



San Francisco Bay Area Rapid Transit District

Adopted Budget

Fiscal Year 2021

Lateefah Simon, President, Board of Directors

Robert Powers, General Manager





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**San Francisco Bay Area Rapid Transit
California**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

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, 2019. 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 President, BART Board of Directors, and the General Manager

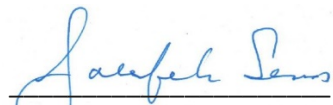
Dear BART Riders, Members of the Community, and Staff:

The Fiscal Year 2021 (FY21) budget process has been unlike any other at BART, as the COVID-19 pandemic created unprecedented challenges and uncertainty for BART and transit systems across the world. The following FY21 budget document represents the hard work and effort of BART staff and leadership to deliver a spending plan that prioritizes the safety of our riders and employees and system reinvestment under substantially reduced resources.

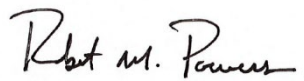
The COVID-19 pandemic reduced ridership to a fraction of pre-pandemic levels and significantly constrained revenues critical to BART operations. Throughout this decline, BART continued to provide essential transportation services to the community due to the hard work and dedication of all BART staff. Together, we reimagined transit service implementing a comprehensive 15-step Welcome Back Plan and adjusting service levels to meet the demands of current ridership. We are committed to following the evolving protocols regarding disinfecting, social distancing, and ventilation to regain the public's trust in transit. We are increasing the presence of non-sworn staff on trains to encourage compliance with health and safety practices and to be responsive to concerns from the public.

BART is also a national leader advocating for emergency funding assistance. Thanks to the tremendous effort of the Bay Area Congressional Delegation, led by Speaker of the House Nancy Pelosi, a historic \$2 trillion federal CARES Act relief package directed \$1.3 billion to Bay Area transit operators, with \$377 million for BART. However, significantly more funding will be needed to help stabilize the financial outlook for BART and other Bay Area operators. Our economy cannot and will not recover without stable, reliable, public transportation.

Despite these challenges, the FY21 budget continues efforts to deliver on priority capital projects. The reduced service levels have accelerated work on many voter-approved Measure RR-funded projects, including M-Line 34.5kv Cable Replacement and Rail Fasteners and Ties eliminating an estimated 30+ weekends of previously planned service disruptions. Additionally, we have executed a Full Funding Grant Agreement (FFGA) with the Federal Transit Administration (FTA) for BART's Core Capacity Program (CCP). The CCP will allow us to buy more train cars, expand storage for those cars, implement a modern and safer train control system, and enhance the reliability of power for our trains by installing new power substations. When ridership returns, BART will be ready and better than ever.



Lateefah Simon
BART Board President 2020



Robert M. Powers
BART General Manager

2. OVERVIEW

The Fiscal Year 2021 (FY21) Adopted Budget includes extraordinary new challenges due to the COVID-19 pandemic, in addition to the continuing challenges BART faced in FY20: declining ridership and fare revenue, aging infrastructure and increasing operating expenses, while BART continues major structural system reinvestments and Quality of Life improvements. The FY21 Adopted Budget supports BART's commitment to deliver safe, reliable, clean, quality transit service with limited financial resources. Key features of the FY21 budget include:

- Addressing the COVID-19 impact: keeping customers and employees safe; adapting service levels and expenses
- Utilizing emergency funding sources
- Continuing capital investment
- Addressing Quality of Life on BART

In the face of these added challenges, staff have worked to balance the needs of riders, employees, and BART's financial stability – both near and long term. This budget supports comprehensive plans to optimize operations, prioritize funding needs and direct resources to only the most critical aspects of operations as outlined in the sections below.

2.1. COVID-19 PANDEMIC

The COVID-19 pandemic threatens both lives and livelihoods in the Bay Area. To date, the region has responded to the imperative to save lives by imposing shelter-in-place orders. The pandemic and the response to it have, however, put pressure on livelihoods and exacerbated existing inequities. Job loss has been particularly acute in households that were in precarious economic situations prior to COVID-19. Further, and particularly relevant for BART, essential workers still need to travel – and in many cases have no option other than public transit.

Within the scope of the BART system, the precipitous drop in ridership has been the most impactful in BART's history. Prior to the pandemic, the system had an average of about 410,774 weekday riders. Over the weeks immediately following the shelter-in-place order, the system averaged about 25,000 weekday riders then stabilized at about 45,000 weekday riders. This represents an ~88% decrease in ridership – compared with a ~6% drop at the deepest trough of the Great Recession.

The precipitous decline in ridership and economic activity puts additional pressure and injects extraordinary uncertainty into the coming year. The FY21 budget anticipates a decline in fare revenue and nearly all other revenue sources. Further, staff is budgeting for additional COVID-19-related costs. It is not clear when ridership will return and if ridership will reach pre-COVID levels.

At the same time, BART has a crucial role in supporting the economic recovery in the Bay Area. Before COVID-19, more than 2/3 of our riders were commuters, including essential workers. Continuing to provide safe and reliable service to our passengers is more important than ever.

We therefore are taking a series of steps to adapt. These include:

- **Shortening our budget timeline.** BART has traditionally followed a four- to six -month budgeting process built on a sophisticated set of models covering ridership, fare and tax revenue, and cost of service. Under volatile conditions, when epidemiological and economic outlooks change from

week to week, using these tools to develop a reliable budget is difficult and potentially unproductive. To adapt budgeting for such uncertainty in FY21, BART will continuously update forecasts, provide monthly updates to the BART Board and prepare for quarterly budget revisions.

- **Continually updating BART’s scenario-planning outlook.** BART has developed a scenario-planning outlook with a range of outcomes. BART will continually refresh underlying indicators that could signal a given outcome. Indicators include the Bay Area benchmarks for re-opening (cases, hospitals, testing, tracing, and personal protective equipment (PPE)), the development of therapeutics and vaccines, state and county economic forecasts, surveys of passenger confidence, and work-from-home behavior. This is further described in the Ridership Outlook Section 5.
- **Budgeting for a range of COVID-19 operating measures.** BART believes it is critical for public transit systems to put in place interventions that increase passenger confidence and safeguard customers and staff. This is further described in the Quality of Life Section 2.4.
- **Providing a rail service plan that enables physical distancing where possible.** The California “COVID-19 Industry Guidance: Public Transit and Intercity Passenger Rail” and CDC Guidelines for Re-Opening include physical distancing as a key prevention practice. BART has provided a rail service plan that is designed to enable this where possible. This is further described in the Rail Service Plan Section 6.

2.2. EMERGENCY FUNDING SOURCES

On March 27th, 2020, the president signed into law the Coronavirus Aid, Relief, and Economic Security Act (The CARES Act), which provides \$2 trillion across a host of domestic funding and relief programs to support efforts to respond to and prepare for recovery from the COVID-19 pandemic. The bill appropriates \$25 billion in supplemental Federal Transit Administration (FTA) Urbanized Area Formula (Section 5307) and Rural Area Formula (Section 5311) program fund apportionments to support transit agency responses to the pandemic.

Through these apportionments, approximately \$1.3 billion in funding is being provided to the Bay Area. This funding addresses operating losses as a result of the pandemic, including reduced funding sources and increased costs. It may be used for operating expenses related to COVID-19, including reimbursement for operating costs and lost revenue, the purchase of personal protective equipment, and paying the administrative leave of operations personnel due to reductions in service. Additionally, such funding is eligible for up to a 100% federal share (compared to a typical 50% maximum federal share for operating assistance and 80% for capital projects).

The Metropolitan Transportation Commission (MTC) is responsible for programming the \$1.3B to the Bay Area Transit Operators. BART received \$377M over two allocations. These funds will be used to balance FY20 with the remainder going towards the FY21 budget.

2.3. CAPITAL INVESTMENT

Opportunities to Accelerate System Reinvestment

BART is continuing its capital investment program in FY21, focusing on key projects such as rail car replacement and fleet expansion, the Core Capacity Program (CCP), Measure RR projects, a New Transbay Rail Crossing, next generation fare gates, and the planned move to a new headquarters located at 2150 Webster Street in downtown Oakland. Despite the challenges presented by COVID-19, these projects are primarily funded by secured, restricted funding sources, allowing them to move forward on schedule.

As BART reduced service levels beginning in March, staff started to take advantage of increased system downtime to accelerate system reinvestment projects. For example, before BART moved the end of

service from 12am to 9 pm, workers were replacing 100 feet of running rail a night. With the earlier closing time they are now replacing 500 feet of rail per night. The earlier closing time has also allowed for downtown San Francisco electrical cable replacement work to start at 7 pm on some weeknights. For every six weeks BART single tracks beginning at 7 pm, six months of Sunday single tracking are eliminated. This accelerated work ensures that when riders return to the system, it will be in better shape than when they last used it. Station modernization, escalator replacement, and construction of canopies at the entrances of downtown San Francisco stations continue to be funded and work is progressing during FY21. As service levels change in response to ridership levels, staff will continue to strategically accelerate work wherever possible.

New Rail Cars

BART is replacing its aging legacy rail car fleet and expanding from 669 to 775 new rail cars through its initial contract with Bombardier. As part of the CCP, BART intends to purchase 306 additional rail cars and may, in the future, 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 FY21, and final delivery of the last of the 775 rail cars is scheduled for 2023.

Core Capacity Program (CCP)

The CCP is a system wide undertaking to increase frequency and capacity in the Transbay Corridor during peak service, and includes the following elements:

- **Train Control Modernization Program (TCMP):** Install communication-based train control (CBTC) system wide to enable higher frequency service
- **Rail Cars:** Purchase 306 additional rail cars to provide more frequent and longer trains
- **Hayward Maintenance Complex (HMC) Phase 2:** Construct a new east-side storage yard for up to 250 rail cars and install new traction power substation 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 to support increased service levels

A critical initial segment of the CCP, referred to as the Transbay Corridor Core Capacity Project (TCCCP), is a \$1.169B grant to be provided through the Federal Transit Administration's (FTA) Capital Investment Grant (CIG) Program. The Core Capacity Program will also be funded through state, regional and local sources.

The goal of the Core Capacity Program is to reduce the level of crowding between the East Bay and San Francisco and allow for continued ridership growth. When the project is implemented, BART will be able to increase its throughput from a current maximum of 23 ten-car trains to 30 ten-car trains per hour (TPH) in the peak direction through the Transbay Corridor.

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 FY21, focusing on rail replacement; traction power cable and substation replacement; downtown San Francisco escalator replacements; and station access improvements.

New Transbay Rail Crossing (Link21)

BART and Capitol Corridor are co-leading early planning efforts on the New Transbay Rail Crossing Program (also known as Link21), which will transform the passenger rail network in the Northern California Megaregion into a faster, more integrated system that provides a safe, efficient, equitable, and affordable means of travel for all types of trips. This program, including a New Transbay Rail Crossing between Oakland and San Francisco, will enhance the livability, economic competitiveness, and environmental quality of the Megaregion while improving the traveler experience and reliability of the rail network. With key investments that leverage the existing rail network and increase capacity and system reliability, rail and transit will become the mode of choice for many trips throughout the Megaregion.

Staff will be performing a market analysis and evaluating future demand for rail trips to determine how a new Transbay rail crossing can best serve the region. Important considerations will include evaluating the benefits to the public, the economic costs and benefits, the financial viability, and what it will take to deliver and operate the project. The engagement effort will run through the timeline of the project and will involve the numerous stakeholders of the Northern California megaregion, with a strong focus on equity. FY21 efforts will include advertising and awarding contracts for technical support services to advance the Program: 1) Outreach & Engagement, 2) Travel Demand and Land Use, 3) Planning and Engineering, and 4) Environmental.

Next Generation Fare Gates

In the Fall of 2019, the BART Board designated as a priority the replacement of BART fare gates with Next Generation Fare Gates, which would deter fare evasion, improve maintainability and reliability of fare gates and improve passenger throughput. Following this direction, BART initiated a design effort.

On June 11, 2020, the BART team presented to the Board a pneumatic, swing-style fare gate design, which not only accomplished these goals, but also significantly reduced the cost estimate for replacing all fare gates throughout the system from \$150M to \$90M, saving 40%. The presentation also laid out a four-year implementation timeline, procurement/installation options and a preliminary plan for securing the needed funding. The preliminary funding plan proposes that, within the BART District, BART and the BART District counties to split the cost about 50%/50%. Non-BART District counties would be responsible for the full cost of new fare gates within their county. Implementation of the fare gates will be tied to the county funding availability and timing.

Silicon Valley Berryessa Extension (SVBX)

The two-station, 10-mile extension into Santa Clara County connects to the Warm Springs/South Fremont Station in southern Alameda County. Passenger service began on June 13, 2020. and the FY21 Adopted Budget assumes a full year of SVBX service.

Construction of the project was managed by the Santa Clara Valley Transportation Authority (VTA), in cooperation with BART. VTA funded 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.

New BART Headquarters – 2150 Webster Street

In December 2019, BART purchased a building for its new headquarters site at 2150 Webster in Oakland which the District plans to occupy by July 1, 2021. The District issued Series 2019A bonds in the amount of \$223M to finance the transaction, applying the proceeds primarily to the \$142M acquisition and \$85M in tenant improvements for the building. Compared to lease extension options available to BART at its current headquarters location, BART looks to save \$211M dollars over a 25-year period on a nominal basis with the building purchase.

2.4. QUALITY OF LIFE ON BART AND RIDER SAFETY

BART intends to ramp up initiatives responding to concerns related to homelessness, fare evasion, and security. These efforts already showed progress in FY20 and moving into FY21 they complement the District's comprehensive plan to respond to the coronavirus pandemic. The initiatives are a direct response to challenges identified by riders in the bi-annual 2018 Customer Satisfaction Survey.

COVID-19 Operating Measures

BART believes it is critical for public transit systems to put in place interventions that increase passenger confidence and safeguard customers and staff.

Across the world, there are widely varying sets of health policy guidelines, alongside differing levels of enforcement, for operating measures that address COVID-19. Mitigation measures continue to develop and respond to the needs of individual systems, though increased cleaning is the most widely implemented.

BART continues to develop and implement COVID-19 operating measures with a focus on customer and employee safety. Staff monitor the development of responses implemented in other systems across the US and abroad, as well as guidance from public health professionals. Measures currently being implemented across BART include:

- Enhanced cleaning of vehicles, stations, and facilities
- Longer trains to reduce crowding
- Deployment of PPE
- Reduced customer touchpoints in station areas
- Clear customer communication on new safety protocols

Homelessness

Homeless outreach will continue to be a priority with a focus on developing funding partnerships and expanding efforts. Teams in Contra Costa and San Francisco Counties continue to connect individuals experiencing homelessness with services.

In FY21, the District will expand the Outreach Team approach by strengthening connections at San Francisco International Airport (SFO) and may also expand services in San Mateo county, depending on opportunities for funding partnerships. BART and the San Francisco Municipal Transportation Agency (SFMTA) will continue to share costs at the four downtown San Francisco stations for the Elevator Attendant Program. BART will continue participation in the San Francisco Pit Stop Program, which provides attended street-level public restrooms adjacent to three underground BART stations.

Fare Evasion

The District has been hardening facilities by enclosing elevators, increasing the height of paid area railing, and alarming emergency doors and swing gates and expanding the digital camera network. Additionally, BART Police have implemented operations focused on preventing fare evasion such as focused enforcements at BART's busiest stations. The proof-of-payment team provides visual confirmation of BART's commitment to fairness and equity to all patrons.

Safety & Security

Recently bargained salary and benefit changes to the BART Police Officers' Association contract continue to show success in 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. These efforts resulted in a 34% drop in BART's crime rate in January-April of 2020 compared with the same four months in 2019.

2.5. FY21 ADOPTED BUDGET

The following sections begin with a discussion of the measures taken to address the significant budget shortfalls due to COVID-19 impacts, followed by BART's assessment of future ridership and the subsequent Rail Service Plan scenarios being considered in FY21. 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 the FY21 Adopted Budget operating and capital sources and uses.

3. ABOUT US

3.1. 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 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 comprising 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

3.2. 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>)

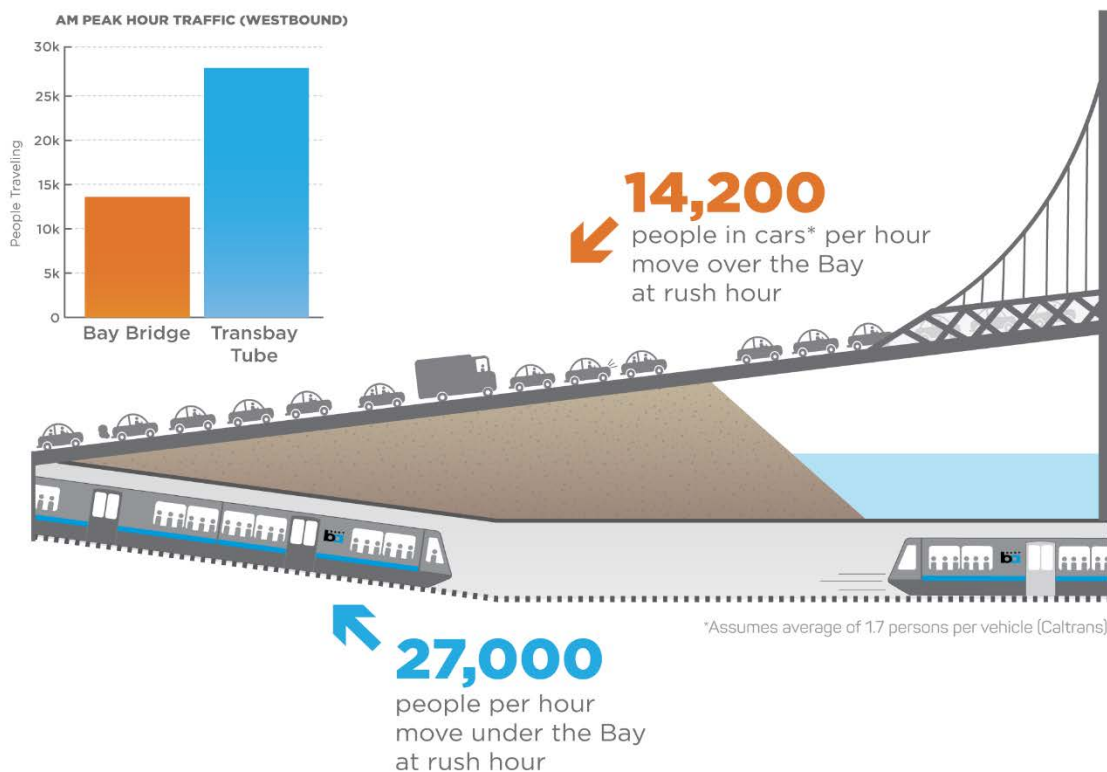
³ 2010 US Census (<https://data.census.gov/cedsci/>)

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/>)

3.3. 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, in FY19 prior to the impacts of COVID-19, daily ridership averaged 410,774 trips each weekday with 118.1 million total trips. BART serves San Francisco, Oakland, and five counties with the addition this year of service to Milpitas and Berryessa/North San Jose in Santa Clara County. The below graphic represents typical ridership prior to COVID-19.



3.4. THE SYSTEM

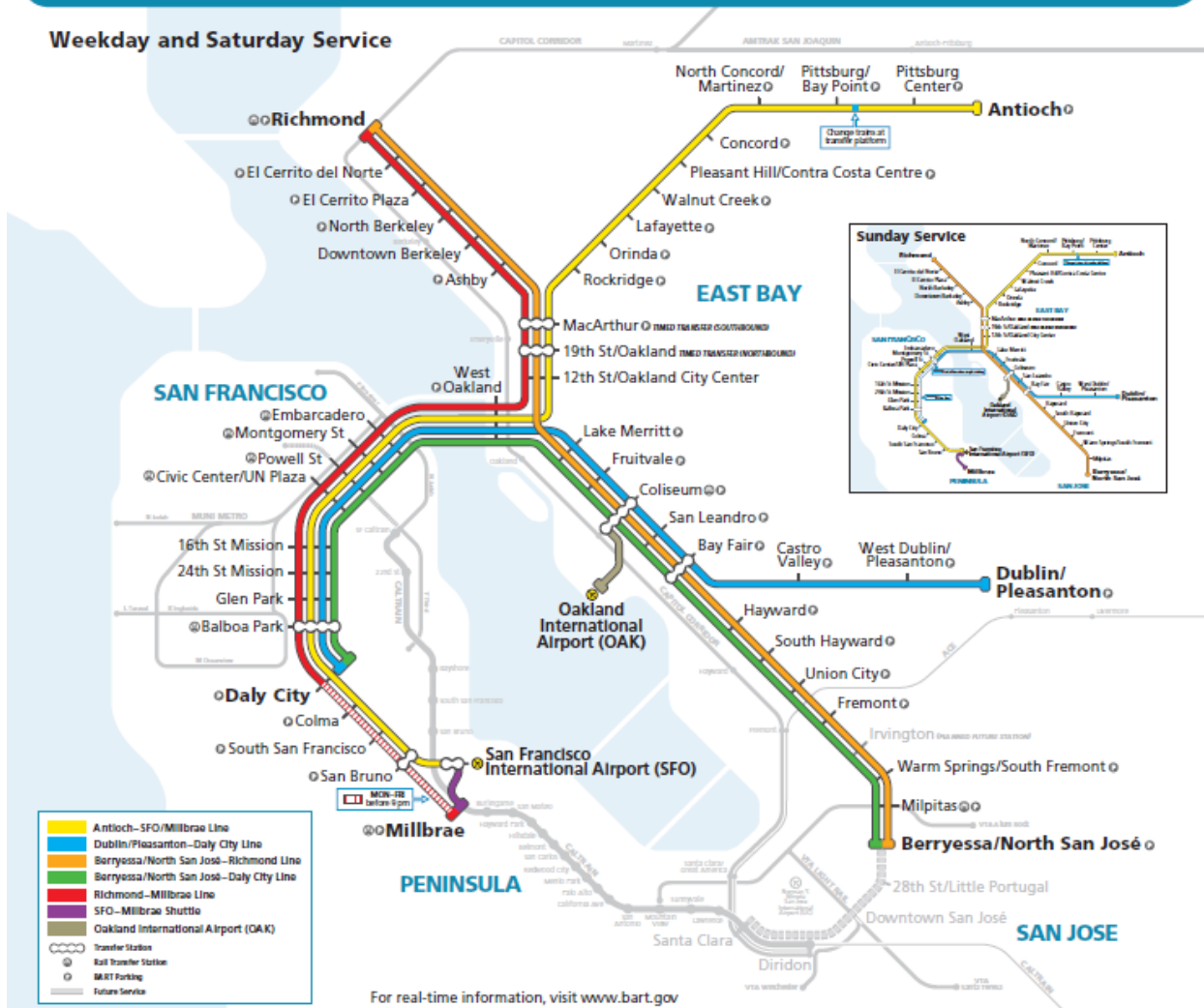
BART is a traction power, protected right-of-way commuter rail system that spans 131 miles of double track, 50 stations, and five counties—Alameda, Contra Costa, San Francisco, San Mateo and Santa Clara.

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 San Francisco Municipal Railway (“MUNI”), Alameda-Contra Costa Transit (AC Transit) and numerous other transit operators across the Bay Area.

