | | |
| Administer the Building Services Program | | | | | | | | - | |
| Support Capital and Operating Projects with Right-of-Way Activities | | | | | | | - | | |
| Administer Right-of-Way and Project Surveying for District-Wide Needs | | | | | | | - | | |
| Oversee Mandatory Compliance with SB1359 (Torlakson, 2006), Underground Utility Impacts Adjacent to or in BART Right-of-Way | | | | | | | 100% | | |
| Develop and Administer Various Third Party Agreements (e.g. Property Exchanges, Licenses, Maintenance Agreements, other MOUs) for District Real Estate Activities | | | | | | | | | - |










Departmental Four-Year Workplan: PLANNING & DEVELOPMENT - STATION AREA PLANNING

| STATION AREA PLANNING | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|--|--|--|---|--|---|---|---|--|--|
| Station Area Planning | | | | | | | | | |
| Manage the Station Area Planning Department | | | | | - | | | | |
| Administer the Station Modernization Program | | | | | - | | | | |
| Administer the Station Brightening Program | | | | | - | | | | |
| Administer the Station Transit Oriented Development Program | | | | | | | | | - |
| Administer the Placemaking Program | | | | | - | | | | |
| Partner with City & County Planning, Zoning & Development Agencies to Advance Transit Oriented Development | | - | | | | | | | |
| Silicon Valley Rapid Transit - Phases 1 & 2: Continue work with BART, VTA and Cities to apply BART Board adopted TOD and Access policies in the planning, design and implementation of the SVX stations and station areas. | | - | | | | | | | |










Departmental Four-Year Workplan: PLANNING & DEVELOPMENT - STRATEGIC & POLICY PLANNING

| STRATEGIC & POLICY PLANNING | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Strategic & Policy Planning | | | | | | | | | |
| Produce the BART Strategic Plan Annual Report and updated performance dashboard | | Annually | | | | | | | |
| Plan, organize, and document the BART Board of Directors Workshop | | Annually | | | | | | | |
| Represent BART's interests by participating in regional and local planning studies led by agency partners | | - | | | | | | | |
| Monitor major economic, technology, and policy trends and implications for BART infrastructure planning | | - | | | | | | | |










Departmental Four-Year Workplan: PLANNING & DEVELOPMENT - SUSTAINABILITY

| SUSTAINABILITY | | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|--|--|--|--|---|--|---|---|---|--|--|
| Sustainability | | | | | | | | | | |
| Train Employees on Sustainability | | | | | 100% | | | | | |
| Implement the Sustainability Action Plan | | | | | - | | | | | |










Departmental Four-Year Workplan: PLANNING & DEVELOPMENT - CUSTOMER ACCESS

| CUSTOMER ACCESS | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|--|--|--|---|--|---|---|---|--|--|
| Accessibility Services | | | | | | | | | |
| Administer BART Accessible Services Program | | | - | | | | | | |
| Administer ADA Paratransit Program | | | - | | | | | | |
| Administer the ADA Access Program Capital Improvement Plan | | | - | | | | | | |
| Prepare for relocation of East Bay Paratransit offices | | | - | | | | | | |
| Provide ongoing access mitigation options when elevators are out of service | | | - | | | | | | |
| Bicycle Program | | | | | | | | | |
| Administer Bicycle Access Program | | | | - | | | | | |
| Administer the Bicycle Program Capital Improvement Plan | | | | - | | | | | |
| Parking Program | | | | | | | | | |
| Administer BART Parking Programs | | | | | | | | | - |
| Provide Parking Revenue Trends Analyses | | | | | | | | | - |
| Govern BART Parking Enforcement Program | | | | | - | | | | |
| Identify and implement improvements to car share operations and processes at stations. | | | | | - | | | | |
| Ensure public information on car share services at stations is up to date | | | | | - | | | | |
| Monitor car share operations at stations and address related complaints | | | | | - | | | | |
| Coordinate with car share operators on operations at stations | | | | | - | | | | |
| Transit Access Program | | | | | | | | | |
| Administer the Pedestrian Access Coordination Program | | | | - | | | | | |

Departmental Four-Year Workplan: PLANNING & DEVELOPMENT - CUSTOMER ACCESS

| CUSTOMER ACCESS | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|---|--|--|---|--|---|---|---|--|--|
| Transit Access Program | | | | | | | | | |
| Prepare Pedestrian & Bicycle Network Analyses | | | | - | | | | | |
| Coordinate with other departments on long term infrastructure or capital projects that impact pedestrian access to stations. | | | | | - | | | | |
| Identify and implement improvements to pedestrian operations and processes at stations. | | | | | - | | | | |
| Review and approve pedestrian facility detours, and temporary signage and wayfinding in construction projects/plans | | | | | - | | | | |
| Identify and implement improvements to TNC, taxi, and pick-up/drop-off operations and processes at stations. | | | | | - | | | | |
| Monitor pick-up/drop-off, TNC, and Taxi operations at stations and address related complaints | | | | | - | | | | |
| Conduct dynamic bus intermodal and shared autonomous vehicle feasibility study | | | | | - | | | | |
| Review and approve pick-up/drop-off, TNC, and Taxi facility design improvements, detours, relocations, and related signage and temporary wayfinding in construction projects and plans. | | | | | - | | | | |
| Coordinate with TNCs and taxis on operations at stations | | | | | - | | | | |
| Ensure public information on transit and shuttle services at stations is up to date | | | | | - | | | | |
| Monitor pedestrian operations at stations and address related complaints. | | | | | - | | | | |
| Administer BART Wayfinding Signage Program: Coordinate with other departments to improve wayfinding, circulation, and operational signage related to customer access. | | | | | - | | | | |
| Ensure public information on pick-up/drop-off, TNC, and taxi services at stations is up to date | | | | | - | | | | |
| Administer BART Wayfinding Signage for Access Programs | | | | | - | | | | |

Departmental Four-Year Workplan: PLANNING & DEVELOPMENT - CUSTOMER ACCESS

| CUSTOMER ACCESS | Mission  | Economy  | Equity  | Environment  | Experience  | System Performance  | Safety  | Workforce  | Financial Stability  |
|--|--|--|---|--|---|---|---|--|--|
| Transit Access Program | | | | | | | | | |
| Coordinate with cities on curb management at stations where they have jurisdiction over station area curbs. | | | | | - | | | | |
| Identify and implement improvements to transit and shuttle operations and processes at stations. | | | | | | - | | | |
| Develop/maintain contacts and relationships with transit operators and shuttles | | | | | | - | | | |
| Coordinate with transit agencies and shuttles on operations at stations | | | | | | - | | | |
| Review and approve bus facility design improvements, detours, bus stop relocations, and related temporary signage and wayfinding in construction projects and plans. | | | | | | - | | | |
| Monitor transit and shuttle operations at stations and address related complaints | | | | | | - | | | |
| Administer Transit Access Program | | | | - | | | | | |
| Administer BART Wayfinding Signage Program | | | | | - | | | | |