BART System Map



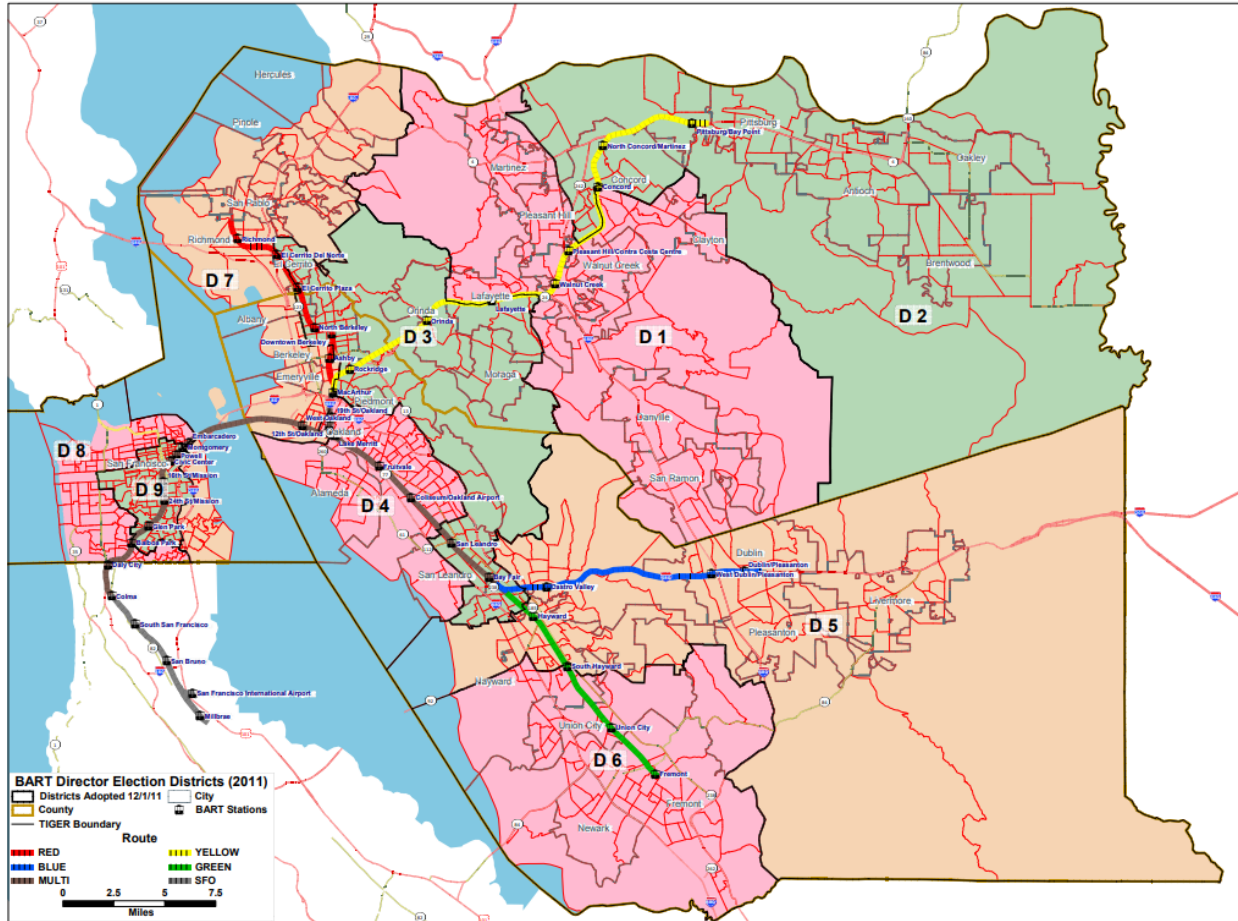
Weekday and Saturday Service



3.5. GOVERNANCE

BART is a special district created in 1957 and beginning revenue service in 1972. The system is managed by a nine-member Board of Directors, elected by residents according to geographical boundaries within the service area. Directors serve four-year terms and elections are held every two years, alternating between four and five available positions.⁶

⁶ San Francisco Bay Area Rapid Transit District Financial and Operating Information (<https://www.bart.gov/about/financials>)



Director	District	City of Residence	Term Expiration (Dec)
Lateefah Simon, President	D7	Richmond	2020
Mark Foley, Vice President	D2	Antioch	2022
Debora Allen	D1	Clayton	2020
Liz Ames	D6	Union City	2022
Bevan Dufty	D9	San Francisco	2020
Janice Li	D8	San Francisco	2022
John McPartland	D5	Castro Valley	2020
Robert Raburn	D4	Oakland	2022
Rebecca Saltzman	D3	El Cerrito	2020

4. FY21 DEFICIT REDUCTIONS

The FY21 Adopted Budget includes a series of cost reductions to bring expenditures in line with dramatic downward revisions to revenue projections as a result of the COVID-19 pandemic. Though the budget does not include layoffs, these reductions adversely impact BART’s service levels, staffing, and severely curtail funding to allocations designed to ensure the system’s long-term operational and fiscal stability. Overall, the planned FY21 budget expenditure level was reduced by approximately \$150M. A further \$40M in savings was achieved by deferring a scheduled FY20 rail car payment and repurposing those funds in FY21 to meet operating expenses. These reductions are partially offset by necessary expenditure increases to run the SVBX extension and for enhanced COVID-19 related measures.

The reductions made in FY21 are deep and represent difficult decisions. Reductions beyond what is included in the current FY21 Adopted Budget would likely entail service cuts and layoffs.

All savings outlined below reflect changes from the planned FY21 Operating Budget prior to the COVID-19 pandemic.

4.1. POSITION SAVINGS

The FY21 budget includes a reduction of 251.5 vacant operating full-time equivalent positions (FTEs), for an estimated savings of approximately \$32.3M. An additional 420.2 vacant capital/reimbursable positions were also eliminated in the FY21 Adopted Budget. The elimination of capital positions will have a minimal near-term financial impact on the operating budget. Their removal will help mitigate any future risk of capital labor being absorbed by the operating budget. These reductions will not result in any layoffs in FY21. Capital positions will be added back into the budget, when necessary, to support capital projects.

Additional labor savings are anticipated by a District-wide freeze of executive level staff salaries as well as the removal of a budgeted incentive that would be paid to staff, per collective bargaining agreements, if certain metrics were met for ridership.

These labor savings were offset by an additional \$23.5M budgeted for additional labor costs that may be needed for BART to better respond to the COVID-19 pandemic such as increases in service, disinfecting and cleaning cars, stations and BART facilities.

Position Savings	Op FTE Impact	Cap/Re FTE Impact	Operating Savings
COVID-19 Hiring Freeze	(251.5)	(420.2)	\$ (32.3M)

Labor Category	Operating Savings
(\$ millions)	
Wages & Benefits: COVID-19 Position Savings	\$ (32.3)
Executive Staff Wage Freeze	(0.4)
Lump Sum Payment Removal Elimination	(3.6)
Total COVID-19 Labor Savings	(36.2)
COVID-19 Labor Set-aside	23.5
Net Labor Change Due to COVID-19	\$ (12.7)

Though there are limited exemptions for essential workers, removing 251 positions could hinder BART’s ability to scale up service levels in the future, while limiting the ability of supporting departments (such as Human Resources or Information Technology) to meet existing workload demands or respond to additional needs.

4.2. NON-LABOR REDUCTIONS

In addition to labor reductions staff also worked to identify non-labor savings. The District’s travel budget was eliminated while reduced service and ridership lowered projected costs for Power, Clipper Fees, Purchased Transportation and ADA Paratransit. The FY21 budget includes \$20.3M for anticipated expenditures related to the COVID-19 pandemic such as materials needed for cleaning and disinfecting, personal protective equipment, and signage.

Non-Labor Category	Operating Savings
(\$ millions)	
Travel	(0.5)
Clipper Fees	(3.4)
Power	(8.0)
Purchased Transportation	(4.3)
ADA Paratransit	(1.3)
Total COVID-19 Reductions	(17.5)
COVID-19 Non-Labor Set-aside	20.3
Net Non-Labor Change Due to COVID-19	\$ 1.5

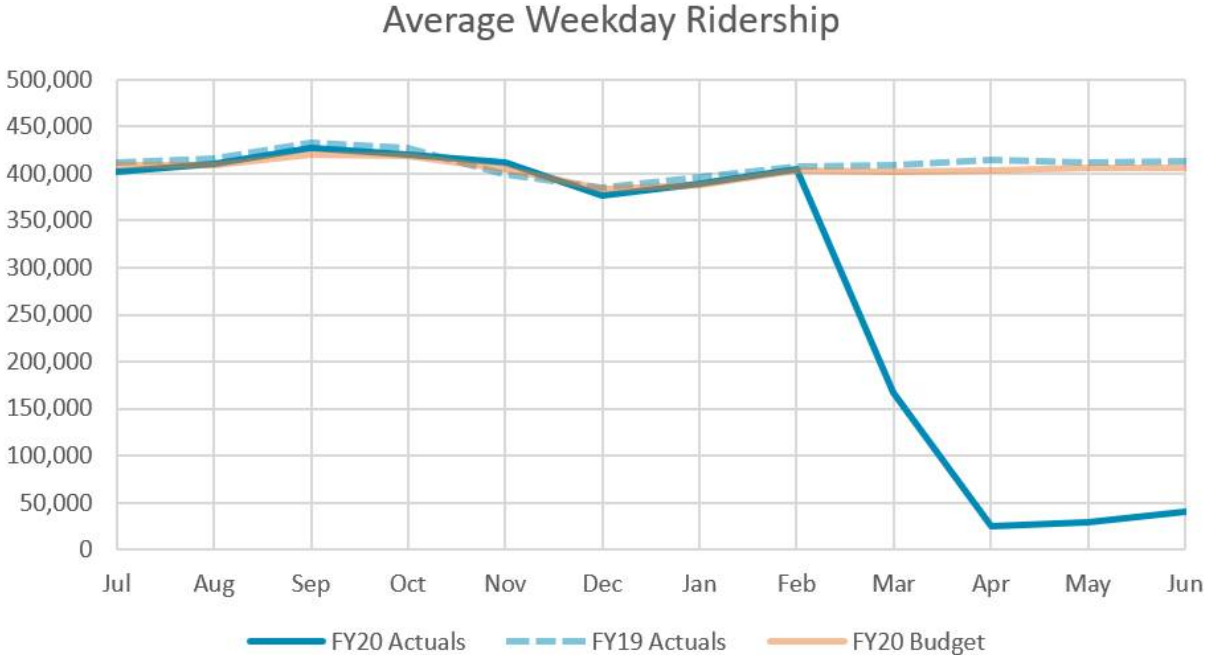
4.3. ALLOCATIONS

The single largest source of FY21 reductions comes from planned Allocations. Allocations support critical capital work, purchases of vehicles and supplies, and support long-term fiscal health for the District. They are also one of BART’s few highly flexible spending categories. In the past BART has scaled allocations up or down to reflect economic conditions. Utilizing this lever, allocations were reduced by \$92M from planned levels in FY21, with an additional \$40M in savings effected through a deferral of an FY20 railcar purchase allocation. The budget has been reduced to only required payments and local matching amounts needed to leverage federal capital funding. The result is a suspension of contributions to BART’s unfunded pension liability trust as well as reduced investments in state of good repair, vehicle procurement, information technology infrastructure, and sustainability initiatives.

Allocation	Reduction
(\$ millions)	
Capital Rehabilitation	(6.2)
Priority Capital Projects/Programs	(61.8)
Stations/Access Projects	(2.0)
MET Building Repayment	(3.2)
Low Carbon Fuel Standard Sustainability Reserves	(9.0)
Pension Liability	(10.0)
Total COVID-19 Allocation Reductions	\$ (92.3)

5. RIDERSHIP OUTLOOK

California and the Bay Area in particular have experienced unprecedented impact from the coronavirus pandemic. The health officers in all the Bay Area counties served by BART issued their first shelter-in-place order on March 16th. BART ridership declined more than 50% in the week leading up to that moment and fell even further after the order was implemented. After weeks of decline BART ridership eventually leveled off in April at approximately 6% of budget levels, as shown in the chart below. BART’s daily weekday ridership fell from an average of 405,000 trips to around 25,000 immediately following the shelter in place order, however ridership has stabilized at around 45,000 daily weekday riders. Despite that decline, BART has continued to run long trains to enable essential workers who rely on the system to engage in physical distancing. Rail service was modified in April to provide service at 30-minute headways on each line, peak trains were cancelled, and service was truncated to end at 9:00 pm each day and start at 8:00 am on Saturdays.



In this era of uncertainty, BART has made transparency a priority. BART is posting daily ridership totals on its website along with crowding data and the latest news about what the agency is doing to respond to the coronavirus. Weekly train car loading charts are shared with the public to provide a snapshot of what riders can expect on-board each train in the schedule during the COVID-19 pandemic. Proactively providing this data is invaluable as BART seeks to regain public confidence in public transit.

The severity of BART’s ridership decline is consistent with that of other large transit agencies across the U.S. The decline hits the District hard because it has one of the highest farebox recovery rates in the country. What for years was a measure of BART’s efficiency now is a major risk. About 60% of operating revenues come from fares, which means a steep and prolonged decline in ridership will have a dramatic impact on BART’s ability to fund its reliable service.

This budget outlook is grounded in state and county guidance on re-opening. A key element is the California Resilience Roadmap, which lays out four stages of recovery. Stage 1 represents Shelter-in-Place.

In Stage 2, lower risk workplaces re-open, including retail, manufacturing, and offices where telework is not possible. In Stage 3, higher risk workplaces re-open: personal care, entertainment venues, and in-person religious services. Stage 4 represents the end of the stay-at-home order.

BART has developed two scenarios for ridership which relate to a range of epidemiological and economic outcomes. In the “Faster Ramp” scenario, ridership in FY21 averages 50% of pre-COVID-19 levels. In the “Slower Ramp” scenario, it average 15% of pre-COVID-19 levels. These scenarios depict different paths of ramps up and to what degree ridership eventually recovers.

The “Faster Ramp” scenario reflects faster progression through the California Resilience Roadmap and more significant recovery. In this scenario, the Bay Area reaches Stage 4 of the California Resilience Roadmap by September of 2020. To make this possible, the Bay Area would achieve its targets on cases, hospitals, testing, tracing, and PPE - as well as the development of therapeutics. This scenario also reflects the recovery of ridership to an average of 50% of pre-COVID-19 levels in FY21⁷. This scenario relies on public health guidance that allows vulnerable populations to ride public transit, economic impacts no bigger than the Great Recession, and the return of passenger confidence.

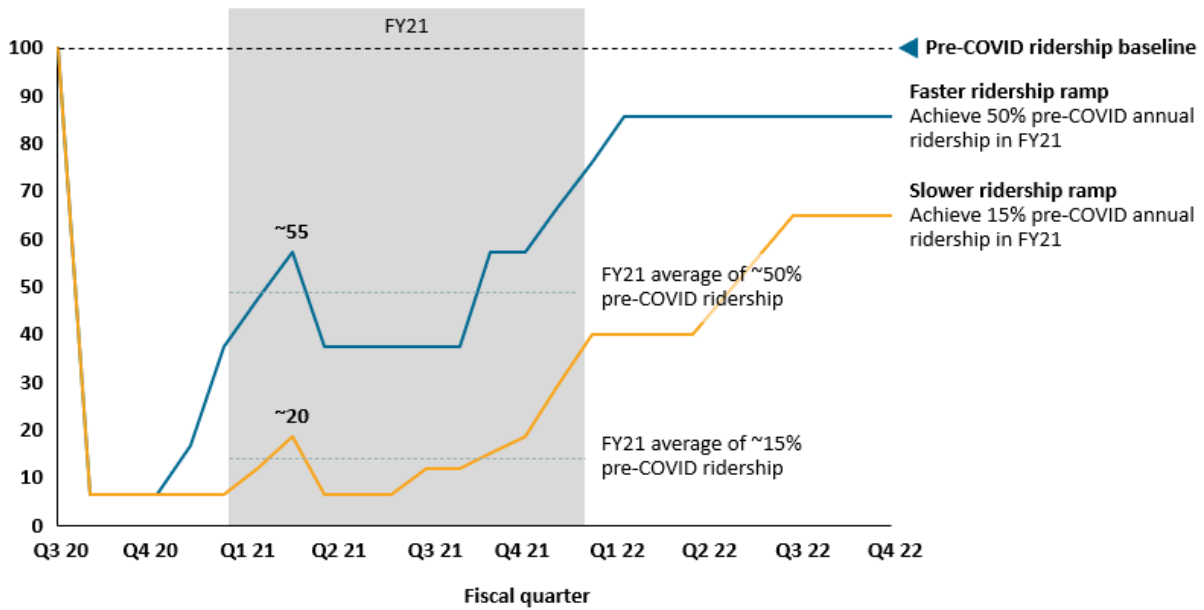
The “Slower Ramp” scenario reflects slower progression through the Resilience Roadmap and significantly decreased ridership. In this scenario, the Bay Area reaches Stage 4 of the California Resilience Roadmap in June of 2021. This could occur if a viral resurgence returns the region to Stage 2 of the Recovery Roadmap in the fall. This scenario reflects a limited recovery in ridership to an average of 15% of pre-COVID-19 levels in FY21, driven by guidance for vulnerable populations to avoid public transit, unemployment nearly as high as the Great Depression, and a durable reduction in passenger confidence.

Key Timing Assumptions by Scenario ⁸			
Event	Fast ramp scenario	Slow ramp scenario	Underlying indicators
Anticipated end of Stage 1	May 2020	Jul 2020	Bay Area County Checklist <ul style="list-style-type: none"> • Cases • Hospitals • Testing • Tracing • PPE
Entry to California Stage 2	Jun 2020	Aug 2020	
Entry to California Stage 3	Jul 2020	Sep 2020	
Entry to California Stage 4	Sep 2020	Jun 2021	Bay Area County Checklist stable Development of therapeutics
Impact of possible viral resurgence	Return to Stage 3	Return to Stage 1	

⁷ Source: BART FY2021 monthly ridership forecasts, BART rider segmentation survey data, BART historical monthly ridership, Oxford Economics unemployment projections, Bureau of Labor Statistics historical unemployment, BART ridership data, Consumer Survey April 2020, Oxford economics jobs by industry in Bay Area counties, Slack HQ, Gartner, KFF

⁸ Source: SF.gov, San Francisco public health department and the California Department of Public Health, SF Chronicle, pharmaceutical company press releases, Center for Disease Control, New York State press coverage, FDA guidance, White House press conferences, World Health Organization

FY21 Ridership Scenarios (Faster Ramp and Slower Ramp)



The budget assumes that monthly ridership will come in at the midpoint between the Slow Ramp and Fast Ramp scenarios. The aggregate result is a total of approximately 36 million trips for FY21, 30% of the baseline (pre-COVID-19) forecast. This annual total is comprised of a range of ridership levels throughout the year: approximately 86,000 average weekday trips in the lowest months and 230,000 average weekday trips in the highest month. The resulting average weekday ridership for FY21 is approximately 128,000.

6. RAIL SERVICE PLAN

The rail service plan for FY21 balances extraordinary uncertainty, guidance for physical distancing on the system, and BART’s crucial role supporting the economic recovery of the Bay Area. As described above, staff anticipates that ridership could recover to as high as an average of 50% of pre-COVID-19 levels through FY21. At the same time, following state guidance to enable physical distancing will require significantly more service to carry the same number of people.

Four potential BART service plans for FY21 are summarized in the table below. BART’s FY21 staffing level and the basis for the FY21 Adopted Budget is the service plan labelled ‘Reduced Peak and Early Close.’ That staffing plan allows for 15-minute peak headways on five lines (without additional peak period trains), with service until 9 PM on weekdays.

The actual service provided over the course of the fiscal year will vary in response to demand as follows:

- BART will begin FY21 with 30-minute base headways on each line, with additional trains added in the schedule where required to maintain social distancing standards. As demand increases, we expect to scale up service incrementally, adding trains to move toward full 15-minute frequencies by line (Reduced Peak and Early Close).
- If demand is high and funding is available, later in FY21 BART could move toward restoring rush trains and extending service hours (Normal Pre-COVID-19 Schedule), and ultimately extend the duration of peak period service to spread peak demand and promote physical distancing (Enhanced Pre-COVID-19 Schedule). Note that the time to hire and train operations staff will be a constraint on how quickly service can be enhanced.
- If required to maintain fiscal stability, BART is also prepared to cut back service to ‘Half Pre-COVID-19 Schedule,’ which offers 30-minute headways on each line and 9 PM close. Such a reduction would require reduction of staff. The current service plan contains 30-minute headways, but includes flexibility to restore 15-minute headways where necessary in order to allow riders to maintain social distancing practices as ridership recovers.

	Service Plans			
	Half Pre-COVID-19 Schedule	Basis of Adopted Budget: Reduced peak and Early Close	Normal Pre-COVID-19 Schedule	Enhanced Pre-COVID-19 Schedule
Headways	30	15	15	15
Rush Trains	None	None	Yes	Yes - Additional
Hours of Service	5am-9pm	5am-9pm	5am-12am	5am-12am
Peak Cars	431	609	709	709
Peak Trains	44	62	72	72
Average Weekday Car Miles	148,981	272,179	304,615	318,439
Total Car Miles (M)	45.0	82.3	92.1	95.6

On June 13th, 2020, BART opened the San José extension to Berryessa with two-route service to San Francisco and Richmond. The train schedule will continue to operate at 30-minute line headways, without peak trains, and closing at 9:00 pm. BART will monitor ridership and will add additional trains during commute hours in the 15-minute slots when warranted to ensure safe passenger distancing. This solution of adding or omitting the 15-minute commute trains allows BART to scale service up and down in response to demand.

Starting in September, the strategy is to allow the gradual expansion of evening service. BART is planning a train schedule based upon 30-minute line headways seven days a week, with 15-minute commute service weekdays and Saturdays. BART will balance staffing levels between the priorities of supporting the commute period and adding evening service. Like the June-to-September service, this solution enables adding or omitting the 15-minute commute trains to scale up and down with demand.

February 2021 service will reflect need based on ridership data. This could mean a gradual return to pre-COVID-19 service levels. This would likely include 15-minute base line headways on weekdays and 30-minute headways on weekends, with 15-minute peak service on Saturdays, and service until midnight. Expanded service would require a decision be made with sufficient time to allow for hiring and training of staff prior to a crew bid.

6.1. NEW RAIL CARS

At the end of FY20 (June 30, 2020), BART had 226 new rail cars on property and conditionally accepted 203 new rail cars that were released for revenue service. The anticipated delivery would be 389 new cars on property and 373 new cars released for revenue service by June 30, 2021.

6.2. OTHER SERVICE CHANGES

In addition to upcoming service changes, a set of changes that took effect in February 2020 will continue to affect BART service in FY21. Schedules were refined to improve single tracking for the evening and overnight BART Transbay Tube Earthquake Retrofit project (Sunday – Thursday nights) and the M Line (San Francisco and West Bay) 34.5KV Cable Project on Sundays. Smaller schedule changes are anticipated in FY21 to react to long-term construction and address 2021 construction needs, such as track work along the A line (Lake Merritt to Warm Springs).

7. FINANCIAL STRUCTURE, POLICY & PROCESS

Financial Policies

BART aims to maintain integrity of the budget by keeping operating costs within estimated revenue. 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 occurred in January 2020. The contributions from these small, regular increases have been essential to the BART’s financial and operational well-being.

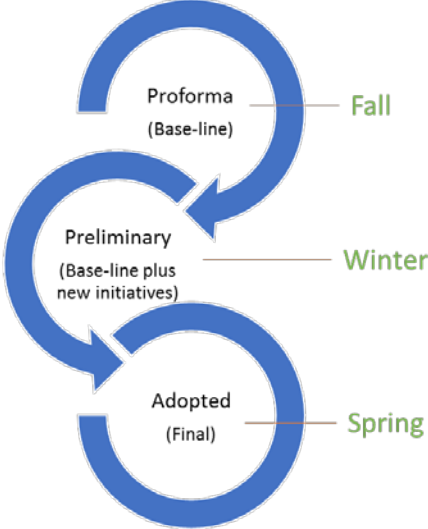
The Fare Policy, adopted in 2005, underscores the influence fares have on multiple interconnected areas: customer satisfaction, ridership growth, financial health, seamless interagency travel, and optimal system usage. These five interconnected areas comprise the five goals of the Fare Policy, each with 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 Short Range Transit Plan/Capital Improvement Program (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 1st and concludes on June 30th. 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 31st. 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 30th with a start date of July 1st.

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, losses recognized from disposal of fixed assets not yet fully depreciated 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; proceeds from sales tax revenue bonds, and allocated BART operating funds. BART applies for FTA formula funds through MTC to support its capital activities, as summarized in the Capital Sources and Uses Section 13 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 11.2 Tax and Financial Assistance and Section 13.2 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 and Uses 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 codes.

Pension Policy

In 2019 the District adopted a new pension policy with the goals of paying all CalPERS contributions fully and on a timely basis, establishing and maintaining reserves to ensure these payments can be made even in times of economic downturns and to manage funds and resources to lower overall CalPERS liabilities when appropriate.

As a strategy to support these goals BART has established a supplemental pension fund in the form of an Internal Revenue Code Section 115 trust to accumulate monies to be used to fund future obligations.

8. ADOPTED INCOME STATEMENT

Income Statement (\$ millions)	Budget		Change	
	FY20 Adopted	FY21 Adopted	\$	%
Rail Passenger Revenue	\$ 479.4	148.1	(331.2)	-69%
ADA Passenger Revenue	0.9	0.3	(0.6)	-72%
Parking Revenue	36.5	10.5	(26.1)	-71%
Other Operating Revenue	28.7	23.7	(5.1)	-18%
Subtotal - Operating Revenue	545.5	182.5	(363.0)	-67%
Sales Tax Proceeds	277.0	239.0	(38.0)	-14%
Property Tax Proceeds	50.6	50.6	0.0	0%
SFO Ext Financial Assistance	5.8	42.5	36.7	630%
VTA Financial Assistance	-	30.3	30.3	-
MTC Financial Assistance MBF Discount Program	-	1.6	1.6	-
Local & Other Assistance	6.4	6.0	(0.5)	-7%
State Transit Assistance	39.4	28.5	(10.9)	-28%
Low Carbon Transit Operations Program	8.4	8.5	0.2	2%
Low Carbon Fuel Standard Program	14.1	14.4	0.3	2%
Subtotal - Financial Assistance	401.8	421.4	19.6	5%
CARES Act (Round 1 – FY20 Remainder)	-	87.0	87.0	-
CARES Act (Round 2)	-	164.0	164.0	-
FEMA Reimbursement (COVID-19 Expenses)	-	20.0	20.0	-
Deferment of FY20 Rail Car Allocation	-	40.0	40.0	-
Subtotal - Emergency Funding	-	311.0	311.0	-
SUBTOTAL - OPERATING SOURCES	947.3	914.9	(32.4)	-3%
SUBTOTAL - CAPITAL SOURCES	1,419.9	1,506.7	86.7	6%
TOTAL SOURCES	2,367.2	2,421.5	54.3	2%
Labor & Benefits	591.6	600.9	9.3	2%
COVID-19 Labor Set-Aside	-	23.5	23.5	-
ADA Paratransit	16.9	16.1	(0.8)	-5%
Purchased Transportation	14.6	11.4	(3.3)	-22%
Power	45.6	48.1	2.5	5%
COVID-19 Non-Labor Set-Aside	-	20.3	20.3	-
Other Non-Labor	131.0	130.6	(0.4)	-0%
Subtotal - Operating Expense	799.8	850.9	51.1	6%
Bond Debt Service	47.2	47.4	0.2	0%
Allocations	100.3	16.6	(83.7)	-83%
Subtotal - Debt Service & Allocations	147.5	64.0	(83.5)	-57%
TOTAL - OPERATING EXPENSE	947.3	914.9	(32.4)	-3%
System Reinvestment	983.0	1,142.8	159.8	16%
Safety & Security	74.0	65.4	(8.5)	-12%
Earthquake Safety	167.1	67.3	(99.8)	-60%
Service Capacity & Enhancement	158.2	177.5	19.3	12%
System Expansion	30.2	46.0	15.8	52%
Reimbursable/Other	7.5	7.6	0.1	1%
TOTAL - CAPITAL EXPENSE	1,419.9	1,506.7	86.7	6%
TOTAL USES	2,367.2	2,421.5	54.3	2%
NET OPERATING RESULT	-	-	\$ -	-

9. 4 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)	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Adopted
Sources				
Rail Passenger Revenue	\$ 480.9	481.8	479.4	148.1
ADA Passenger Revenue	0.9	0.9	0.9	0.3
Parking Revenue	36.2	37.0	36.5	10.5
Other Operating Revenue	33.4	38.7	28.7	23.7
Sales Tax Revenue	257.9	280.4	277.0	239.0
Property Tax	45.7	48.1	50.6	50.6
SFO Extension Financial Assistance	-	-	5.8	42.5
VTA Financial Assistance	-	-	-	30.3
State Transit Assistance (STA)	26.9	38.7	39.4	28.5
Low Carbon Transit Operations Program	-	-	8.4	8.5
Low Carbon Fuel Standard Program	19.3	18.8	14.1	14.4
Local & Other Assistance	8.6	8.2	6.4	7.6
CARES Act (Round 1 – FY20 Remainder)	-	-	-	87.0
CARES Act (Round 2)	-	-	-	164.0
FEMA Reimbursement (COVID-19 Expenses)	-	-	-	20.0
Deferment of FY20 Rail Car Allocation	-	-	-	40.0
TOTAL SOURCES	909.7	952.5	947.3	914.9
Uses				
Labor	524.1	554.2	591.6	624.3
ADA Paratransit	14.7	15.6	16.9	16.1
Purchased Transportation	13.4	14.3	14.6	11.4
Power	39.0	39.2	45.6	48.1
<i>Pension - GASB 68 Adjustment⁹</i>	44.2	36.7	-	-
<i>Non-Pension - GASB 75 Adjustment⁹</i>	5.8	4.0	-	-
Other Non-Labor	131.9	134.8	131.9	150.9
Total Expense	773.0	790.8	799.8	850.9
Debt Service	45.6	46.7	47.2	47.4
Capital & Other Allocations	140.9	147.8	100.3	16.6
Total Debt Service & Allocations	186.5	194.5	147.5	64.0
TOTAL USES	959.6	993.4	947.3	914.9
Adjustments				
<i>Pension - GASB 68 Adjustment Offset⁹</i>	(44.2)	(36.7)	-	-
<i>Non-Pension - GASB 75⁹</i>	(5.8)	(4.0)	-	-
TOTAL USES - After Adjustments	909.7	952.7	947.3	\$ 914.9
NET RESULT	-	-	-	-

⁹ 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.

10. 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 2020 and the preliminary ending balances at the end of June 30, 2020.

Bay Area Rapid Transit District – Fund Balance*			
(\$ millions)	General Fund	Capital & Debt Service Fund	Total
Beginning Fiscal Year Fund Balance 6-30-19	\$ 6,164.3	605.8	6,770.2
Sources of Funds			
Passenger Fares	341.6	-	341.6
Other Operating Income	53.3	-	53.3
Sales Tax Revenue	266.9	-	266.9
Property Taxes ¹⁰	52.4	118.2	170.6
Investment Income	4.4	15.3	19.7
Financial Assistance	282.9	256.7 ¹¹	539.6
Total Sources of Funds	1,001.5	390.1	1,391.7
Uses of Funds			
Operating Expenses Excluding Depreciation	(837.3)	-	(837.3)
Depreciation	(230.2)	-	(230.2)
Interest and Debt Service Expense	-	(64.5)	(64.5)
Capital Allocations and Transfers ¹²	(94.8)	94.8	-
Debt Service Allocations	(45.9)	45.9	-
Transfer of Materials Inventory from Capital Projects	10.0	10.0	-
Transfer of Completed & Capitalized Fixed Assets ¹³	791.1	(791.1)	-
Total Uses of Funds	(407.2)	(724.8)	(1,132.0)
Ending Fiscal Year Fund Balance 6-30-20	6,758.7	271.2	\$ 7,029.8

*Sources, uses, and ending fiscal year balance 6-30-20 are preliminary and unaudited.

¹⁰ The District receives property tax allocations for debt service payments of outstanding General Obligation Bonds.

¹¹ These are grant funds the District received for capital projects.

¹² 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.

¹³ 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.

11. OPERATING SOURCES

The below table summarizes the operating sources for the FY20 Adopted Budget and the FY21 Adopted Budget. Each line item is described in further detail in the subsequent sections.

Operating Sources (\$ millions)	Budget		Change	
	FY20 Adopted	FY21 Adopted	\$	%
Revenue				
Rail Passenger Revenue	\$ 479.4	148.1	(331.2)	-69%
ADA Passenger Revenue	0.9	0.3	(0.6)	-72%
Parking Revenue	36.5	10.5	(26.1)	-71%
Advertising	10.1	6.8	(3.3)	-33%
Telecommunications	8.1	9.5	1.4	18%
Parking Citations	3.7	1.1	(2.6)	-69%
Building and Ground Leases	1.8	1.6	(0.2)	-13%
Transit Oriented Development	1.0	1.5	0.5	54%
Other	4.1	3.2	(0.9)	-22%
Total Operating Revenue	545.5	182.5	(363.0)	-67%
Financial Assistance				
Sales Tax Revenue	277.0	239.0	(38.0)	-14%
Property Tax	50.6	50.6	0.0	0%
SFO Extension Financial Assistance	5.8	42.5	36.7	630%
VTA Financial Assistance	-	30.3	30.3	-
MTC - Means-Based Fare Discount Program	-	1.6	1.6	-
State Transit Assistance (STA)	39.4	28.5	(10.9)	-28%
Low Carbon Transit Operations Program	8.4	8.5	0.2	2%
Low Carbon Fuel Standard Program	14.1	14.4	0.3	2%
Local & Other Assistance	6.4	6.0	(0.5)	-7%
Total Financial Assistance	401.8	421.4	19.6	5%
Emergency Funding				
CARES Act (Round 1 – FY20 Remainder)	-	87.0	87.0	-
CARES Act (Round 2 - Targeted)	-	164.0	164.0	-
FEMA Reimbursement (COVID-19 Expenses)	-	20.0	20.0	-
Deferment of FY20 Rail Car Allocation	-	40.0	40.0	-
Total Emergency Funding	-	311.0	311.0	-
OPERATING SOURCES, TOTAL	947.3	914.9	\$ (32.4)	-3%

11.1. OPERATING REVENUE

11.1.1 Passenger Revenue

Passenger Revenue

Fare revenue for FY21 is budgeted at just \$148.4M, down 69%, or \$331.9M from the FY20 budget. This budget assumes that total annual trips on the core BART system (exclusive of the SVBX extension) correlate with the midpoint between the Slow Ramp and Faster Ramp ridership scenarios described and illustrated in Ridership Outlook Section 5. It also assumes that the average fare is 5% lower than the pre-pandemic FY20 level.

It is important to note that prior to the pandemic and shelter in place orders, ridership and fare revenue were both tracking slightly above budget. In addition, with the precipitous decline in ridership between March and June, fare revenue in FY20 is now expected to be approximately \$139M below budget.

The fare revenue forecast also includes:

- Fare revenue generated by new SVBX trips, which is used to help offset VTA's operating cost of the SVBX extension
 - Per the VTA operating and maintenance (O&M) Agreement, VTA will be responsible for any operating costs for the SVBX extension which is not covered by SVBX fare revenue
- BART participation in MTC's Regional Means-Based Fare Discount Pilot Program, Clipper START, along with Caltrain, Golden Gate Transit and the SFMTA
 - The pilot kicked off on July 15, 2020, with a 20% discount per trip available to adult riders earning 200% or less of the federal poverty level
- Total passenger revenue also includes \$0.3M in fares paid by Americans with Disabilities Act (ADA) paratransit customers.

In addition, BART is moving toward eliminating magnetic stripe paper tickets and using Clipper for all fare payments. Beginning in fall 2019, the District piloted Clipper-only sales at five stations, after which staff conducted and the Board approved a Title VI analysis for discontinuance of paper ticket sales. The SFO station moved to Clipper-only in June 2020. The transition to Clipper-only throughout the District will continue for the remainder of the year and be complete by December 31, 2020. Design efforts are underway for the Next Generation Account-based Clipper System.

11.1.2 Parking Fee Revenue

BART generates revenue from permit and daily fee parking at its 36 stations with parking facilities. The daily fee at all stations is currently \$3.00, except at South Hayward (\$2.00), North Concord/Martinez (\$2.50), and stations in Oakland. The monthly permit price at all stations is \$105.00, except for South Hayward (\$84.00), North Concord/Martinez (\$94.50), and stations in Oakland. As of July 2020, patrons at the six Oakland stations pay an 18.5% parking tax imposed by the City of Oakland. At Coliseum, Fruitvale, Lake Merritt, MacArthur, and Rockridge stations, the daily fee is \$3.55 and permit price is \$124.40; at West Oakland, the daily fee rate is \$12.40 and permit price is \$311.05.

The FY21 parking revenue budget is \$10M to reflect BART's expected decline in ridership and decreased parking demand due to COVID-19. Parking revenue generated at stations on the SVBX extension will be collected by VTA and will not be budgeted by BART.

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. No incremental revenue is expected in FY21.

BART staff are advancing a series of parking modernization efforts to improve the customer experience, effectively manage parking resources, and enhance access to stations. In June 2020, staff released the Carpool and Daily Fee parking payment features districtwide through the BART mobile app. These new features provide customers with a safe and convenient “touchless” method of parking payment.

11.1.3 Other Operating Revenue

BART also generates operating revenue from non-passenger sources, nearly all of which already have been or will be affected by the pandemic and associated ridership declines. Total other operating revenue is now budgeted at \$23.7M in FY21. The two largest sources are the Commercial Communications Revenue Program (CCRP) and advertising. Smaller revenue sources include fines and forfeitures, investments, building and ground leases, concessions, and other miscellaneous revenues.

The CCRP, managed by the Office of the Chief Information Officer (OCIO), generates revenue through commercial fiber and wireless telecommunications. In January 2020, the BART Board approved the Digital Railway Project with Mobilitie Services, LLC, which has the potential to substantially increase fiber optic and wireless revenue over time. CCRP is estimated to generate \$7.8M in FY20, and \$9.5M in FY21 while focusing primarily on constructing new revenue generating assets with Mobilitie.

BART has an advertising franchise agreement with OUTFRONT Media (the Franchisee), which manages the sales and posting of advertising on BART’s behalf. In FY21, BART anticipated receiving \$6.8M in advertising revenue. Due to the sudden and unexpected reduction in ad sales caused by COVID-19, BART will receive lower than expected revenue from the OUTFRONT Media agreement. Staff continue to work with OUTFRONT toward installation of digital advertising screens taking into account limitations related to COVID-19.

Parking citation revenue is expected to decrease with ridership demand and is budgeted at \$1.1M in FY21.

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 Westfield shopping center entrance. The budget for FY21 is \$1.6M.

Transit Oriented Development (TOD) revenue includes ground leases at West Dublin/Pleasanton, Pleasant Hill/Contra Costa Centre, Millbrae, Castro Valley, MacArthur and Coliseum stations, and transit benefit fees at West Dublin/Pleasanton and South Hayward and is budgeted at \$1.5M in FY21.

“Other” revenue, budgeted at \$3.2M in FY21, includes investment income; public telephones; concessions; special fees and permits; the Capitol Corridor Joint Powers Authority’s overhead recovery; and other miscellaneous sources.

11.2. TAX AND FINANCIAL ASSISTANCE

11.2.1 Sales Tax Revenue

A dedicated 75% share of a one-half cent sales tax levied in the three BART District counties (San Francisco, Alameda and Contra Costa) 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. 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 3.3%. In 2009, BART sales tax revenues fell 9% due to the impact of the 2008 financial crisis and resulting Great Recession.

BART expects that a severe economic recession will reduce sales tax revenues in FY21. Projections are based on a statewide Gross Domestic Product (GDP) forecast modified by the Bay Area's industry mix to arrive at an estimate of taxable sales 20% below 2019 levels in the first quarter of FY21, recovering to 15% below 2019 levels in the fourth quarter of FY21. This reduction in FY21 taxable sales is partly offset by a deferral of an estimated \$12M of sales tax payments from the fourth quarter of FY20 into FY21 under the terms of two emergency California Executive Orders permitting such deferrals. The net impact results in projected sales tax revenues of \$239M, or 16% below sales tax revenues expected before the COVID-19 pandemic and associated recession began.

11.2.2 Property Tax Revenue

Property tax revenue is derived from a statutory portion of the 1% general levy in each of the three BART counties¹⁴. 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 FY21 property tax revenue is projected at \$50.6M, equal to the FY20 budget amount and 5% below pre-pandemic expectations for FY21. While it is likely that a severe recession in FY21 will trigger some reassessments at lower property values, it is expected that most impacts of such reassessments will affect BART's revenues beginning in FY22.

11.2.3 SFO Extension Financial Assistance

BART operates a five-station extension into San Mateo County, outside of the three-county BART District, to the SFO and Millbrae stations. Per the terms of agreements with MTC and SamTrans governing service outside the 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 FY19, the extension generated funds that BART deposited into an SFO Extension reserve account. However, ridership on the extension has declined sharply due to the pandemic. BART forecasts that in FY21 the expense of operating the extension will exceed revenue by \$42.5M. Following the terms of the agreements, BART will withdraw \$42.5M from the SFO Extension reserve account to cover this net operating deficit.

11.2.4 VTA Financial Assistance

VTA is responsible for the O&M costs of the Silicon Valley extension. VTA's responsibility is calculated as the difference between the net fare revenues associated with trips to or from the two SVBX stations and the calculated O&M costs to provide extension service. The \$30.3M budget for FY21 VTA Financial

¹⁴ 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 FY20 tax year, the enrolled rate was \$7.40 and \$4.60 per \$100,000 of assessed value, respectively.

Assistance represents the current estimated difference. Actual results for FY21 will be used to calculate the final payment from VTA.

11.2.5 MTC Financial Assistance for Means-Based Fare Discount Pilot Program

As discussed previously, BART will participate in the MTC's Regional Means-Based Fare (MBF) Discount Pilot Program known as Clipper START. 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. Funds provided to BART will be booked as financial assistance. MTC's estimated offsetting contribution to BART in FY21 is budgeted at \$1.6M.

11.2.6 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 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. The pandemic and resulting economic slowdown are expected to have a significant impact on STA. The Governor's May Revise now expects fuel tax revenues used to fund transportation projects to drop by a total of \$1.8 billion through FY25, with STA program revenues of approximately \$528M, a decrease of about \$278M from January 2020 forecasts.

MTC provides an estimate of annual STA revenues in its annual Fund Estimate, released each February. MTC will typically amend the Fund Estimate in September to incorporate actual STA revenue from the previous fiscal year. As of July 2020, MTC anticipates having 4th quarter STA amounts in August 2020. As such, BART has reduced FY21 budget expectations in line with state level projections, with a projection of \$22.0M of revenue-based STA, including \$1.6M of FY21 Population-Based County Block Grant Program funds from Alameda, Contra Costa and San Francisco counties. The budget also assumes an additional \$6.5M of State of Good Repair revenue-based STA funds.

11.2.7 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.

In contrast to declining STA revenues, the Governor's May Revise anticipates Cap and Trade revenues to remain steady if not increase slightly over FY20. The state has already committed \$8.5M of LCTOP funds in FY20, which will be programmed for BART to Antioch operations in FY21.

11.2.8 Low Carbon Fuel Standard Program

The Low Carbon Fuel Standard (LCFS) Program is a market-based state program administered by the California Air Resources Board (CARB). The purpose of the program is to promote the production and deployment of low-carbon fuels to support state's transportation sector. Under the LCFS program regulations, electric railroad operators, including BART, are permitted to generate and sell credits to producers of conventional transportation fuels for the purpose of meeting their LCFS compliance obligations.

Each year, BART generates LCFS revenues through the sale of its LCFS credits to regulated entities under the LCFS program at prevailing market prices. In FY20, BART budgeted for LCFS revenues totaling \$14.1M, although it has exceeded its revenue projection by \$8.7M, with \$22.9M of total LCFS revenues recorded

at the conclusion of its FY20 sales activities. In FY21, BART has budgeted \$14.4M of LCFS revenues, although actual revenues will remain dependent on market pricing of LCFS credits, quantity of LCFS credits generated, and the consistency of LCFS program regulations over time.

11.2.9 Other Assistance

Other Assistance to BART in FY21 includes budgeting \$2.8M and \$2.0M from Alameda County's Measure BB and Measure B, respectively, which will be used for paratransit and transit operations in Alameda County. The FY21 budget also includes \$1.0M paid by Caltrain for the Millbrae Station Use, Operations, and Maintenance Agreement, and \$79,000 from Contra Costa County's Measure J sales tax measure.

11.3. EMERGENCY ASSISTANCE

11.3.1 CARES Act Assistance

In a stark break from BART's prior financial structure where fare revenue was by far the largest fund source in the budget, in the FY21 budget this role is now assumed by federal CARES Act assistance. The one-time \$2 trillion federal bill appropriates \$25 billion in supplemental federal funds to support transit agency responses to the pandemic, with approximately \$1.3 billion directed to the Bay Area. The MTC Commission approved BART to receive \$377M of these funds which will help BART close the large funding gap in FY20, with remaining funds carried over into FY21.

A Blue Ribbon Task Force, comprised of representatives from transit agencies, elected officials and regional stakeholders, facilitated the allocation process. MTC's stated priorities for the Blue Ribbon Task Force are as follows:

- Determining the next CARES Act distribution formula
- Assessing transit agency recovery strategies with an eye towards developing a regional approach to restoring ridership and stabilizing the transit network
- Providing recommendations for institutional and operational changes and evaluating MTC's future distribution of funds to transit operations

11.3.2 FEMA Reimbursement

On March 22, 2020, the President of the United States declared the COVID-19 pandemic of sufficient severity and magnitude to warrant a major disaster declaration for the State of California, pursuant to Section 501 (b) of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5121-5207). State, Territorial, Tribal, and local government entities are eligible to apply for Public Assistance. The California Governor's Office of Emergency Services (Cal OES) Recovery Section acts as the grantee for FEMA's Public Assistance program; BART will seek a public assistance subgrant to offset eligible costs incurred responding to the pandemic. These are expected to include costs related to disinfection of BART's public facilities, dissemination of information and guidance to public, and purchase of PPE. Generally, agencies can be reimbursed for up to 75% of eligible expenses, with very strict criteria governing eligible expenses. The FY21 budget assumes \$20M of reimbursement in FY21 for expenses incurred in FY20 and FY21.

11.3.3 Deferment of FY20 Rail Car Allocation

BART and MTC have a shared funding plan that supports replacement and expansion of BART's original 669 rail cars with a new fleet of 775 cars. In order to mitigate the sharp drop in revenue resulting from the COVID-19 pandemic, the two agencies have agreed to delay part of BART's contribution of fare revenue toward the fleet replacement project until FY26. \$40M of BART fare revenue originally allocated toward the rail car project in FY20 will instead be used to fund FY21 operations. BART and MTC have

instead advanced funds from the BART Car Replacement Funding Exchange and Reserve Account to meet fleet replacement cash flow needs, and the project will continue as scheduled.

12. 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 Expenses increased by \$51.1M; significant expense reductions are offset by \$44M of increased COVID-19 expenses and costs associated with operation of the SVBX extension. Additional expense increase drivers include wage increases, Retiree Medical, Pension Costs and Overtime. Allocations in FY21 were reduced significantly to offset Operating Expenses. Total Operating Uses decreased by \$32.4M or 3% from FY20, due to a decrease of \$83.5M in allocations from eliminating or suspending a majority of allocations as detailed in Section 12.3.

Operating Uses (\$ millions)	Budget		Change	
	FY20 Adopted	FY21 Adopted	\$	%
Labor	\$ 591.6	624.3	32.7	6%
ADA Paratransit	16.9	16.1	(0.8)	-5%
Purchased Transportation	14.6	11.4	(3.3)	-22%
Power	45.6	48.1	2.5	5%
Other Non-Labor	131.0	150.9	19.9	15%
OPERATING EXPENSES TOTAL	799.8	850.9	51.1	6%
Debt Service	47.2	47.4	0.2	0%
Capital Rehabilitation	25.3	15.0	(10.3)	-41%
Priority Capital Projects/Programs	52.2	-	(52.2)	-100%
Stations/Access Projects	3.9	-	(3.9)	-100%
Other	4.3	1.6	(2.7)	-63%
Allocation to LCFS Reserves	7.1	-	(7.1)	-100%
Pension Liability	10.0	-	(10.0)	-100%
Reverse Capital Allocation	(2.5)	-	2.5	-100%
DEBT SERVICE AND ALLOCATIONS TOTAL	147.5	64.0	(83.5)	-57%
OPERATING USES TOTAL	947.3	914.9	\$ (32.4)	-3%

The table below shows changes in full-time equivalent (FTE) positions from the FY20 Adopted Budget to the FY21 Adopted Budget.

FY20 to FY21 FTE Summary			
	Operating	Capital/Reimb	Total FTEs
FY20 Adopted Budget	3,444.6	1,574.8	5,019.4
FY20 Adjustments	3.0	(1.0)	2.0
FY20 SVBX to Op	177.0	(177.0)	-
FY21 Reductions	(37.1)	25.1	(12.0)
FY21 COVID-19 Hiring Freeze	(251.5)	(420.2)	(671.6)
Total Adjustments	(108.6)	(573.1)	(681.6)
FY21 Adopted Budget	3,336.1	1,001.7	4,337.8

A total of 681.63 FTE positions are proposed to be removed in the FY21 budget. This is net of the following changes:

- Removal of 251.5 operating and 420.2 capital positions from the budget in response to the COVID-19 pandemic;
- Converting 177.0 SVBX positions from capital to operating, in anticipation of revenue service commencing;
- Permanently removing 12.0 net operating positions through the 10% Challenge; and
- Adding 2.0 net operating positions during FY20.
- The planned addition of 19 Police Officers and 10 Ambassadors was deferred due to the severe budget shortfall.

Labor (Wages and Benefits) (\$ millions)	Budget		Change	
	FY20 Adopted	FY21 Adopted	Var	%
Wages	\$ 518.0	476.8	(41.2)	-8%
Wages: COVID-19 Labor Set-aside	-	23.5	23.5	-
Overtime	31.8	34.9	3.1	10%
CalPERS Pension	110.9	106.6	(4.3)	-4%
Other Pension Benefits	15.1	13.6	(1.5)	-10%
Active Employee Medical Insurance	84.5	73.6	(10.9)	-13%
Retiree Medical	41.8	46.0	4.1	10%
Workers' Compensation	18.3	17.0	(1.4)	-7%
Capital Labor Credits	(256.5)	(194.4)	62.1	-24%
Other Labor*	27.7	26.8	(0.9)	-3%
NET LABOR	591.6	624.3	\$ 32.7	6%

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

The FY21 labor budget is projected to total \$624.3M. Overall, wages have decreased even with the addition of SVBX service, scheduled wage increases, and the pension swap, primarily from position reductions. Other major labor cost drivers include:

- Inclusion of \$23.5M in COVID-19 set-aside funds for additional labor expenses;
- Decrease of capital labor credits by \$62.1M, caused by converting SVBX positions from capital to operating and removing other capital positions from budget;
- Decreases in many benefits, including active employee medical insurance (13%), workers' compensation (7%) and CalPERS pension (4%), a byproduct of inactivating positions from budget;
- Increase of the retiree medical liability contribution by \$4.1M due to the impact of actuarial assumptions; and
- Increase of overtime by \$3.1M to better align the budget with expenses and increased operational needs.

12.1.1 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.

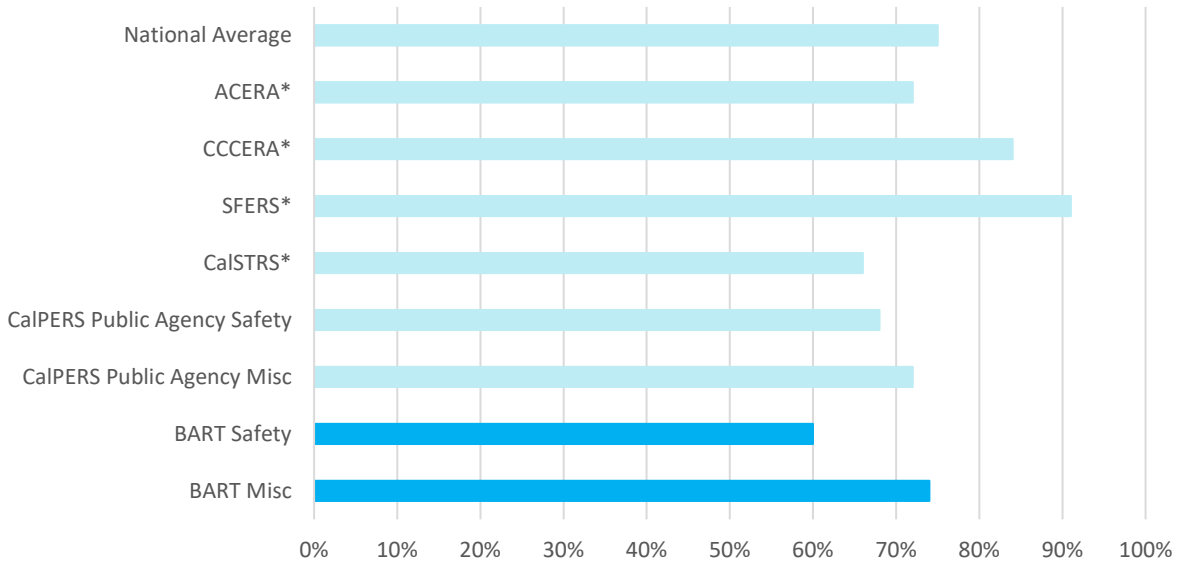
As of the latest actuarial valuation reports for FY21 (based on data as of June 30, 2019), BART's funded ratio decreased from 76% to 74% for the Miscellaneous plan and from 61% to 60% for the Safety plan. The funded ratio measures plan assets relative to plan liabilities. Both ratios have decreased slightly from last year's valuation reports as the additional accrued liabilities increases outpaced growth in assets.

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 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.

The impact of the COVID-19 pandemic will be apparent upon issue of the next actuarial report in mid-2020.

Pension Funded Ratios



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

FY21 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% over a three-year period beginning with the June 30, 2016 actuarial valuation. In FY21, the assumed discount rate will be 7%. This lower discount rate, in addition to the amortization of prior year losses and assumption changes, significantly impacts BART's pension contribution. For FY21, BART is required to contribute 9.381% and 28.301% of payroll for the normal cost for the Miscellaneous and Safety plans, respectively; up from 8.803% and 26.689%, respectively, in FY20. BART is also required to contribute \$59.2M as a flat fixed payment towards the unfunded actuarial liability (UAL) for both plans, up from \$52.2M in FY20. The total employer contribution (which includes employer paid member contribution or EPMC) is projected to decrease by \$4.3M from FY20. The decrease is due to the Pension Swap change, the District will no longer pay EPMC of 3% for Miscellaneous Classic employees.

FY21 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 14.75% for Safety employees, up from 13.75% for safety in FY20. As part of a new Pension Contribution agreement that went into effect in FY20, Classic (Non-PEPRA) Miscellaneous employees started paying 6% of the required 7% of employee contributions on July 1, 2019 and all Miscellaneous employees received a 1.4428% base pay increase retroactive to July 1, 2019. On January 1, 2020, Classic Miscellaneous employees started paying the full contribution amount of 7% and all Miscellaneous employees received a 0.7214% base pay increase. Beginning in FY21 the Miscellaneous employee contribution for both PEPRA and Classics will be 8% of pensionable income (7% required employee contribution and 1% employer contribution cost share) and all Miscellaneous employees shall receive an additional 0.7214% base pay increase. BART will continue to pay for Classic Safety employee member contributions and Classic Safety employees will start paying 9% of BART’s employer contribution starting in FY21, up 1% from FY20.

CalPERS Employer and Employee Rates					
(\$ millions)		FY20		FY21	
		MISC	SAFETY	MISC	SAFETY
Classic	Employer Rate	8.80%	26.69%	9.38%	28.30%
	Employee Rate	7.00%	9.00%	7.00%	9.78%
PEPRA	Employer Rate	8.80%	26.69%	9.38%	28.30%
	Employee Rate	7.00%	13.75%	7.00%	14.75%
UAL (Fixed Amount)		\$ 42.70	\$ 9.50	\$ 48.57	\$ 10.61

District Contributions*									
(\$ millions)		FY20			FY21			Change	
		MISC	SAFETY	TOTAL	MISC	SAFETY	TOTAL	\$	%
Employer Rate	Classic	\$ 21.3	4.1	25.4	19.0	4.0	23.0	(2.4)	-9%
Employer Rate	PEPRA	21.6	2.3	23.9	19.1	2.9	22.0	(1.9)	-8%
UAL (Fixed Amount)		42.7	9.5	52.2	48.6	10.6	59.2	7.0	13%
Subtotal - Employer Rate		85.6	15.9	101.5	86.6	17.6	104.2	2.7	3%
Employer Paid Contribution	Classic	7.6	1.8	9.4	0.4	2.0	2.4	(7.0)	-74%
Subtotal by Plan		93.2	17.7	110.9	87.0	19.6	106.6	\$ (4.3)	-4%

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

12.1.2 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 \$8.2M in FY21.

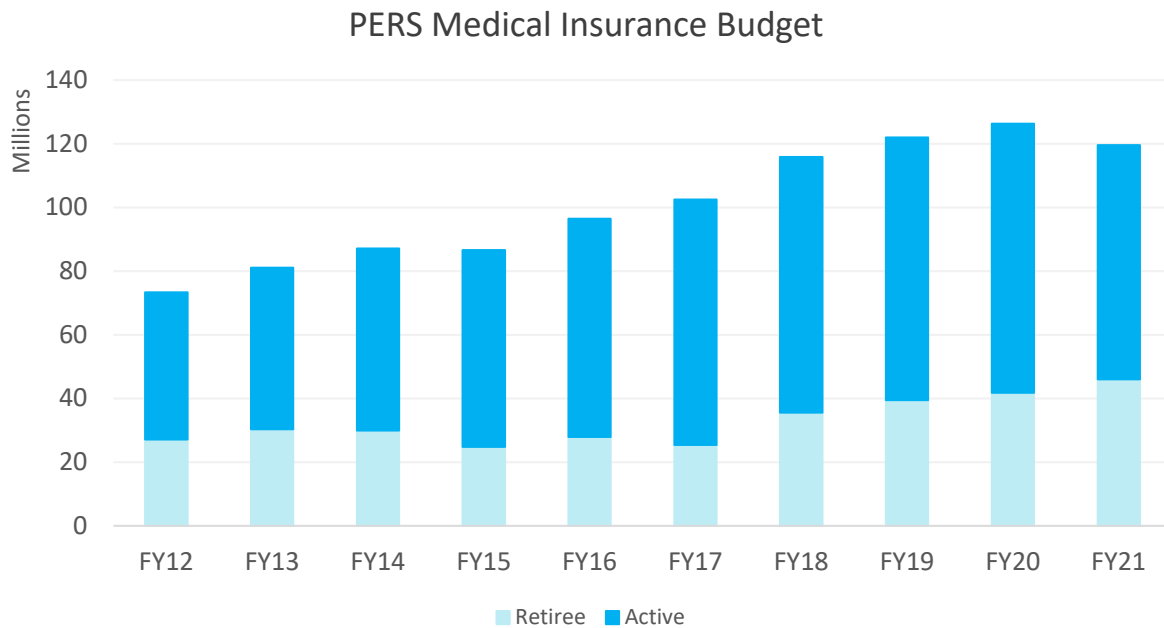
An additional 1.627% of wages is contributed to the pension plan for all employees except sworn police. Per the labor agreements, the following is deducted from this portion of the contribution:

- For all employees, 0.0888% is retained by BART
- For employees represented by AFSCME, ATU and SEIU¹⁵, \$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 FY21 is \$5.4M.

12.1.3 Active Employee Medical Insurance

The FY21 cost of healthcare insurance for active employees is projected to be \$73.6M, a 13% decrease from FY20. This amount includes an accounting credit for an “implied subsidy” from the Retiree Medical cost actuarial report (see Retiree Medical Section below). The decrease is one result of reducing headcount in light of the COVID-19 pandemic budget shortfall.



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 were 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 Section)
- BPOA and BPMA¹⁶ members pay an additional \$44¹⁷ per month directly in their medical contribution

¹⁵ AFSCME – American Federation of State, County, and Municipal Employees; ATU – Amalgamated Transit Union; SEIU – Service Employees International Union.

¹⁶ BPOA - BART Police Officers’ Association; BPMA - BART Police Managers’ Association

¹⁷ With the latest change to the BPOA collective bargaining agreement, the additional \$44 per month was added to the “base” employee contribution.

12.1.4 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 FY21 ADC is \$46.0M, a 9.9% increase from FY20, a portion of which is an implied subsidy payment of \$4.7M.

Since the prior valuation, the unfunded liability decreased by \$18.7M and the funded ratio increased from 52% to 56.4%. BART's funding plan follows a 30 year “closed” amortization schedule and is on schedule to pay off the unfunded liability by June 30, 2034.

12.1.5 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. The FY21 workers’ compensation budget is \$17.0M (\$1.4M lower than FY20), which is required to maintain appropriate reserves.

12.2. NON-LABOR

Non-Labor for FY21 is \$226.5, an increase of \$18.4M over the FY20 Adopted Budget. Overall FY21 expenses decreased mainly due to reduced service and ridership but were offset by \$20.3M in COVID-19 related expenses.

Non-Labor (\$ millions)	Budget		Change	
	FY20 Adopted	FY21 Adopted	\$	%
Clipper, Ticket Sales & Bank Fees	\$ 17.8	16.2	(1.6)	-9%
Insurance	9.8	8.7	(1.1)	-11%
Materials & Supplies	35.9	34.7	(1.2)	-3%
Professional & Technical Fees	31.4	30.3	(1.1)	-3%
COVID-19 Related Expenses (P&T)	-	20.3	20.3	-
Maintenance & Repairs	9.9	8.8	(1.2)	-12%
Rent	16.3	18.4	2.1	13%
Power	45.6	48.1	2.5	5%
ADA Paratransit	16.9	16.1	(0.8)	-5%
Purchased Transportation	14.6	11.4	(3.3)	-22%
Utilities	5.7	6.4	0.7	12%
Other Miscellaneous	4.1	7.1	3.0	73%
TOTAL	208.1	226.5	\$ 18.4	9%

Major 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 ¹⁸

- **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, diesel and gasoline, 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.
- **COVID-19 Related Costs** include face masks, gloves, hand sanitizer, disinfecting wipes, costs to disinfect revenue trains, COVID-19 signage and communication etc. and is budgeted in the Material Usage account
- **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
- **Power** Electrical traction and station power cost associated with the supply, transmission and distribution of power to support BART operations
- **Purchased Transportation** BART has agreements with other agencies for various transit services to directly or indirectly support and augment BART service. These include agreements with AC Transit, SFMTA and the Oakland Airport Connector
- **ADA Paratransit** BART participates in the East Bay Paratransit Consortium (EBPC) for service in the East Bay and pays San Francisco Municipal Transportation Agency (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
- **Utilities** includes non-traction and station power electrical energy, trash collection, natural gas, water, sewer, telephones and other utilities, etc.
- **Other Miscellaneous** includes election costs, dues and memberships, promotion expense, county filing fees, miscellaneous supplies, etc.

12.3. 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 FY21 is \$47.4M for outstanding Series 2012A, 2012B, 2015A, 2016A, 2017A, 2017B, 2019A and 2019B revenue bonds.

¹⁸ Non-Labor Insurance does not include active employee health insurance, workers' compensation, Medicare, unemployment and other insurance categories included in the labor budget.

12.4. OPERATING ALLOCATIONS TO CAPITAL PROJECTS AND OTHER PROGRAMS

Each fiscal year, BART allocates operating funds to capital projects and other programs. 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 typically depends on the amount of available operating funds and actual program needs, with the majority of allocations eliminated or suspended in FY21 to help reduce expenses. The major categories of allocations are:

- **Baseline Capital Allocation \$15.0M:** These allocations typically serve as the local match for federal grants and to fund ongoing capital projects for which grants are not typically available, such as stations and facilities renovation, inventory buildup, non-revenue vehicle replacement, tools, other capitalized maintenance and funds to support technology needs.
- **Priority Capital Program Allocations \$0M:** 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: new rail cars, the Hayward Maintenance Complex, and the Train Control Modernization Program. To mitigate the impact of the sharp drop in revenue due to the COVID-19 pandemic, this budget suspends Priority Capital allocations in FY21 and directs all fare revenue toward operations. Actual allocations are based upon actual ridership and fare revenue. Including FY20 allocations, \$220M has been allocated to the reserve from fare increase revenue and \$174M has been drawn down, leaving a balance of \$46M.
- **Station/Access Projects \$0M:** Allocation to Stations and Access Programs are funded by incremental parking fee revenue generated by BART's demand-based parking program. Due to significantly lower anticipated parking revenue, no incremental revenue is expected in FY21.
- **Other \$1.6M:** These allocations include the BART-to-OAK Capital Asset Replacement Program (CARP) to provide a reserve for future renovation and replacement needs for the project and \$0.6M for 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.
- **Joseph P. Bort MetroCenter (MET) Building \$0M:** This allocation is for the purchase of the MetroCenter building. Operating to capital allocations will repay the \$20M loan from BART cash reserves used to purchase the building. The FY21 payment will be deferred.
- **Low Carbon Fuel Standard (LCFS) Program \$0M:** 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 FY21 budget anticipates 100% of FY21 LCFS sales remain in the operating budget to support expenses, including power purchases.
- **Allocation to Operating Reserves for Fiscal Stability - Pension \$0M:** The FY21 budget anticipates suspending the allocations and redirecting the \$10M to reduce expense fund operations.
- **Reverse Operating Reserve \$0M:** In FY19 a favorable year-end result of \$1.5M was allocated to an operating reserve account for Quality of Life, \$0.8M for the expansion of the paid area of the Coliseum station and \$0.7M for the Ambassador Pilot Program.

13. CAPITAL SOURCES AND USES

13.1. CAPITAL BUDGET

The FY21 capital budget anticipates a maximum investment of \$1,506M in BART’s capital assets. The capital budget includes all potential capital expenditures paid for using funds awarded in prior fiscal 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.

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).

13.2. CAPITAL SOURCES

BART’s capital budget is funded with federal, state, and regional grants, along with allocations from the operating budget, Measure RR system renewal, and Earthquake Safety Program bonds. Funding projections are shown in the table “FY21 BART Capital Program - Summary of Sources.”

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:** ESP Bond proceeds will be allocated for the Transbay Tube seismic retrofit.
- **Operating to Capital Allocations:** Most of these allocations were made in prior fiscal years to fund rail car procurement and the Hayward Maintenance Complex, with a smaller share to fund system maintenance or as a match to federal funds for State of Good Repair projects.
- **Sales Tax Bond:** 2150 Webster – Development of new BART headquarters.

Federal and Regional Sources

- **Rail Car Joint Account & Metropolitan Transportation Commission (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, Sections 5307 Urbanized Area Apportionments and 5337 State of Good Repair Grants Program:** 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; rail, way and structures; and Automatic Fare Collection equipment.
- **Regional Bridge Tolls:** Regional Measures 1 and 2 allot a portion of the \$1 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 and bike/pedestrian station access projects.
- **State Transit Agency (STA):** STA has allocated Transit and Intercity Rail Capital Program funds for BART's Train Control Modernization project.

County and Local Sources

- **Alameda Measures B/BB and Additional County-Controlled Funds:** The Alameda County Transportation Commission administers Measure B and Measure BB, which explicitly includes \$310M for BART projects and additional funding for capital programs where BART projects may be competitive.
- **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 Project 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 and will provide funds for its share of new cars and the HMC.

13.2.1 Anticipated Capital Sources

BART's Grant Development Division continually seeks new funding opportunities for the District'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 FY21 capital budget:

- **Federal Transit Administration Capital Investment Grant Program:** FTA is reviewing BART's application to receive \$1.169 billion for the Transbay Corridor Core Capacity Program, specifically to fund the acquisition of 252 new rail cars; improvements to the storage yard at the Hayward Maintenance Complex (HMC); the design and implementation of a new Communications-Based Train Control System (CBTC) from the San Francisco Airport/Millbrae terminal to the Berkeley, Rockridge, and Bay Fair Stations; and new traction power substations.
- **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. In 2017, CalSTA awarded BART \$318.6M from the Transit and Intercity Rail Capital Program (TIRCP) for the Core Capacity Program, which BART expects to begin spending in FY21. In April 2020, CalSTA awarded an additional \$107.1M from the TIRCP Program to procure capacity rail cars. On behalf of BART, Caltrans and MTC co-sponsor in July a Solutions for Congested Corridors Program grant application, which is still pending, to fund TCMP. In June, BART submitted an application for the Local Partnership Program, which is also pending, to fund work under at HMC.

- **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. A lawsuit challenging the measure is currently pending. In the meantime, toll revenues are being collected, but will not be allocated until the litigation is resolved. BART is slated to receive \$500M RM2 funds for Core Capacity Program rail cars, pending judicial adjudication.
- **Alameda Measures B/BB and Additional County-Controlled Funds:** BART is exploring opportunities to secure funding for projects, such as Core Capacity Program rail cars, the Transit Operations Facility, Lake Merritt Plaza Improvements, Next Generation Fare Gates and station access.
- **San Francisco Development Impact Fees:** BART will compete for this funding to support Transbay and station capacity enhancing projects. The primary focus will be on elevator and escalator renovation and Next Generation Fare Gates.

13.3. CAPITAL USES

The FY21 capital budget directs \$1,506M across five program areas: System Reinvestment (76%), Service and Capacity Enhancement (12%), Safety and Security (4%), Earthquake Safety (4.5%), and System Expansion (3%) and \$7.8M of reimbursable expenses (0.5%). The following table “FY21 BART Capital Program - Summary of Uses” summarizes planned work by program area. The capital budget includes all planned capital expenditures utilizing capital funds committed in prior years. Highlights of the FY21 capital budget include:

- **Rail Car Fleet replacement:** The FY21 budget includes funding for payment to Bombardier Transportation for new rail cars and progress milestones. 203 new cars are in revenue service as of June 2020, and the full order of 775 cars is scheduled for delivery by the end of FY23.
- **Train Control Modernization:** The Train Control Modernization Program will replace BART’s original train control system with a communications-based system. BART has an Intent to Award a contract to Hitachi in FY20 and will commence work in FY21.
- **Seismic Safety Upgrades:** Seismic safety investments in the Transbay Tube to reduce the risk of flooding in the case of a catastrophic earthquake.
- **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 of replacement of BART’s original traction power infrastructure. The FY21 budget includes funds to replace high-voltage traction power cables in San Francisco, Contra Costa, 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, eBART parking lot and Station Modernization investments at El Cerrito Del Norte, 19th Street Oakland, and Powell Street Stations.

FY21 BART Capital Program – Summary of Sources

Capital Funding Source	FY21 Funding Summary	Amount (millions)	% of Program
BART/Voter Approved Funds		\$782	52%
Measure RR	<ul style="list-style-type: none"> Measure RR will provide a total of \$3.5B to fund the most critical investments in safety, reliability, and crowding relief In FY21, Measure RR funding will continue to support investment focusing on traction power, track replacement, structural rehabilitation, station access, and station modernization 	\$600	40%
Earthquake Safety Program GO Bonds	<ul style="list-style-type: none"> Earthquake Safety bond sale proceeds will provide funding for the Transbay Tube seismic retrofit project 	\$39	3%
Sales Tax Bonds	<ul style="list-style-type: none"> Sales tax bond for 2150 Webster building buildout 	\$54	3%
BART Operating Allocations	<ul style="list-style-type: none"> In FY21, allocations reserved from prior years, will go toward the 775-car rail car procurement, rail car maintenance facilities, station access and sustainability projects, and local match of federal funding for State of Good Repair projects 	\$89	6%
Federal and Regional Funds Distributed by MTC		\$559	37%
Rail Car Joint Account & MTC Funding	<ul style="list-style-type: none"> 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 FY21 	\$363	24%
Federal Funds	<ul style="list-style-type: none"> MTC typically allocates approximately \$53M per year of FTA formula funds toward BART's State of Good Repair needs; FY21 as well as prior-year 5337 and 5307 allocations will be invested in traction power; train control; rail, way and structures; and AFC equipment 	\$191	13%
Regional Bridge Tolls	<ul style="list-style-type: none"> A portion of funding is reserved to help fund 775 rail car procurement costs in FY21 	\$5	.3%
State Funding		\$82	5.5%
State Proposition 1A and 1B Bonds	<ul style="list-style-type: none"> 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. 	\$30	2%
Other State Funding	<ul style="list-style-type: none"> California Low Carbon Transit Operations Program (LCTOP) for rail car procurement 	\$52	3.5%
Local Funding		\$75	5%
VTA	<ul style="list-style-type: none"> VTA will provide funds toward rail car procurement, and will reimburse BART proportionally for capital costs 	\$56	4%
County Measures	<ul style="list-style-type: none"> Measure J supports station modernization and access projects in Contra Costa County Measures B/BB will support station modernization and access projects in Alameda County Propositions A and K will support station modernization, replacement of escalators, elevators, stairs, and installation of canopies at downtown San Francisco stations 	\$19	1%
Reimbursable		\$8	0.5%
Total		\$1,506	100%

FY21 BART Capital Program – Summary of Uses

Program	Major Projects (FY21)	Expense (millions)	% of Program
System Reinvestment		\$1,143	76%
Rolling Stock	<ul style="list-style-type: none"> \$477M is budgeted expenses for related to procurement of 775 new rail cars. 86% of the cost of that project (\$412M) is categorized as System Reinvestment. 	\$413	27%
Mainline	<ul style="list-style-type: none"> Continuation of a multi-year program of traction power infrastructure replacement, including replacement of traction power cables on BART's M-line, C-Line, R-Line, and A-Line Guideway infrastructure investment, including rail replacement, trackway structural rehabilitation, tunnel waterproofing, and tunnel lighting replacement 	\$260	17%
Facilities	<ul style="list-style-type: none"> 2150 Webster new headquarters development Continuing investment HMC Phase 1 Preliminary engineering for HMC Phase 2 Installation of new wheel truing machine at Concord Yard 	\$205	14%
Stations	<ul style="list-style-type: none"> Replacement of canopies and escalators at downtown San Francisco stations Station Modernization investments at El Cerrito del Norte, 19th Street, Downtown Berkeley, Concord, and Powell Street Stations 	\$71	5%
Controls and Communications	<ul style="list-style-type: none"> Planning and Engineering for the TCMP Program Renewing components of the existing train control system, including transformers, switch machines, and speed encoding equipment at stations 	\$194	13%
Work Equipment	<ul style="list-style-type: none"> Maintenance and replacement of non-revenue vehicles and shop equipment Engineering for new car lifts at Richmond and Daly City maintenance shops 	\$0.2	0%
Service & Capacity Enhancement		\$177	12%
Stations	<ul style="list-style-type: none"> Station access improvements Civic Center Platform Stairs eBART Parking Lot 	\$56	4%
Mainline	<ul style="list-style-type: none"> 14% of costs associated with procuring 775 rail cars (\$65M in FY21) is categorized as Service & Capacity Enhancement Extension of tail tracks at Millbrae Continued Core Capacity project development 	\$121	8%
Earthquake Safety	<ul style="list-style-type: none"> Transbay Tube seismic retrofit 	\$67	4.5%
System Expansion	<ul style="list-style-type: none"> Irvington Station Design New Transbay Rail Crossing 	\$46	3%
Safety & Security	<ul style="list-style-type: none"> Tunnel lighting replacement Replacement of uninterrupted power supply systems for train control rooms Replacement of fences systemwide/fire alarms 	\$65	4%
Reimbursable	<ul style="list-style-type: none"> Reimbursable expenses related to Capital Corridor/Other 	\$8	0.5%
Total		\$1,506	100%

13.4. 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 Ridership Outlook, 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. Because BART plans to begin FY21 running the ‘reduced peak and early close’ schedule described in the Rail Service Plan, Section 6, the larger fleet will not generate added cost in FY21.

Other Major New Capital Assets

New Asset	Year Completed	Capital Investment	Annual Cost**
Coliseum–Oakland International Airport Line	FY14	\$680M	\$6.7M (FY20)
Warm Springs Extension	FY17	\$890M	\$21.2M (FY20)
BART to Antioch	FY18	\$578M	\$16.3M (FY20)
Silicon Valley Berryessa Extension*	FY20	\$2,300M	\$40.4M (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. The estimate provided in this table includes direct O&M cost only.

**Includes operating and maintenance costs.

Asset Replacement

74% of the FY21 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.

14. GOAL AREAS, OBJECTIVES, AND PERFORMANCE EVALUATION

14.1. 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.

14.1.1 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.

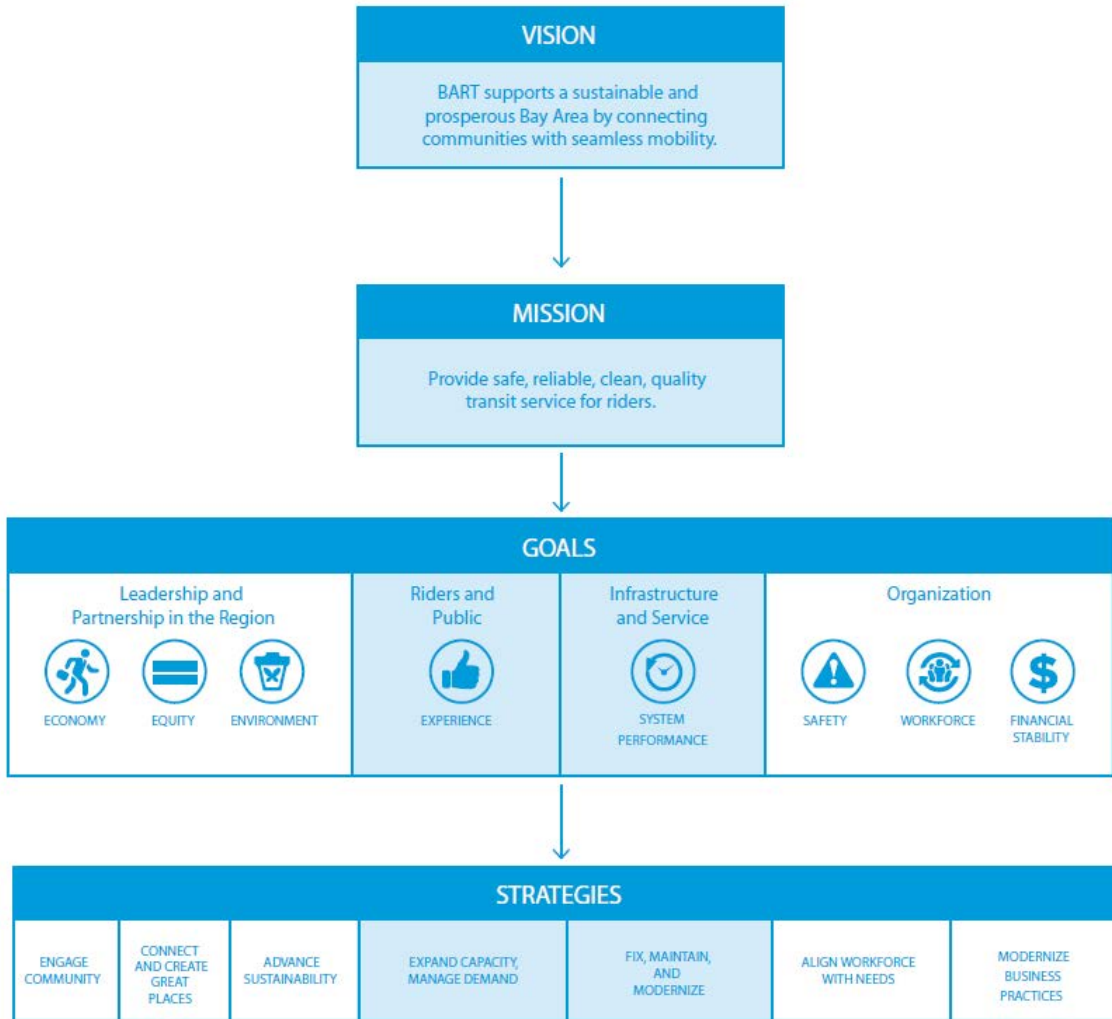
Organization

- 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.

14.1.2 Strategies & Work Plans

BART has identified seven strategies designed to support progress towards the Strategic Plan goal areas. 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



14.2. STRATEGIC PLAN GOAL AREAS & PERFORMANCE INDICATORS

BART tracks multiple indicators to gauge progress towards the strategic plan goal areas. Below we present a snapshot of BART’s performance in four of these goal areas over the last 10 years.

14.2.1 Goal Area: System Performance

Indicator		FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Provide reliable service											
SP1	Daily customer on-time performance	94.6%	95.7%	94.9%	94.5%	91.8%	91.5%	89.2%	92.4%	92.7%	93.1%
Provide reliable station equipment											
SP2	Station elevators in service	98.7%	98.7%	98.6%	98.0%	98.6%	98.5%	98.6%	98.3%	98.7%	98.8%
SP3	Street escalators in service	93.7%	86.2%	89.6%	92.2%	91.3%	89.5%	87.6%	88.7%	92.0%	94.7%
SP4	Platform escalators in service	96.4%	93.8%	94.8%	95.6%	95.8%	95.3%	96.0%	95.7%	97.0%	96.6%

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 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 about 80 over the last 10 years.
- 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 to 93% at the close of FY20.

14.2.2 Goal Area: Rider and Customer Experience

Indicator		CY11	CY12	CY13	CY14	CY15	CY16	CY17	CY18	CY19	CY20
Increase customer satisfaction											
EX1	% of customers who are satisfied		84%		74%		69%		56%		N/A*
Provide clean stations and trains											
EX2	Avg. customer rating for station cleanliness		4.46		4.11		3.93		3.57		N/A*
EX3	Avg. customer rating for train interior cleanliness		4.49		4.28		4.25		3.65		N/A*
Increase peak capacity to address crowding		FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
EX4	Average # of train cars 6-10 am Westbound Transbay Tube	665	668	670	668	670	703	721	721	729	636

**The FY20 bi-annual customer satisfaction survey will be completed after the publication of this document.*

- 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.

As part of the effort to increase customer satisfaction, BART has been investing several in Quality of Life initiatives over the last several years to include measures to combat the impacts of those experiencing homelessness, reducing fare evasion, and increasing community outreach through the Homeless Outreach Teams and Ambassador Program.

14.2.3 Goal Area: Safety

Indicator		FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Reduce Crimes											
SA1	Crimes against persons on the BART system per million riders	1.7	2.0	2.2	1.9	1.7	1.8	2.7	3.5	4.36	5.09
Ensure Patron Safety											
SA2	Safety incidents per million patrons	5.04	4.83	6.08	6.24	5.07	5.35	2.31	1.85	2.06	2.90
Ensure Employee Safety											
SA3	Employee injuries	14.8	15.3	15.8	14.9	10.0	12.2	10.8	10.8	10.8	12.8

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: Crimes Against Persons

The significant driving factor in the increase of crimes against persons is the robbery of cell phones and other electronic devices, which is defined by the FBI's Uniform Crime Reporting (UCR) Program as a violent crime. Unfortunately, electronic device robbery is a growing trend in modern society, and public transit is a target rich environment for cell phone thieves. In the BART system, this is evidenced by the concentration of cellphone thefts which have occurred in our high-density, commuter rich downtown San Francisco stations. As is true on most transit systems, a significant number of riders can be seen using smart phones while commuting on BART. Since the perception of safety is high priority for BART, we continue to educate our riders on how they can reduce the risk of having their cell phone stolen. Additionally, the increased rate for FY20 is partially attributed to low ridership caused by the COVID-19 pandemic. The increased rates from FY19 to FY20 are partially attributed to the lower amount of ridership due to the COVID-19 pandemic.

14.2.4 Goal Area: Financial Stability

Indicator		FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Increase efficiency											
FS1-A	Operating cost per passenger mile	\$0.33	\$0.33	\$0.33	\$0.33	\$0.33	\$0.34	\$0.37	\$0.39	\$0.43	N/A*
FS1-B	% Change from previous year	-6%	1%	0%	0%	-2%	4%	7%	6%	10%	N/A*
Stabilize operating revenues											
FS2	% Operating costs covered by fares	69.9%	69.4%	71.8%	72.9%	75.6%	74.4%	70.4%	66.6%	63.6%	N/A*
Fund post-employment benefits											
FS3	\$M unfunded pension liability	-	-	-	-	\$ 497	\$ 439	\$ 401	\$ 515	\$693	\$682
FS4	\$M unfunded retiree medical liability	-	-	-	-	\$ 132	\$ 129	\$ 111	\$ 300	\$304	\$282

*Data unavailable at the time of publishing










- 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.
- FS4 Source: Actuarial (Bartel) OPEB reports via BART Budget Department.

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 \$0.43 per mile by the end of FY19: ridership has 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 and the Antioch extension in FY18 drove operating cost increases.

14.2.5 FY20 Performance

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

FY20 Day-to-Day Performance by BSP Goal	 Mission	 Economy	 Equity	 Environment	 Experience	 System Performance	 Safety	 Workforce	 Financial Stability
Total Records with Performance Targets	11	16	24	1	45	106	45	41	96
Total Performance Targets Met	10	5	22	0	35	95	38	40	92
% Met by Goal	91%	31%	92%	0%	78%	90%	84%	98%	96%
Performance Targets Impacted by COVID-19	0	6	2	0	8	9	3	1	3
% Met by Goal (Adjusted for COVID-19)	91%	50%	100%	0%	95%	98%	90%	100%	99%

15. ATTACHMENTS

15.1. SUMMARY OF ATTACHMENTS

Attachment A – EDD

Attachment B - Organization Chart

Attachment C – Department Descriptions

Attachment D – Position Summary Schedule

Attachment E – Adopted Budget by Department

Attachment G – List of Acronyms

Attachment H – Glossary of Terms

Attachment I – Four-Year Workplans

15.1.1 Attachment A: Executive Decision Document (EDD)



EXECUTIVE DECISION DOCUMENT

GENERAL MANAGER APPROVAL: <i>[Signature]</i> 6/17/2020		GENERAL MANAGER ACTION REQ'D:		
DATE: 6/11/2020		BOARD INITIATED ITEM: Yes		
Originator/Prepared by: Katherine Alagar Dept: Budget CSS for KA Signature/Date: 6/16/20	General Counsel <i>[Signature]</i> 6/16/20 []	Controller/Treasurer <i>[Signature]</i> 6/16/2020 []	District Secretary []	BARC <i>[Signature]</i> 6/16/20 []

Annual Budget Resolution for Fiscal Year 2021

PURPOSE:

Authorize adoption of the Annual Budget Resolution for Fiscal Year 2021 (FY21).

DISCUSSION:

Approval by the Board of Directors is required for the FY21 operating and capital budgets. The total proposed FY21 operating and capital budget is \$2.42 billion (B). The FY21 operating budget is balanced, with \$914.9 million (M) in uses, and the FY21 capital/reimbursable budget totals \$1.51B.

The proposed FY21 annual budget is summarized in Attachments 1, 2, 3 and Exhibit A. The attachments summarize the budget, including proposed reductions to costs and allocations that were included in the Working Budget Memo and reviewed in presentations to the Board of Directors during May and June.

FY21 Operating Budget

The FY21 Budget faces extraordinary new challenges due to the COVID-19 pandemic, in addition to the continuing challenges in declining ridership and fare revenue, aging infrastructure, and increased operating expense. The operating budget proposes FY21 expenditures of \$914.9M and funds 3,336.0 positions. The FY21 operating budget includes funding for the Silicon Valley Berryessa Extension, which opened on June 13, 2020. In addition, \$44M was added to the budget for additional labor and non-labor costs that may be needed for BART to respond to the COVID-19 pandemic, such as increases in service, disinfecting and cleaning cars, stations, and BART facilities. The budget includes expense reductions, primarily in position savings from eliminating vacant budgeted positions as well

as reducing operating funds to capital projects and other programs.

The FY21 budget includes an estimated \$363M reduction in revenue, primarily from the drop in ridership due to the March 2020 Shelter in Place orders issued across the Bay Area. Emergency Funding of \$271M was included in the budget to fill the gap; this includes anticipated CARES Act Assistance and FEMA reimbursement. Additionally, the budget includes a \$40M reversal of the FY20 rail car allocation, the payment for which will be moved to FY26.

The FY21 operating budget includes the following changes from the Working Budget that was presented at the budget hearing on June 11:

- \$2.6M decrease to operating revenue
- \$2.6M increase to financial assistance
- 10 ambassadors and 1 Community Outreach Specialist in lieu 5 police officers and 6 fare inspectors to be hired as part of COVID-19 related operating measures

Projected fare revenue from the Silicon Valley Berryessa Extension has been lowered by \$2.6M to reflect an updated view of COVID-19 pandemic impacts, and financial assistance from VTA has been increased by an equal amount, reflecting the terms of the BART-VTA O&M agreement for the Extension. Total revenues are unchanged.

On the expenditure side, a change has been made to the COVID-19 related measures. Upon further consideration, we believe the District's goal of encouraging physical distancing and the proper wearing of masks would be best served by 10 Ambassadors, one Community Outreach Specialist, and an additional \$0.4M for Police Department training in the areas of community engagement and outreach, at a total cost of approximately \$2M. The FY21 Budget thus proposes to replace the planned addition of six fare inspectors and five police officers with the above resources.

FY21 Capital & Reimbursable Budget

The capital/reimbursable budget proposes FY21 expenditures of \$1.51B and funds 1,001.7 positions. The FY21 capital/reimbursable budget is 6% higher than the \$1.42B FY20 capital budget.

The largest category of projects is System Reinvestment at \$1.14B (76% of overall capital budget), which includes replacement rail cars at \$412M, track and structures rehabilitation and traction power reinvestment at \$260M, new headquarters development and continued investment in the Hayward Maintenance Complex among other facilities at \$205M, Station Modernization at \$71M, and Train Control Modernization at \$194M. The capital budget also includes Earthquake Safety investments at \$67M (4%), Service & Capacity Enhancements at \$177M (12%), Safety & Security projects at \$65M (4%), System Expansion projects at

\$46M (3%), and Reimbursable expenses at \$8M (0.5%).

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. Measure RR makes up \$600M (40%) of FY21 capital sources. Funding will continue to support investment focusing on traction power, track replacement, structural rehabilitation, station access, and station modernization.

Typically, the ongoing commitment of BART funds is an essential component of the capital program, particularly in delivering major capital projects such as rail car replacement and the Hayward Maintenance Complex. Other capital activities dependent on BART operating allocations are 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.

However, due to the unprecedented pressures on the operating budget in FY21, the operating to capital allocations are substantially reduced from planned levels. The FY21 budget will fund required payments and local matching amounts needed to leverage federal capital funding. The result is a reduced investment in state of good repair, vehicle procurement, information technology, and infrastructure.

Most 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 FY21 capital budget contains contributions of federal funds matched to prior year capital allocations for state of good repair capital investment; additionally, state and local funds, including bridge toll allocations and county transportation sales tax funds, 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.

FY21 Budget Resolution

Staff recommends approval of the attached Resolution to adopt the FY21 Annual Budget. As in previous years, the FY21 Resolution includes authorizations that allow the General Manager or the General Manager's designee to apply to different bodies for grant funds (including but not limited to Transportation Development Act, State Transit Assistance, Bridge Toll, Federal Emergency Management Agency, and Federal Transit Administration). It also includes authorizations that allow the General Manager or the General Manager's designee to execute agreements which may require payments to regional partner governments and agencies. The Resolution incorporates provisions referring to the SFO Extension and Silicon Valley extension service plans.

For FY21, the Budget Resolution includes language temporarily suspending certain previously-adopted Board policies and resolutions. These include the BART Low Carbon Fuel Standard Policy; Art in Transit Policy; and Pension Funding Policy. In addition, it includes a suspension of a directive in Board Resolution 5208 (“Renewal of Productivity-Adjusted Inflation-Based Fare Increase Program”) that funds generated by inflation-based annual fare increases be dedicated to paying for capital improvements.

The FY21 Budget Resolution language was also updated to increase the General Manager’s additional permanent position authorization from 50 to 100 positions. This increase provides the flexibility necessary to meet COVID-19 related operational needs as well as for other hiring needs since 671.6 positions (251.5 operating and 420.2 capital) were removed from the FY21 budget.

Exhibit A (attached) of the Budget Resolution summarizes operating and capital budget totals. 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 FY21 Annual Budget is balanced. It may be revised as conditions and actuals change over the course of the fiscal year.

ALTERNATIVES:

Do 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 FY21.

RECOMMENDATION:

Adoption of the following motion.

MOTION:

The Board adopts the attached Resolution in the matter of approving the Annual Budget for the San Francisco Bay Area Rapid Transit District and authorizes expenditures for the fiscal year July 1, 2020 to June 30, 2021.

**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, 2020, to June 30, 2021**

Resolution No. _____

WHEREAS, the Board of Directors of the San Francisco Bay Area Rapid Transit District published notices on May 22 and May 26, 2020 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, 2020, to June 30, 2021; 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, 2020, to June 30, 2021; 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 San Francisco Airport (SFO) extension in a manner consistent with BART's system-wide operating policies; and

WHEREAS, the agreement between the San Francisco Bay Area Rapid Transit District and Santa Clara Valley Transportation Authority, dated May 22, 2020, states that the San Francisco Bay Area Rapid Transit District will provide service on the Silicon Valley Extension in a manner consistent with BART’s system-wide operating policies; and

WHEREAS, the Federal Emergency Management Agency (FEMA) or its designee makes reimbursement funds available pursuant to the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42 U.S.C. 5121 et seq.); and

WHEREAS, the Federal Coronavirus Aid, Relief, and Economic Security Act of 2020 (CARES Act), (Pub.L. 116–136) makes emergency funding available to public transportation agencies through the Federal Transit Administration (FTA); and

WHEREAS, the system-wide operating plan for Fiscal Year 2021 was presented to the Board of Directors on May 28, 2020, in a presentation entitled Fiscal Year 2021 Budget Sources, Uses, Service Plan, and Capital Budget.; 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, subject to the resolved clauses, said Annual Budget includes a suspension of previously-adopted Board policies and resolutions for the duration of Fiscal Year 2021, including:

- (1) Board Resolution 5208 (“Renewal of Productivity-Adjusted Inflation-Based Fare Increase Program”) passed February 28, 2013, directed that funds generated by inflation-based annual fare increases be dedicated to paying for capital improvements;
- (2) BART Low Carbon Fuel Standard Policy adopted July 27, 2017;
- (3) Art in Transit Policy adopted August 13, 2015, and revised June 28, 2018;
- (4) Pension Funding Policy adopted March 28, 2019; 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 to 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 FY21; and

BE IT FURTHER RESOLVED that the General Manager or the General Manager's designee is authorized to execute and file a reimbursement claim with FEMA or its designee for expenses incurred in FY2020 and FY2021; and

BE IT FURTHER RESOLVED that the General Manager or the General Manager's designee is authorized to execute and file an application to the FTA for allocation of CARES Act funding in FY2020 and FY2021; 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 28, 2020, in a presentation entitled Fiscal Year 2021 Preliminary Budget: Sources, Uses, Capital, & Service Fiscal Year 2021 Budget Sources, Uses, Service Plan, and Capital Budget, 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 agreements with regional transit operators to provide or receive transfer payments, such transfer payments being paid or received by the District to facilitate the coordination of transit service and to furnish incentives for providing of enhanced transfer services between San Francisco Bay Area Rapid Transit District and other operators' operations.

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 FY21 for purposes of building ridership on the system, consistent with ridership development guidelines; and

BE IT FURTHER RESOLVED that effective July 1, 2020:

- (1) The total number of permanent full and permanent part-time positions ("full time equivalent") as of July 1, 2020, budgeted for the District shall be 4,337.75 (a part-

time position is counted as 0.625 positions). Additional permanent positions are authorized, as required, not to exceed 100 positions.

- (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 ensure 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, at the General Manager's discretion, 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, 2020, 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 2021 District Operating Budget
Sources and Uses Detail

	FY21 Working	FY21 Adopted	INCREASE (DECREASE)
Rail Passenger Revenue	\$ 150,721,899	\$ 148,104,356	\$ (2,617,543)
ADA Passenger Revenue	251,749	251,749	-
Parking Revenue	10,453,133	10,453,133	-
Other Operating Revenue	23,671,433	23,671,433	-
Subtotal - Operating Revenue	185,098,214	182,480,671	(2,617,543)
Sales Tax Proceeds	239,026,007	239,026,007	-
Property Tax Proceeds	50,622,254	50,622,254	-
SFO Ext Financial Assistance	41,742,600	42,476,726	734,126
VTA Financial Assistance	28,374,179	30,257,595	1,883,416
MTC Financial Assistance MBF Discount Program	1,600,000	1,600,000	-
Local & Other Assistance	5,958,180	5,958,180	-
State Transit Assistance	28,479,560	28,479,560	-
Low Carbon Transit Operations Program	8,534,543	8,534,543	-
Low Carbon Fuel Standard Program	14,417,500	14,417,500	-
Subtotal - Financial Assistance	418,754,823	421,372,365	2,617,542
CARES Funding (Round 1 – FY20 Remainder)	87,000,000	87,000,000	-
CARES Funding (Round 2 - Targeted)	164,000,000	164,000,000	-
FEMA Reimbursed COVID-19 Expenses	20,000,000	20,000,000	-
Deferment of FY20 Railcar Allocation	40,000,000	40,000,000	-
Subtotal – Emergency Assistance	311,000,000	311,000,000	-
SUBTOTAL - OPERATING SOURCES	914,853,037	914,853,037	-
Labor & Benefits	600,883,798	600,883,798	-
COVID-19 Labor Set-Aside	23,463,876	23,463,876	-
ADA Paratransit	16,148,606	16,148,606	-
Purchased Transportation	11,374,288	11,374,288	-
Power	48,085,280	48,085,280	-
COVID-19 Non-Labor Set-Aside	20,316,386	20,316,386	-
Other Non-Labor	130,580,931	130,580,931	-
Subtotal - Operating Expense	850,853,165	850,853,165	-
Bond Debt Service	47,407,197	47,407,197	-
Allocation - Capital Rehabilitation	15,000,000	15,000,000	-
Allocation - Priority Capital Programs	-	-	-
Allocation - Stations & Access Projects	-	-	-
Allocation - Other	1,592,674	1,592,674	-
Allocation - Sustainability from LCFS	-	-	-
Allocation - Pension	-	-	-
Allocation - Reversed Capital	-	-	-
Allocations	16,592,674	16,592,674	-
Subtotal - Debt Service & Allocations	63,999,871	63,999,871	-
TOTAL - OPERATING EXPENSE	914,853,036	914,853,036	-
NET RESULT	\$ -	\$ -	\$ -
Average Weekday Trips	122,000	122,000	
Rail Farebox Recovery Ratio	18%	17%	
Operating Ratio	22%	21%	

Attachment 2

FY21 Capital & Reimbursable Budget Headcount and Planned Expenditures Program Summary by Category

Program Category	FY21 Headcount*	FY21 Planned Expenditures
System Reinvestment		
Mainline	165.8	\$ 259,182,391
Rolling Stock	264.0	\$ 412,593,417
Stations	45.7	\$ 71,396,125
Controls & Communications	124.2	\$ 194,178,874
Facilities	131.4	\$ 205,287,715
Work Equipment	0.1	\$ 171,806
Total System Reinvestment	731.2	\$ 1,142,810,328
Safety & Security	41.9	\$ 65,414,419
Earthquake Safety	43.1	\$ 67,333,509
Service & Capacity Enhancement	113.6	\$ 177,542,662
System Expansion	29.4	\$ 46,019,650
SUBTOTAL CAPITAL	959.2	1,499,120,568.9
Capitol Corridor**	24.7	\$ 4,397,330
Reimbursable***	17.8	\$ 3,154,244
SUBTOTAL REIMBURSABLE	42.5	\$ 7,551,574
Cost Allocation Plan	48.0	
TOTAL CAPITAL & REIMBURSEABLE	1,049.7	\$ 1,506,672,143

* Total authorized permanent positions.

** All expenses for the Capitol Corridor service to be reimbursed as allocated to the Capital 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 the organizations.

Attachment 3

FY21 Operating Budget Reduction (General Fund)

		<u>Op Pos. Reduction</u>	<u>Labor</u>	<u>Non-Labor</u>	<u>Total</u>
10% Challenge Reductions before Shelter in Place	Position Cuts, Op to Cap Conversions, Downgrades)	37.1	5,896,315		5,896,315
	Overtime Reduction		101,404		101,404
	Non Labor Reduction			7,089,102	7,089,102
Labor Reductions	Unbudget Frozen Positions	251.5	32,320,521		32,320,521
	Executive Staff Wage Freeze		356,320		356,320
	Lump Sum Payment Removal		3,610,770		3,610,770
Non Labor Reductions	Travel			513,236	513,236
	Clipper Fees			3,373,328	3,373,328
	Power			8,000,000	8,000,000
	Purchased Transportation			4,000,001	4,000,001
	ADA Paratransit			1,300,000	1,300,000
Operating Allocation Reductions	Capital Rehabilitation				6,297,444
	Priority Capital Projects/Programs				61,849,074
	Stations/Access Projects				2,031,400
	MET Building Repayment				3,179,749
	LCSF Sustainability Reserves				9,033,585
	Pension Liability				10,000,000
OPERATING TOTAL REDUCTION		288.6	42,285,330	24,275,667	158,952,249

EXHIBIT A
SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT
ANNUAL BUDGET - FISCAL YEAR 2021

<u>FUND SOURCES</u>	<u>TOTAL</u>
FUND SOURCES FOR NET OPERATING EXPENSE BUDGET, DEBT SERVICE AND CAPITAL ALLOCATIONS	
Operating Revenue	\$ 182,480,671
Sales Tax	239,026,007
Property Tax	50,622,254
SFO Ext Financial Assistance	42,476,726
VTA Financial Assistance	30,257,595
State Transit Assistance	28,479,560
Low Carbon Fuel Standard Program (LCFS)	14,417,500
Low Carbon Transit Operations Program (LCTOP)	8,534,543
Measure B/BB, Other	4,977,195
MTC Financial Assistance MBF Discount Program	1,600,000
Caltrain - Millbrae Station Joint Use	980,985
Subtotal Operating Sources	603,853,036
CARES Funding (Round 1 – FY20 Remainder)	87,000,000
CARES Funding (Round 2 - Targeted)	164,000,000
FEMA Reimbursed COVID-19 Expenses	20,000,000
FY20 Railcar Allocation Reversal	40,000,000
Subtotal – Emergency Assistance	311,000,000
Total Operating Sources	914,853,036
FUND SOURCE FOR CAPITAL BUDGET	
Capital Funds - Cash Flow FY21	1,506,672,143
TOTAL ESTIMATED FUND SOURCES	\$ 2,421,525,179
 <u>FUND USES</u>	
FUND USES FOR NET OPERATING EXPENSE BUDGET, DEBT SERVICE AND CAPITAL ALLOCATIONS	
Net Labor Expense ⁽¹⁾	\$ 624,347,674
Non-Labor Expense	226,505,491
Total Net Operating Expense	\$ 850,853,165
Revenue Bond Debt Service	47,407,197
Allocations to Capital - Rehabilitation	15,000,000
Allocations to Capital - Other	1,592,674
Total Operating Uses	\$ 914,853,036
FUND USES FOR CAPITAL BUDGET	
Capital Funds - Cash Flow FY20	\$ 1,506,672,143
TOTAL ESTIMATED FUND USES	\$ 2,421,525,179
NET FINANCIAL RESULT (DEFICIT)	-

⁽¹⁾ Total Authorized Permanent Positions as of 07/01/20 = 4,337.75

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				
CLERICAL & HOURLY	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6
ADMINISTRATIVE TECHNICIAN	\$33.6321	\$35.1113	\$36.4823	\$37.8889	\$39.3322	\$39.8861
PARALEGAL	\$40.1300	\$41.8937	\$43.5270	\$45.2047	\$46.9259	\$47.5801
P/T SURVEY TAKER (SINGLE RATE)	\$38.6050					
ENGINEER INTERN	\$22.5000					

NOTE: The clerical rates are effective 7/1/2020

PROFESSIONAL/MANAGEMENT PAY BANDS

PAY BAND	MINIMUM	MIDPOINT	MAXIMUM
15	\$196,636	\$245,795	\$297,904
14	178,760	223,450	270,821
13	162,509	203,136	246,201
12	147,736	184,669	223,819
11	138,071	172,588	209,177
10	129,038	161,297	195,493
9	120,596	150,745	182,703
8	112,707	140,883	170,751
7	105,333	131,667	159,580
6	98,442	123,053	149,140
5	92,002	115,003	139,383
4	85,983	107,479	130,265
3	80,358	100,448	121,743
2	75,101	93,877	113,778
1	69,769	87,735	105,701

NOTE: The professional/ management pay bands were effective 6/30/2019.

MANAGEMENT INCENTIVE PAY (ANNUAL) Amount

Assistant General Manager - Operations	\$4,800
Assistant General Manager - External Affairs	\$4,800
Assistant General Manager - Administration	\$4,800
Assistant General Manager - Technology/CIO	\$4,800
Assistant General Manager - Design & Construction	\$4,800
Assistant General Manager - Performance & Budget	\$4,800
Deputy General Manager	\$4,800
Managing Director - Capitol Corridor	\$4,800
Police Chief	\$4,800

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 (27 equal pay period installments of \$177.77).

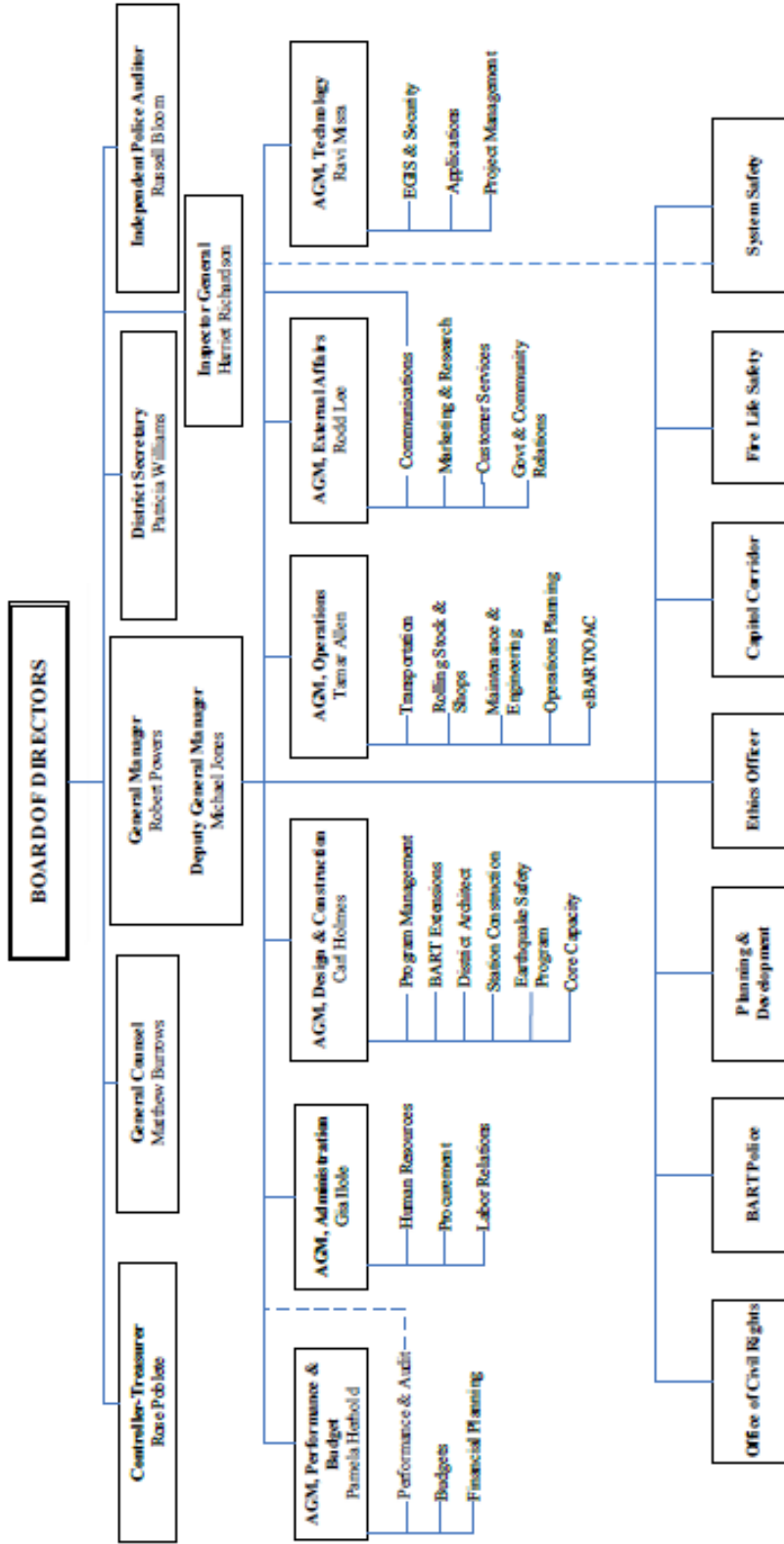
BOARD APPOINTED OFFICERS' ANNUAL SALARIES

	Base Salaries	Effective
DISTRICT SECRETARY	\$220,307.33	7/1/2020
CONTROLLER-TREASURER	\$279,829.28	7/1/2020
GENERAL COUNSEL	\$309,391.56	7/1/2020
GENERAL MANAGER	\$396,210.03	7/1/2020
INDEPENDENT POLICE AUDITOR	\$210,730.48	7/1/2020
INSPECTOR GENERAL	\$210,968.98	7/1/2020

Note: The Board approved the salary adjustments for the Board Appointed Officers on September 12, 2019.

15.1.2 Attachment B: Organization Chart

**SAN FRANCISCO BAY AREA RAPID TRANSIT
ORGANIZATION CHART
FY21 Adopted Budget**



TOTAL HEADCOUNT	
Operating	3,336.1
Capital	999.2
Reimbursable	42.5
Total	4,377.8

15.1.3 Attachment B: Department Descriptions

Office of the General Manager

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 District 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. The Fire Life Safety department will work in conjunction with Safety Certification processes to join BART projects at concept level in order to address issues related to Fire Life Safety requirements in the development of new BART stations/facilities.

Office of Technology

The Assistant General Manager of Technology 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, Customer Services & Web Services, and Project Management.

Office of the General Counsel¹⁹

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 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 District 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-Treasurer²⁰

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:

- Formulates, develops and implements policies and procedures that maintain and improve the District's financial position;
- Develops new sources of funding and financial forecasts to identify and plan for future cash flow needs and to ensure that the District has adequate funding to meet ongoing and project commitments;
- Manages and update the District's financial stability policy and develop a means for the establishment of adequate operating and working capital reserves to support the District's operations;
- Invest District funds;
- Issues and monitors District bonds;
- Pays District's obligations, administer timekeeping, prepare and distribute payroll, monitor, control and account for cash collected, coordinate and monitor variances;
- Administer General Ledger closing and handle the audits of the District's books and records;
- Process billing and collections of grants and handle related financial reporting and audits;
- Ensures that the District complies with regulatory financial filing requirements;
- Administer the Debit/Credit Card Ticket Program, EZ Rider Parking Program, Group Sales Program, Customer Refund Claims, and off-site ticket sales;
- Formulates and implements risk management strategies. Manages, design and procure various line of insurance and self-insurance programs;
- Reviews and processes liability, property and workers compensation claims, and provide management and oversight of all third-party litigation.

¹⁹ Board appointed position

²⁰ Board appointed position

Office of the District Secretary²¹

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, Capitol Corridor Joint Powers Authority (CCJPA), BART Police Citizen Review Board (BPCRB) and Transit Security Advisory Committee (TSAC) 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 District 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 and analytics, benefits, human resources information systems, absence and leave management, talent acquisition, workforce development, and drug and alcohol programs for BART's employees. The Procurement Department oversees contract management, inventory management, logistics, purchasing and strategic maintenance across the BART system. The Labor Relations Department is responsible for fostering effective and cooperative labor-management relationships between BART and its labor unions and charged with negotiating, administering and resolving grievances and employment issues related to agreements for BART's five represented bargaining units.

Office of External Affairs

External Affairs ensures BART speaks strategically with one voice to the public by communicating BART's messages and initiatives clearly and concisely to our riders, 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, Government & Community Relations, and Marketing & Research.

Police Department

The BART Police Department is a 24/7 full-service law enforcement agency that provides police services for the San Francisco Bay Area Rapid Transit District. The BART Police Department is comprised of both sworn and non-sworn personnel. The Department's sworn personnel are comprised of the following classifications: Chief of Police, Deputy Chiefs, Lieutenants, Sergeants, and Police Officers. The Department's non-sworn personnel are comprised of the following classifications: Community Service Officers (includes BART Ambassadors), Fare Inspector Officers, Police Dispatchers, Civilian Supervisors, Revenue Protection Guards, Police Administrative Specialists, Police Administrative Analyst, Manager of Security Programs, CALEA Accreditation Manager, Executive Assistant, Crime Analyst, Community Outreach Specialist and CAD/RMS Administrator. The Department is a signatory to the Bay Area's mutual-aid pacts with allied law enforcement agencies in order to obtain assistance during major emergencies,

²¹ Board appointed position

critical incidents and tactical callouts. The Department has a variety of specialized assignments that include: SWAT Team, Critical Asset Patrol Team, Criminal Investigator, FBI Joint Terrorism Task Force Officer, Narcotics Task Force Officer, Background Investigator, Training Officer, Evidence Technician, Motorcycle Officer, Bicycle Officer, and Electric Personal Vehicle Operator.

Operations

Operations ensures BART fulfills its mission to provide safe, clean, reliable and customer-friendly regional public transit service by providing engineering, maintenance frontline employees for BART's 48 stations, 120 miles of track, control systems and infrastructure, passenger trains and work equipment. Operations also manages and delivers major capital infrastructure and vehicle programs. Operations includes the following departments: Transportation, Rolling Stock & Shops, Maintenance & Engineering, eBART Antioch Extension, Oakland Airport Connector and Operations Planning.

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 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, and the New Transbay Rail Crossing.

Office of Performance & Budget

Performance & Budget develops and manages the annual operating and capital budgets; manages grant development, grant compliance and reporting; develops BART's STRP/CIP and implements financial planning strategy and analysis; leads grant advocacy and pursuit of external funds; develops and implements fare policy and fare changes; 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.

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 Auditor²²

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
- Review all use-of-force incidents
- Respond to the scene of officer-involved shooting incidents to monitor the ensuing BART Police Department investigation and/or initiate an independent 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
- Maintain 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 General²³

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 District activities and operations; conduct independent audits and investigations relating to the District's programs and operations; and report findings to BART's Board of Directors, the California State Legislature, and the public.

²² Board appointed position

²³ Board appointed position

15.1.4 Attachment C: Position Summary Schedule

Department	FY19		FY20		FY21	
	Operating	Capital	Operating	Capital	Operating	Capital
TOTAL ALL DEPARTMENTS	3,433.3	1,244.0	3,444.6	1,574.8	3,336.1	1,001.7
General Manager	46.0	22.0	37.0	22.0	33.0	13.0
Administration	5.0	2.0	5.0	2.0	5.0	-
Civil Rights	15.0	13.0	15.0	13.0	13.0	8.0
Fire Life Safety			2.0	1.0	2.0	1.0
Labor Relations	11.0	1.0				
System Safety	15.0	6.0	15.0	6.0	13.0	4.0
General Counsel	17.0	5.0	17.0	5.0	17.0	4.0
Controller-Treasurer	100.0	14.0	102.0	14.0	95.0	10.0
Administration	2.0	-	2.0	-	2.0	-
Assistant Controller	35.0	11.0	37.0	11.0	38.0	9.0
Assistant Treasurer	59.0	2.0	59.0	2.0	51.0	-
Insurance	4.0	1.0	4.0	1.0	4.0	1.0
District Secretary	6.0	1.0	7.0	1.0	7.0	-
Administration	118.6	19.0	150.6	23.0	138.6	16.0
Administration	2.0	-	2.0	-	3.0	-
Human Resources	33.6	7.0	38.6	9.0	37.6	7.0
Procurement	83.0	12.0	99.0	13.0	90.0	9.0
Labor Relations			11.0	1.0	8.0	-
External Affairs	51.3	10.5	51.3	10.5	44.5	8.3
Administration	3.0	-	3.0	-	2.8	0.3
Communications*	8.5	1.5	8.5	1.5	7.0	2.0
Customer Services	16.0	1.0	15.0	1.0	14.0	2.0
Government & Community Relations	7.0	2.0	7.0	2.0	8.0	-
Grant Development*	4.0	2.0	4.0	2.0		
Marketing and Research	12.8	4.0	13.8	4.0	12.8	4.0
Police	341.0	13.0	372.0	16.0	381.0	3.0
Operations	2,612.0	1,030.9	2,561.2	1,344.9	2,486.3	819.1
Administration	2.0	-	2.0	-	2.0	-
BART to Antioch/BART-to-OAK	74.0	-	75.0	-	68.0	-
Maintenance and Engineering	806.9	871.1	772.9	1,167.1	703.5	737.6
Operations Planning	16.0	6.0	15.0	9.0	13.0	6.0
Rolling Stock & Shops	738.0	88.0	722.0	103.0	703.0	70.0
Transportation	975.1	65.8	974.3	65.8	996.9	5.5
Design & Construction	6.5	73.5	6.3	74.8	4.3	71.8
Administration	1.5	1.5	1.3	1.8	1.1	2.0
District Architect	3.0	4.0	3.0	4.0	1.7	5.3
Extensions	2.0	68.0	2.0	69.0	1.5	64.5
Performance & Budget	27.5	13.5	30.5	14.5	30.5	11.5
Administration	3.0	-	3.0	-	4.0	-

Budget	13.0	5.0	15.0	6.0	12.0	4.0
Financial Planning	4.5	5.5	4.5	5.5	8.5	4.5
Grant Development*					8.0	-
Performance & Audit	7.0	3.0	8.0	3.0	6.0	3.0
Chief Information Officer*	66.5	5.5	67.5	6.5	62.5	2.5
Capitol Corridor	-	24.0	-	24.0	-	21.0
Independent Police Auditor	3.0	-	3.0	-	3.0	-
Inspector General			-	1.0	-	3.0
Planning & Development*	37.9	12.2	39.4	17.7	34.4	17.7
Administration					0.5	0.5
Customer Access					9.5	1.5
New Transbay Rail Crossing					1.0	3.0
Real Estate & Prop. Dev.					12.9	7.2
Station Area Planning					4.0	2.0
Strategic & Policy Planning					4.0	1.0
Sustainability					2.5	2.5
*Department impacted by reorg.						

15.1.5 Attachment C: Adopted Budget by Department

San Francisco Bay Area Rapid Transit District

Adopted Budget by Department

Department	FY20 Adopted Budget	FY21 Adopted Budget
General Manager	1,901,400	1,967,396
Fire Life Safety	482,902	509,381
System Safety	4,335,644	47,977,054
Civil Rights	3,888,838	3,251,977
General Manager	\$ 10,608,785	\$ 53,705,808
Legal	\$ 5,585,324	\$ 5,076,398
Administration	805,872	820,923
Assistant Treasurer	27,453,451	25,342,543
Assistant Controller	6,626,415	7,130,026
Insurance	11,175,521	10,184,211
Finance	\$ 46,061,258	\$ 43,477,703
District Secretary	\$ 2,345,950	\$ 5,251,241
Administration	1,510,877	1,731,285
Human Resources	11,293,208	11,163,724
Procurement	16,170,506	15,782,961
Labor Relations	2,359,550	1,938,846
Administration	\$ 31,334,140	\$ 30,616,817
Administration	808,488	750,910
Marketing and Research	3,793,295	4,210,442
Communications	2,556,023	2,203,027
Government & Community Relations	2,070,543	2,275,719
Customer Services	2,425,909	2,327,268
External Affairs	\$ 11,654,259	\$ 11,767,365
Office of the Chief	1,739,894	1,788,163
Police Operations Division	72,247,248	75,607,114
Support Services	8,798,656	10,775,485
Professional Standards & Training	2,784,412	3,246,274
Police	\$ 85,570,210	\$ 91,417,036

Department		Adopted Budget	
Administration	596,084	613,533	
Maintenance & Engineering	149,633,089	146,677,061	
Rolling Stock & Shops	138,051,051	136,380,417	
Operations Planning	3,629,700	3,080,992	
Transportation	155,115,327	167,544,049	
eBART/BART-to-OAK	22,993,811	22,274,940	
Operations	\$ 470,019,061	\$ 476,570,993	
Administration	401,990	392,306	
Extensions	975,733	993,490	
District Architect	767,874	523,718	
Design & Construction	\$ 2,145,596	\$ 1,909,513	
Administration	849,310	1,048,212	
Budget	6,878,467	4,353,314	
Financial Planning	1,841,756	1,724,001	
Performance & Audit	1,912,554	1,478,330	
Performance & Budget	\$ 11,482,087	\$ 8,603,857	
Chief Information Officer	\$ 25,477,689	\$ 24,399,961	
Independent Police Auditor	\$ 773,638	\$ 824,393	
Inspector General¹	-	-	
Planning and Development	420,523	173,731	
Real Estate & Property Development	19,836,887	21,948,222	
Strategic & Policy Planning	1,382,569	1,202,111	
Station Area Planning	2,730,447	2,603,896	
New Transbay Rail Crossing	-	250,347	
Customer Access	28,287,601	25,548,352	
Sustainability	48,015,699	49,959,668	
Planning & Development	\$ 100,673,725	\$ 101,686,327	
Capitol Corridor²	\$ 1	\$ 19,114	
Cost Allocation	\$ (3,973,802)	\$ (4,473,361)	
TOTAL	\$ 799,757,922	\$ 850,853,163	

¹The Office of the Inspector General operating budget is 100% reimbursable.

² As governed and reimbursed by the Joint Powers Board and supervised by the Executive Director of the Joint Powers Board.

15.1.6 Attachment D: 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
BPCRB	BART Police Citizen Review Board
BPMA	BART Police Managers' Association
BPOA	BART Police Officers' Association
CalPERS	California Public Employee Retirement System
CalOES	California Governor's Office of Emergency Services
CalSTA	California State Transportation Agency
CALEA	Commission on Accreditation for Law Enforcement Agencies
CARB	California Air Resources Board
CARES	Coronavirus Aid, Relief, and Economic Security Act
CARP	Capital Asset Replacement Program
CBTC	Communication-Based Train Control
CCJPA	Capital Corridor Joint Powers Authority
CCP	Core Capacity Program
CCRP	Commercial Communications Revenue Program
CCTV	Closed-Circuit Television
CDC	Centers for Disease Control
CIG	Capital Investment Grant
COVID-19	Coronavirus Disease 2019
CPI	Consumer Price Index
CPUC	California Public Utilities Commission
CY	Calendar Year
D&C	Design and Construction
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
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GO	General Obligation bonds
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
O&M	Operating and Maintenance
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
PPE	Personal Protective Equipment
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
TCCCP	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
TSAC	Transit Security Advisory Committee
UAL	Unfunded Accrued Liability
VTA	Santa Clara Valley Transportation Authority

15.1.7 Attachment E: 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. ²⁴
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. ²⁵
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. ²⁶
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. ²⁷
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. ²⁸

²⁴ "Facts and Figures." AC Transit, www.actransit.org/about-us/facts-and-figures/.

²⁵ Caltrain Fast Facts, www.caltrain.com/Assets/_Public+Affairs/Fact+Sheets/TA+Fact+Sheet+FY2017.pdf.

²⁶ California, State of. "About Caltrans." About Caltrans | Caltrans, dot.ca.gov/about-caltrans.

²⁷ "CCJPA Service, Capitol Corridor Services." Capitol Corridor, www.capitolcorridor.org/ccjpa-service/.

²⁸ "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.

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. ²⁹
COVID-19 Operating Measures	Measures implemented by BART in response to the pandemic: Enhanced cleaning of vehicles, stations, and facilities; Longer trains to reduce crowding; Deployment of PPE; Reduced customer touchpoints in station areas; Clear customer communication on new safety protocols.
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. ³⁰
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. ³¹
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.

²⁹ *Communications-Based Train Control (CBTC)* | www.railssystem.net/communications-based-train-control-cbtcl.

³⁰ *Transportation Equity Act for the 21st Century*, www.fhwa.dot.gov/tea21/h2400iii.htm.

³¹ "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. ³²
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. ³³
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. ³⁴
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. ³⁵
New BART Headquarters	BART's newly acquired building to serve as its new headquarters: 2150 Webster in Oakland. The District plans to occupy by July 1, 2021.
New Transbay Rail Crossing Program	A suite of projects across the 21-county Northern California megaregion that will transform the megaregion's rail network. One of the main projects is to double BART's capacity for Transbay service between Oakland and the East bay. It will also create a direct regional rail link that will connect the East Bay, Central Valley and Sacramento with the San Francisco Peninsula.
Next Generation Fare Gates	Newly designed fare gates to improve reliability and maintainability, while reducing fare evasion and enhancing security.
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.

³² "Headway." *Dictionary.com*, *Dictionary.com*, www.dictionary.com/browse/headway.

³³ "Railway Interlocking: How Does It Work?" *Railwaysignalling.eu*, 24 Feb. 2014, www.railwaysignalling.eu/railway-interlocking-principles.

³⁴ "MTC Homepage." *Metropolitan Transportation Commission*, mtc.ca.gov/.

³⁵ "What Is MaaS? - MAAS-Alliance." *MAAS*, maas-alliance.eu/homepage/what-is-maas/.

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 PEPRA employees, hired on or after the specified date in the legislation. ³⁶
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. ³⁷
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. ³⁸
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

³⁶ "Public Employees' Pension Reform Act." CalPERS, www.calpers.ca.gov/page/about/laws-legislation-regulations/public-employees-pension-reform-act.

³⁷ "Regional Measure 3: Fund + Invest: Our Work." Metropolitan Transportation Commission, mtc.ca.gov/our-work/fund-invest/toll-funded-investments/regional-measure-3.

³⁸ Belov, Charles. "About the SFMTA." SFMTA, San Francisco Municipal Transportation Agency, 7 June 2019, www.sfmta.com/about-sfmta.

	paratransit service, Caltrain commuter rail and the San Mateo County Transportation Authority. ³⁹
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. ⁴⁰
Short Range Transit Plan/Capital Improvement Program	The Short Range Transit Plan/Capital Improvement Program (SRTP/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.
The CARES Act	The Coronavirus Aid, Relief, and Economic Security Act the president signed on March 27, 2020 which provides \$2 trillion across a host of domestic funding and relief programs to support efforts to respond to and prepare for recovery from the COVID-19 pandemic.
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.
Transbay Corridor Core Capacity Project (STCCCP)	TCCCP 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.

³⁹ "About SamTrans." Caltrain Website, www.samtrans.com/about.html.

⁴⁰ "Member Profile." Santa Clara Valley Transportation Authority (VTA) | California Association of Councils of Government (CALCOG), www.calcog.org/index.php?src=directory&view=members&srctype=detail&back=members&refno=66.

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. ⁴¹
Transportation Network Company	A company that matches passengers with vehicles typically using mobile applications and/or websites. Often referred to as rideshare.
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. ⁴²
Way and Structures	The fixed facilities of a railroad including the track and structures needed for its operation. ⁴³

⁴¹ *Transit Oriented Development*, www.tod.org/.

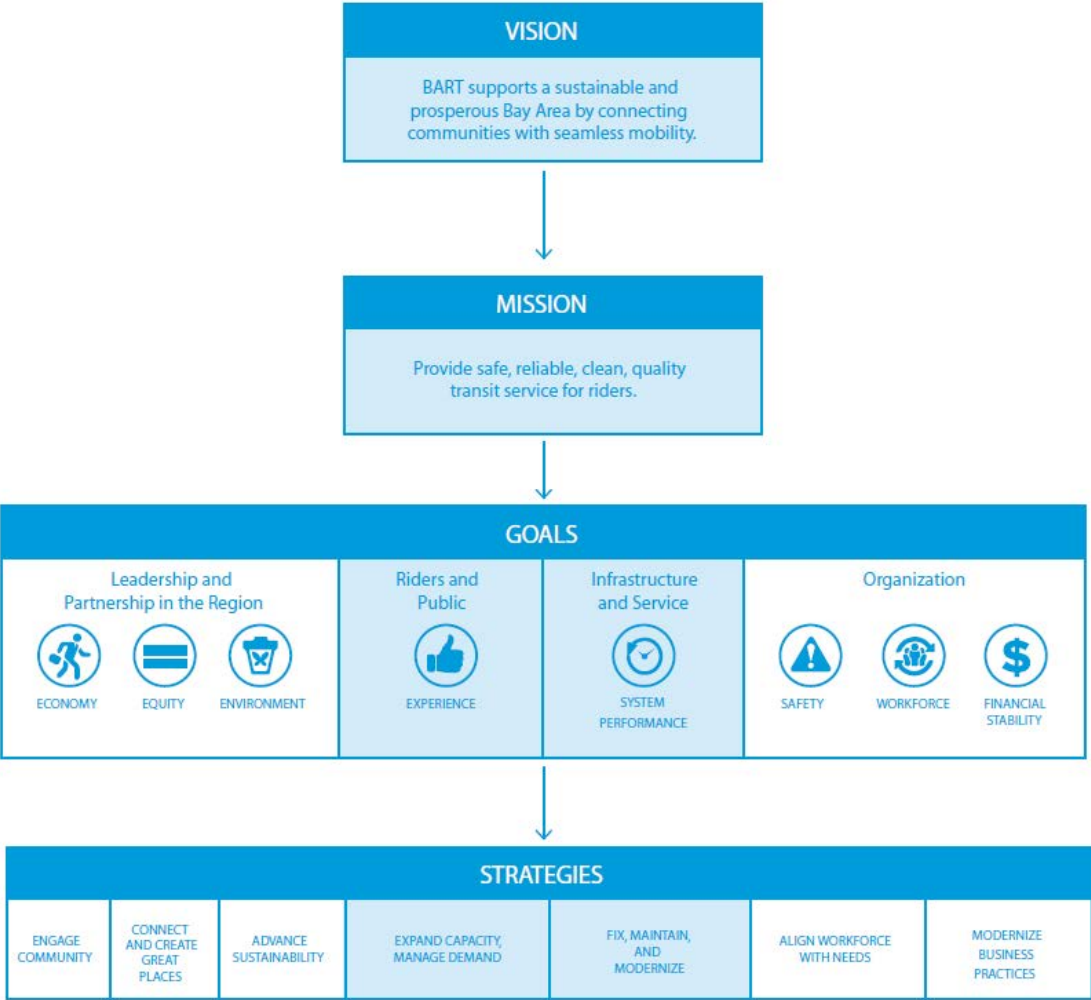
⁴² *"Pension Terminology."* Texas Pension Review Board, www.prb.state.tx.us/files/education/terminologyfinal.pdf.

⁴³ *"Way And Structures."* Merriam-Webster, Merriam-Webster, www.merriam-webster.com/dictionary/way%20and%20structures.

15.1.8 Attachment F: Four-Year Workplans

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

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.

The pandemic impacted our ability to complete some activities scheduled during the final year of this 4-year workplan. This was a necessary reprioritization of activities given the changing environment. Although a few activities were delayed, new activities were implemented. For additional details see Step 13 – Business Community Outreach in BART’s 15 Step Plan to Welcome Riders Back at www.bart.gov.

Strategic Activities

- | |
|--|
| 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
393	Research Dispute Resolution Process Alternatives - INDEPENDENT POLICE AUDITOR				
	Complete Research & Identify Alternatives for Dispute Resolution	Implement Dispute Resolution Mechanisms, as Appropriate			Equity

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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BART Strategic Plan

Engage Community FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
Expand Community Relationships					
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
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		Recruit Additional Explorers, Currently Seven Explorers and One Recruit in Program	Workforce

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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BART Strategic Plan

Engage Community FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
Expand Community Relationships					
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 Salesforce platform to improve effectiveness - COMMUNICATIONS				
				Migrate emails to new unified platform, expand opt-in campaign, launch onboarding email journey	Experience
3405	Communicate next phases of BART app features - COMMUNICATIONS				
				Wide spread knowledge of app features, increased downloads as more features are available.	Experience
3373	Manage BART participation in Regional Means-based Fare Pilot Program - FINANCIAL PLANNING				
			Complete Title VI process; Board adoption by end of fiscal year		Financial Stability
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

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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BART Strategic Plan

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	Expand SF HOT Program to Cover Additional Stations, Continue to Connect SF Homeless with LEAD Center, and Support Development of a Multi-Disciplinary Forensic Team (MDFT).	Continue Engagement through LEAD, SF HOT, Salvation Army Programs, and SF Navigation Program	Equity
3465	Coordinate with Cities and Municipalities on Quality of Life Issues - REAL ESTATE & PROPERTY DEVELOPMENT				
				Continue to work with Alameda County Cities to address quality of life, including identifying sites for temporary cabins for the homeless	Equity
3075	Implement SF Homeless Outreach Team (SFHOT) - STATION AREA PLANNING				
		Implement SF HOT	Implement Contra Costa HOT Team	Implement San Mateo/SFO HOT Team	Safety

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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BART Strategic Plan

Engage Community FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
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 



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 - FINANCIAL PLANNING				
		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 \$
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 \$

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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BART Strategic Plan

Engage Community FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
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	Complete Plan for Next 15 Stations	Install at Least 30 Screens	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	Complete Negotiations and Secure Board Authorization to Implement Program	System Performance

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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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 



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
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

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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Engage Community FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
3226	Implementation of Technology Solutions to Address DRA lawsuits - OCIO				
				Implementation of Finalized Scope for 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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BART Strategic Plan

Connect & Create Great Places FY17-FY20 Work Plan

OVERVIEW

Lead Department: Planning, Development & Construction

Preparer/Owner: C. Holmes / V. Menotti

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 Connecting & Creating Great Places by investing in transit-oriented development (TOD), station access, and placemaking enhancements at BART facilities and in surrounding neighborhoods. This includes laying the groundwork for expanded TOD, Station Access, and Art programs and establishing a strong pipeline of projects across all of these fields. Ultimately, these actions improve neighborhood livability, increase ridership, enhance the door-to-door quality of the customer experience, and advance regional climate, equity, cultural and economic goals.

The activities in the final quarter of this 4-year workplan were key elements of BART’s 15 Step Plan to Welcome Riders Back due to the pandemic. For details on the entire plan please visit www.bart.gov.

Strategic Activities

1. Transit Oriented Development
2. Station Access Improvements
3. Improving Safety & Reducing Crime through Community Based Policing
4. Station Cleanliness / Brightening
5. Placemaking (Art, Retail, Activation)
6. Enhance Capitol Corridor Customer Experience



BART Strategic Plan

Connect & Create Great Places FY17-FY20 Work Plan

Activity #1: Transit Oriented Development

BART is catalyzing investment in housing, jobs, and supportive amenities to activate communities at and beyond BART stations. This will be achieved through joint development projects, station retail and activation, and partnership with cities and other organizations in land use planning and implementation efforts. This will be completed through coordinated work primarily across the Real Estate & Property Development, Stations and Strategic Planning, and Government & Community Relations groups, with the ultimate goal of accelerating the pace and scale at which we deliver transit-oriented communities.

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
Manage Resources Strategically to Support TOD					
2345	Establish Sites for Future TOD Solicitation - REAL ESTATE & PROPERTY DEVELOPMENT				
		Establish Priority Sites for Future Solicitation	Continue to Recalibrate Site Prioritization Data Based On New Market, Policy Information	Complete 10-Year Work Plan for TOD	Economy
2346	Identify Resource Needs to Expand Pace & Scale of Development - REAL ESTATE & PROPERTY DEVELOPMENT				
	Identify Resource Needs to Expand Pace & Scale of Development	Systematize Grant Applications to Secure Resources for Critical Needs	Continue to Monitor Grant Availability to Secure Resources		Economy
1398	Increase Small Business Participation in Transit Oriented Development (TOD) - OFFICE OF CIVIL RIGHTS				
	Increase Small Business Participation in Transit Oriented Development (TOD)	Increase Small Business Participation in Transit Oriented Development (TOD)			Equity
3395	Implement AB 2923 Legislative Requirements for Transit Oriented Development. - REAL ESTATE & PROPERTY DEVELOPMENT				
			Initiate TOD Standard Setting and Legislative Requirements	Present AB 2923 Materials as Required in Bill	Economy

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No.	FY17	FY18	FY19	FY20	BSP Goal
Support Transit-Oriented Districts					
2349	Consolidation with Adjacent Properties: Identify Opportunities for Assembly & TOD Implementation Strategies That Extend Beyond BART'S Property - REAL ESTATE & PROPERTY DEVELOPMENT				
	Consolidation with Adjacent Properties: Identify Opportunities for Assembly & TOD Strategies Extending Beyond BART'S Property	Develop Unsolicited Proposals Guideline	Work with Regional Partners to Develop Assembly & TOD Implementation Tools	Complete Unsolicited Proposals Policy	Economy
3393	Coordinate with Cities to Advance Adjacent Municipal Partner's Projects - REAL ESTATE & PROPERTY DEVELOPMENT				
			Complete Agreements for Fruitvale Phase IIA, IIB	Complete Agreements for Balboa Park, South San Francisco, Fruitvale Phase IIB	Economy
3415	Support Real Estate & Property Development with engagement and preparation of TOD Standards and CEQA Documentation for Board Approval (AB2923) - STATION AREA PLANNING				
			Provide Support in Defining the AB2923 Work Program, Including Funding Sources, Implementation, and Legislative Changes	Prepare AB2923 Guidance Document, etc., and Identify Candidates for SB35 Expedited Project Delivery	Economy
Increase Sustainable Transportation Choices					
3416	Complete a 50-year Historic Preservation Systemwide Analysis - STATION AREA PLANNING				
			Initiate Historic Preservation Assessment	Initiate Next Steps for Historic Preservation Assessment	Environment
Investment In The Program					
2356	Advance Current Portfolio of Joint Development Projects in Negotiating Phase - REAL ESTATE & PROPERTY DEVELOPMENT				
	Advance Current Portfolio of Joint Development Projects, Adding: Lake Merritt, El Cerrito Plaza, Balboa Park	Release Lake Merritt TOD Request for Qualifications (RFQ), & Advance El Cerrito Plaza/Balboa Park Projects		Advance West Oakland, Lake Merritt, North Concord, El Cerrito Plaza, San Bruno, Richmond, Pleasant Hill Block D	Economy
Invest Equitably					
2365	Work with Cities & Counties that have Local Sources of Funds for Affordable Housing to Invest In BART - REAL ESTATE & PROPERTY DEVELOPMENT				
	Work with Cities & Counties that have Local Sources of Funds for Affordable Housing to Invest In BART	Work with Cities & Counties that have Local Sources of Funds for Affordable Housing to Invest In BART	Work with Cities & Counties that have Local Sources of Funds for Affordable Housing to Invest In BART	Work with Cities & Counties that have Local Sources of Funds for Affordable Housing to Invest In BART	Equity

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BART Strategic Plan

Connect & Create Great Places FY17-FY20 Work Plan


No.	FY17	FY18	FY19	FY20	BSP Goal
Invest Equitably					
2364	Establish Seamless Process for Augmenting State Funding for Transit-Oriented Development Projects - REAL ESTATE & PROPERTY DEVELOPMENT				
	Establish Seamless Process for Coordinating BART Affordable Housing & Station Access Needs Into AHSC Applications	Establish Seamless Process for Coordinating BART Affordable Housing & Station Access Needs Into AHSC Applications	Establish Seamless Process for Coordinating BART Affordable Housing & Station Access Needs Into AHSC Applications	Advance AHSC and IIG applications and work with state to secure additional funding support for BART's TOD programs	Equity
2366	Ongoing Coordination with TOD Implementation Working Group to Align Resources Across Public & Non-Profit Sectors & Develop Joint Strategies for Production of Housing - REAL ESTATE & PROPERTY DEVELOPMENT				
	Align Resources Across Public & Non-Profit Sectors & Develop Joint Strategies for Production of Housing with TOD	Align Resources Across Public & Non-Profit Sectors & Develop Joint Strategies for Production of Housing with TOD	Align Resources Across Public & Non-Profit Sectors & Develop Joint Strategies for Production of Housing with TOD	Align Resources Across Public & Non-Profit Sectors & Develop Joint Strategies for Production of Housing with TOD	Equity
Advance TOD Construction					
2993	Initiate Construction of the Coliseum Transit Village - REAL ESTATE & PROPERTY DEVELOPMENT				
		Initiate Construction of the Coliseum Transit Village			Economy
3389	Advance TOD Construction: Workday Campus and Millbrae Transit Village - REAL ESTATE & PROPERTY DEVELOPMENT				
			Continue Workday Construction	Complete Workday Construction and Initiate Millbrae Transit Village Construction	Economy
3390	Advance TOD Construction: Pleasant Hill Block C - REAL ESTATE & PROPERTY DEVELOPMENT				
			Continue Block C Construction	Complete Block C Construction	Economy
3391	Advance TOD Construction: Walnut Creek Transit Village - REAL ESTATE & PROPERTY DEVELOPMENT				
			Complete New Walnut Creek Garage	Continue Walnut Creek Apartment Construction	Economy

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No.	FY17	FY18	FY19	FY20	BSP Goal
Advance TOD Construction					
3392	Advance TOD Construction: MacArthur Transit Village - REAL ESTATE & PROPERTY DEVELOPMENT				
			Complete Mid-Rise Apartments (Hines)	Continue MacArthur Plaza and High Rise Construction	Economy 

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BART Strategic Plan

Connect & Create Great Places FY17-FY20 Work Plan

Activity #2: Station Access Improvements

BART is prioritizing multimodal access to stations, focusing on shifting riders to more sustainable modes, consistent with the Station Access Policy. This will include improving access for walking, bicycling, and shared use modes; increasing efficient utilization of parking facilities, developing and implementing access guidelines, preparing for greater utilization of intermodal facilities, and improving access for disabled riders. BART is proactively leveraging Measure RR funds in support of station access enhancements both on BART property and in partnership with local jurisdictions.

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 Access Program Development					
2391	Establish Performance Measures, Including Mode-Share Targets, Refine 5-Year Work Plan & Develop Resource Needs for Station Access Improvements - STATION AREA PLANNING				
	Establish Performance Measures, Including Mode-Share Targets, Refine 5-Year Work Plan & Develop Resource Needs	Deliver Progress Report to the Board On the Station Access Program	Deliver Progress Report to the Board on the Station Access Program & Progress Towards Performance Targets		Experience
2392	Develop Implementation Strategy for Station Access Funds Consistent with Measure RR - STATION AREA PLANNING				
	Develop Implementation Strategy for Station Access Funds Consistent with Measure RR	Define Station Access Project Prioritization Tool, Consistent with Asset Management Strategy & Board Policy	Use Station Access Project Prioritization Tool to Initiate Several Station Projects		Experience
755	Support the City of Millbrae's Work on the Millbrae Comprehensive Access Plan - STATION AREA PLANNING				
		Support the City of Millbrae's Work on the Millbrae Comprehensive Access Plan		Support the City of Millbrae's Work on the Millbrae Comprehensive Access Plan	Experience
3426	Plan for and Implement New Scheduling Software for Paratransit Service - CUSTOMER ACCESS				
			Evaluate Scheduling Software Upgrades for Paratransit Service	Evaluate Scheduling Software Upgrades for Paratransit Service	Equity

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No.	FY17	FY18	FY19	FY20	BSP Goal
Station Access Program Development					
3427	Develop and Implement Plan for Access Mitigation when out of Service Elevators Block Access to Stations - CUSTOMER ACCESS				
			Implement Initial Access Mitigation Plan	Develop Customer Web Access to Elevator Outage Guide Information, Distribute to Frontline Staff, and Perform Beta Testing	Equity
3430	Develop On-Demand Wheelchair Accessible Services Program, Including the Purchase of 3 Wheelchair Accessible Vans - CUSTOMER ACCESS				
			Plan for Purchase of 3 Wheelchair Accessible Vans	Submit application to FTA for Integrated Mobility Innovation Demonstration Research Program	Equity
3477	Improve Elevator Mitigation Trip Response - CUSTOMER ACCESS				
				Develop Pilot and Secure Contracts to Improve Mitigation Trip Response	Equity
3478	Initiate Paratransit Regional Trip Plan as part of MTC's Coordinated Public Transit-Human Services Transportation Plan - CUSTOMER ACCESS				
				Complete Paratransit Regional Trip Plan	Equity
3479	Complete Paratransit Service Review Study - CUSTOMER ACCESS				
				Finalize Study with Recommendations and Coordinate with AC Transit	Equity
Plan, Innovate, Partner → Invest & Implement: Active Access					
967	Prepare & Advance Pedestrian & Bicycle Network Analyses & Projects - STATION AREA PLANNING				
		Prepare Pedestrian & Bicycle (P&B) Analyses for 3 Stations	Prepare Pedestrian & Bicycle (P&B) Analyses for 3 Stations	Advance Design for Top Priority P&B Project & Prepare P&B Analyses for 2 Additional Stations	Environment

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BART Strategic Plan

Connect & Create Great Places FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
Plan, Innovate, Partner → Invest & Implement: Active Access					
969	Study & Plan for East Contra Costa Access Improvements - STRATEGIC & POLICY PLANNING				
	Prepare North Concord to Antioch BART Access Study	Undertake Study & Support Brentwood & TriDelta's Planning for Brentwood Intermodal Transit Center	Support Brentwood & TriDelta's Planning for Brentwood Intermodal Transit Center		Environment
2399	Advocate for Improved BART Station Access In Station Area & Local Transportation Plans - STATION AREA PLANNING				
	Advocate for Improved BART Station Access In Station Area & Local Transportation Plans	Advocate for Improved BART Station Access In Station Area & Local Transportation Plans	Advocate for Improved BART Station Access In Station Area & Local Transportation Plans	Advocate for Improved BART Station Access In Station Area & Local Transportation Plans	Experience
2400	Conduct Plan Review of Local Adopted Specific & Area Plans & Identify Projects to Pursue - STATION AREA PLANNING				
	Conduct Plan Review of Local Adopted Specific & Area Plans & Identify Projects to Pursue	Identify Funding, In Partnership with Local Agencies & Implement Upgrades As Funding Is Available	Ongoing Implementation	Ongoing Implementation	Experience
972	Implement & Deploy Bicycle Capital Plan - CUSTOMER ACCESS				
	Deploy Bike Capital Plans at Concord, Pleasant Hill, & MacArthur including Expanding Secure Bike Parking	Deploy Bike Capital Plans at Lafayette, Lake Merritt, & Berkeley including Expanding Secure Bike Parking	Deploy Bike Capital Plans at San Leandro, & Dublin/Pleasanton including Expanding Secure Bike Parking	Deploy Bike Capital Plans at West Oakland & North Berkeley including Expanding Secure Bike Parking	Environment
973	Design & Implement Stair Channels for Improved Bicycle Access - CUSTOMER ACCESS				
	Complete Design of Stair Channels for Improved Bicycle Access	Implement Stair Channels Phase 1 Improved Bicycle Access	Implement Stair Channels Phase 2	Implement Stair Channels Phase 3	Environment
2071	Plan & Implement the BART Accessibility Improvement Program - OFFICE OF DISTRICT ARCHITECT				
	Advance the BART Accessibility Improvement Program Plan	Complete the BART Accessibility Improvement Program Plan	Implement BART Accessibility Improvement Program	Implement BART Accessibility Improvement Program	Equity

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BART Strategic Plan

Connect & Create Great Places FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
Plan, Innovate, Partner → Invest & Implement: Active Access					
2401	Complete & Integrate Universal Design Guidelines with Accessibility Improvement Program - OFFICE OF DISTRICT ARCHITECT				
	Complete Universal Design Guidelines	Complete & Begin Integration of Universal Design Guidelines with Accessibility Improvement Program	Complete & Begin Integration of Universal Design Guidelines with Accessibility Improvement Program	Integrate Universal Design Guidelines with Accessibility Improvement Program & District Project Reviews	Equity
971	Implement & Deploy Bay Area Bike Share Partnership - CUSTOMER ACCESS				
	Partner with Bay Area Bike Share	Deploy Bay Area Bike Share Partnership Program at 10 Stations	Complete Final Deployment Phase of Bay Area Bike Share Partnership Program		Environment
3480	Implement & Deploy Dockless Micromobility Program - CUSTOMER ACCESS				
				Implement Pilot Dockless Micromobility Property Use Agreement & Parking Areas at Select Stations	Environment
977	Pilot & Evaluate Accessibility Demonstration Projects (Hearing Loop & Navigation System for Sight Impaired) - CUSTOMER ACCESS				
	Pilot Accessibility Demonstration Projects (Hearing Loop & Navigation System for Sight Impaired)	Evaluate Accessibility Demonstration Projects (Hearing Loop)		Pilot Accessibility Demonstration Projects (Navigation System for Sight Impaired)	Equity
Plan, Innovate, Partner → Invest & Implement: Shared Mobility Improvements					
970	Develop & Implement Curb Management Guidelines & Shuttle Management Guidelines - CUSTOMER ACCESS				
	Develop Curb Management Guidelines & Shuttle Management Guidelines	Implement Curb Management Guidelines & Shuttle Management Guidelines	Implement Curb Management Guidelines & Shuttle Management Guidelines	Evaluate Updated Curb & Shuttle Management Guidelines; Explore Possibility of Developing Real-Time Curb use API by Participating in Startups In Residency	Environment
2403	Partner with Local Transit Agencies On Key Initiatives (BRT, Better Market Street) & to Efficiently Serve Stations Use AC Transit/BART ILC as Model to Establish New Partnerships Where Needed - CUSTOMER ACCESS				
	Partner with Local Transit Agencies on Key Initiatives & Use AC Transit/BART ILC As a Model for New Partnerships	Implement Key Projects & Maintain Ongoing Partnerships through the ILC Model	Implement Key Projects & Maintain Ongoing Partnerships through the ILC Model	Implement Key Projects & Maintain Ongoing Partnerships through the ILC Model	Experience

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No.	FY17	FY18	FY19	FY20	BSP Goal	
Plan, Innovate, Partner → Invest & Implement: Shared Mobility Improvements						
975	Develop & Pilot Updated Carpool Program - CUSTOMER ACCESS					Environment
	Pilot Updated Carpool Program (SCOOP)	Plan & Update the Carpool Program to Integrate with Clipper	Implement the Updated Carpool Program (with Clipper)	Expand Carpool Program and Plan for Elimination of Paper-based Carpool Permits		
3412	Develop Safe Routes to BART (SRTB) grant program - STATION AREA PLANNING					Economy
			Initiate planning efforts for SRTB grant program	Implement SRTB program and allocate up to \$5M in grant funds		
3414	Implement San Francisco Elevator Master Plan - STATION AREA PLANNING					Economy
			Initiate SF Elevator Master Plan Feasibility Study and BART/MUNI Elevator Interoperational Agreement	Advance Elevator Concept Study, Pursue Funding Opportunities to Advance Implementation		
Plan, Innovate, Partner → Invest & Implement: Drive & Park Improvements						
2405	Begin Roll-Out of Real-Time Parking Information Program - CUSTOMER ACCESS					Experience
	Begin Roll-Out of Real-Time Parking Information	Evaluate Potential Advancement of the Real-Time Parking Program to Communicate Availability of Station Parking	Perform Ongoing Evaluation & Refinement of Real-Time Parking Program	Perform Ongoing Evaluation & Refinement of Real-Time Parking Program		
2407	Advance the Wayfinding & Signage Improvement Project - OFFICE OF DISTRICT ARCHITECT					Experience
	Advance the Wayfinding & Signage Improvement Project	Complete Phase III of the Wayfinding & Signage Improvement Project		Advance Phase IV of the Wayfinding & Signage Improvement Project		
1498	Perform Restriping of Parking Lots & Repair Signs - MAINTENANCE & ENGINEERING					Experience
		Perform Restriping of Customer Facing Parking Lots & Repair Signs (10)	Perform Restriping of Customer Facing Parking Lots & Repair Signs (10)	Perform Restriping of Customer Facing Parking Lots & Repair Signs (10)		

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BART Strategic Plan

Connect & Create Great Places FY17-FY20 Work Plan

Activity #3: Improving Safety & Reducing Crime through Community Based Policing

BART is working to improve safety and reduce crime through increasing uniformed presence throughout the system. We hired 63 new police officers in 2019, and we continue to recruit and hire additional personnel. With additional officers and civilian personnel, we have created a 10 officer Train Team in January 2020. The Train Team officers are dedicated to riding trains and being visible in the system. We have also increased our number of civilian Fare Inspectors to 19. Our Fare Inspectors are conducting train checks at the Embarcadero station on weekday mornings. All non-ticketed passengers are required to exit the paid area and to purchase a ticket if they would like to re-enter. We also created a new civilian assignment of BART Ambassadors, who ride the trains and walk through stations providing visible presence. Our Ambassadors are a friendly resource to BART customers, and they are also extra eyes and ears to help keep BART safe. Additionally, we now have dedicated Zone Commanders in each of our policing zones, who are responsible for deploying resources in response to concerns from the public. Our Zone Commanders connect with the public through outreach, and presence.

Our Zone Commanders are focused on Community Based Policing. This work includes providing resources and outreach to homeless people who utilize BART. In addition, BART has contracted with homeless outreach teams to help address homelessness (see the Engage Community Work Plan). Our police officers focus on Community Based Policing by taking enforcement action against criminal activity that would otherwise negatively impact the quality of life in the BART system.

In response to the COVID-19 pandemic, BART Police personnel are charged with educating the public on the face covering requirement, and we give face coverings out, free of charge, to persons who need one. For additional info see BART's 15 Steps to Welcome Riders Back, which highlights Police Enforcement priorities in "Step 6".

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
2371	Expand The Community Oriented Policing (COP) Unit to 1 Community Service Officer (CSO) per Zone - POLICE DEPARTMENT				
	Expand The Community Oriented Policing (COP) Unit to 1 Community Service Officer (CSO) Per Zone	Expand COP Efforts to all Zones, Utilizing the CSO as the Point Person to Organize Those Efforts	Expand COP Efforts to all Zones, Utilizing the CSO as the Point Person to Organize Those Efforts	Expand COP Efforts to all Zones, Utilizing Zone Commanders to Oversee & Organize all COP Projects	Experience
2990	Define Enforcement/Public Safety Signage Plan - OFFICE OF DISTRICT ARCHITECT				
		Define Enforcement/Public Safety Signage Plan & Develop Sign Contents	Implement Public Safety Signage Plan	Implement Public Safety Signage Plan	Safety

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No.	FY17	FY18	FY19	FY20	BSP Goal
2368	Increase Visibility Of Patrol Personnel On Trains By Conducting A Minimum Of Six Random Train Rides Per Patrol Officer, Each Shift, During Revenue Hours - POLICE DEPARTMENT				Experience
	Increase Visibility on Trains by Conducting a Minimum Of 6 Random Train Rides per Officer & Shift	Maintain A High Level Of Visibility Of Patrol Personnel On Trains & Platforms During Revenue Hours	Maintain A High Level Of Visibility Of Patrol Personnel On Trains & Platforms During Revenue Hours	Maintain A High Level Of Visibility Of Patrol Personnel On Trains & Platforms During Revenue Hours; Zone Commanders will Oversee Officer's Four Weekly Train Rides, 6 Weekend	
2987	Investigate "No Loitering" Ordinance - POLICE DEPARTMENT				Safety
		Investigate "No Loitering" Ordinance	Investigate "No Loitering" Ordinance in other Counties	Take Additional Action Pending Legal's Review of FY19 Ordinance	
2989	Address Drug Use Challenges at Station Entrances - POLICE DEPARTMENT				Safety
		Address Drug Use Challenges at Station Entrances	Increase BPD Visibility and Patrols at Station Openings to Discourage Loitering and Drug Usage	Increase Lighting and Camera Systems at Station Entrances and Exits; Continue Increased Patrols and Visibility	
2370	Provide Crisis Intervention Team (CIT) Training To All Personnel - POLICE DEPARTMENT				Experience
	Provide Crisis Intervention Team (CIT) Training To All Personnel	Maintain Crisis Intervention Team (CIT) Training For All Personnel	Maintain Crisis Intervention Team (CIT) Training For All Personnel	Maintain Crisis Intervention Team (CIT) Training For All Personnel	
3079	Coordinate & Perform Outreach Regarding Efforts to Increase Community Based Policing & Reduce Crimes on BART Property - GOVERNMENT & COMMUNITY RELATIONS				Safety
		Coordinate & Perform Outreach Regarding BART's Efforts to Reduce Crime at Stations and on Trains			
1262	Obtain (CALEA) the International Gold Standard of Law Enforcement Accreditation to Demonstrate the BPD's Commitment to Professional Excellence - POLICE DEPARTMENT				Safety
	Perform CALEA Internal Self Assessment	Commission a CALEA External Mock Assessment	Obtain CALEA Accreditation	Build New Four Year Reaccreditation Assessment; Comply with Updated CALEA Standards; Show Proof of Year One Compliance, and Prepare for Annual Remote Assessment	

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No.	FY17	FY18	FY19	FY20	BSP Goal	
2191	Establish & Adopt a Board Approved Surveillance Technology Policy - POLICE DEPARTMENT					Financial Stability
	Establish & Adopt a Board Approved Surveillance Technology Policy	Seek Approval for, & Implement Board Approved Surveillance Technology Policy & Report Back to the Board Annually	Seek Approval for, & Implement Board Approved Surveillance Technology Policy & Report Back to the Board Annually	Submit Policy for Approval for dual use of data in Automatic License Plate Reader (ALPR) Policy, with a Separate Data Stream for Parking and BPD to allow for reporting to Northern Cal Regional Intelligence Center (NCRIC)		
3364	The report provided by the University of North Texas (UNT) indicated that BPD needs to hire 94 positions to fulfill the targeted responsibilities and tasks desired by the District and the Board - POLICE DEPARTMENT					Safety
			Implement Comprehensive Recruitment Process	Hire and Retain Recommended Staff		

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BART Strategic Plan

Connect & Create Great Places FY17-FY20 Work Plan

Activity #4: Station Cleanliness / Brightening

BART is improving station cleanliness with more strategic deployment of cleaning resources and via the station brightening program, through which BART staff and contractors deep clean, paint, and repair basic components of the stations. The stations have been ranked based on demand/ridership, need and coordination with key BART projects/events. Where possible, BART continues to seek systemic improvements to address chronic cleanliness issues, including exploring redesigning restrooms in underground stations to safely reopen these facilities; replacing flooring in escalators; replacing pigeon abatement netting; and exploring innovative approaches to deterring vandalism.

Improving cleanliness is one of four coordinated efforts to reduce the impact of homelessness and improving quality of life on the BART system. Other efforts include improved safety (see above), reduced fare evasion (see the Fix, Maintain and Modernize work plan) and homeless outreach services (see the Engage Community 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
2426	Apply Additional Department Resources to Deliver Station Brightening Program - STATION AREA PLANNING				
		Apply Additional Department Resources to Deliver Station Brightening Program at Three Stations	Apply Additional Department Resources to Deliver Station Brightening Program at Three Stations	Apply Additional Department Resources to Deliver Station Brightening Program at Three Stations	Experience
2425	Provide Additional Station Pigeon Abatement to Advance Station Brightening & Cleanliness - MAINTENANCE & ENGINEERING				
		Provide Station Pigeon Abatement Where Possible to Advance Station Cleanliness			System Performance
2110	Plan & Implement a Pilot to Reopen Underground Restrooms - STATION AREA PLANNING				
		Advertise Contract to Pilot to Reopening of Underground Restrooms at Two Stations	Advertise Contract to Pilot to Reopening of Underground Restrooms at Two Stations		Experience
2469	Evaluate the Need for 4 new Scrub Crews Dedicated to 4 Downtown SF Stations - MAINTENANCE & ENGINEERING				
	Evaluate the Need for 4 new Scrub Crews Dedicated to Downtown SF Stations				Experience

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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BART Strategic Plan

Connect & Create Great Places FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
3396	Implement BART Plazas Safety and Maintenance Strategy - REAL ESTATE & PROPERTY DEVELOPMENT				
			Explore possible new BID participation to program public plaza at Balboa Park	Explore BID in Millbrae. Identify alternative plaza programming and maintenance strategies.	Experience

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BART Strategic Plan

Connect & Create Great Places FY17-FY20 Work Plan

Activity #5: Placemaking (Art, Retail, Activation)

BART seeks to elevate the unique identity of stations, strengthen connections to adjacent communities, and raise the overall perception of the BART experience through its art program, retail program, and strategic initiatives such as permitted activities outside of the paid area (farmers markets, e.g.). In support of key goals including enhanced perception of safety and reduction of vandalism, enhanced community relations, and increased off-peak ridership, these placemaking initiatives are intended to work in conjunction with the TOD, Station Modernization, and Customer Experience initiatives. As the programs mature, BART will seek to build creative partnerships with community organizations and businesses to leverage and support local initiatives.

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
Art in Transit Program					
2417	Continue Ongoing Fabrication of both Permanent & Temporary Art Installations for Inclusion in Station Modernization - STRATEGIC & POLICY PLANNING				
	Continue Ongoing Fabrication of Art for Inclusion in Station Modernization	Implement Pilot Projects for Temporary Art Installations & Progress Station Modernization Artwork Implementation	Progress Ongoing Artwork Installation & Develop Partnership Program for Permanent & Temporary Projects	Secure 15% of Project Funding Through Partnerships & Continue Delivery of Measure RR-Related Projects	Experience
2418	Manage BART's Existing Art Collection through the Implementation of Documentation & Cataloguing to Ensure Proper Maintenance & Conservation - STRATEGIC & POLICY PLANNING				
	Initiate Documentation & Cataloguing of BART's Existing Art Collection to Prepare for Conservation & Maintenance Plan	Identify Initial Revenue Source for Collection Maintenance, Implement Conservation & Maintenance Plan for Existing Collection	Review & Update Cataloguing Process & Conservation & Maintenance Plan as Needed	Ensure 25% of Art Collection is in Good to Excellent Condition	Experience
Station Retail & Activation					
2420	Address Issues With Pilot Retail Facilities - REAL ESTATE & PROPERTY DEVELOPMENT				
	Address Issues With Pilot Retail Facilities	Re-Evaluate & Establish Vision & Goals for BART's Retail Program	Establish New Station Retail Partnerships	Manage Retails as Currently Exists until Additional Budget is Found	Experience
3409	Advance Station Experience Program - STATION AREA PLANNING				
			Build on the Station Experience Design Guidelines to initiate developing a unified design vision for BART facilities, including a "kit of parts" for key common elements	Initiate SEDG: Lighting Plan; incorporate into BFS;	Economy

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BART Strategic Plan

Connect & Create Great Places FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
Station Retail & Activation					
3410	Develop and Implement Placemaking Strategy - STATION AREA PLANNING				
			Develop and Implement Placemaking Strategy	Develop Placemaking Framework to Guide Operations, Maintenance, Planning, and Programming of Public Plazas	Economy 

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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BART Strategic Plan

Connect & Create Great Places FY17-FY20 Work Plan

Activity #6: Enhance Capitol Corridor Customer Experience

Capitol Corridor will continue to improve signage and make safety and security improvements at stations, to improve the customer experience.

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
547	Design Station Information Sign System Improvement Project - CAPITOL CORRIDOR				
	Complete Design of the Station Information Sign System Improvement Project	Install Station Information Signs and Complete Project			Economy
545	Auburn Safety & Security Improvement Project - CAPITOL CORRIDOR				
	Complete Lighting & Camera Improvements at Auburn Station	Complete Lighting & Camera Improvements at Auburn Station	Complete Lighting & Camera Improvements at Auburn Station	Complete Lighting & Camera Improvements at Auburn Station	Economy
544	Richmond Customer Experience Improvement Project - CAPITOL CORRIDOR				
	Install Richmond Train Approach Indicator & Parking Validator	Install Richmond Train Approach Indicator & Parking Validator			Economy

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BART Strategic Plan

Advance Sustainability FY17-FY20 Work Plan

OVERVIEW

Lead Department: Planning, Development & Construction

Preparer/Owner: C. Holmes / V. Menotti

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 pursuing opportunities to improve sustainability focusing on ongoing reductions of the environmental footprint of BART and the Bay Area. Specifically, the BART Sustainability team has defined and will continue to implement opportunities to conserve energy and reduce our greenhouse gas emissions, reduce waste generation, conserve water, and adapt to climate changes. Through the Sustainability Policy and implementation of the Sustainability Action Plan, BART will put in place best practices throughout the District. For more detailed information about the Sustainability Action Plan please visit www.bart.gov.

Strategic Activities

1. Integrate Sustainability into BART Processes and Assets
2. Energy Efficiency, Shift Energy Portfolio To Zero/Low Carbon And Renewable Sources
3. Waste Reduction/Recycling
4. Water Conservation
5. Climate Change & Extreme Weather Adaptation



BART Strategic Plan

Advance Sustainability FY17-FY20 Work Plan

Activity #1: Integrate Sustainability into BART Processes and Assets

BART is integrating the actions identified and prioritized in the Sustainability Action Plan into the work plans and day-to-day practices of the responsible groups/divisions District-wide. The Sustainability Group has developed the processes and technology to track the District's achievements towards the Sustainability goals identified in the Plan.

The Sustainability Group works with Operations, Sustainability Executive Steering Committee, Strategic Plan Implementation Team, Marketing (on the Annual Sustainability Report), CLEAN/Green Team, and others throughout the organization to ensure sustainability is integrated into many parts of the District's work. For example, replacement of high-energy lights with LED energy-efficient lighting in garages is underway.

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
Sustainability Policy					
2452	Review the Current Sustainability Policy from 2003 & Adopt a Revised Policy - SUSTAINABILITY				
	Review 2003/Current Sustainability Policy; Take to Board to Request Adoption				Environment
1233	Develop & Implement an Environmental Inspection & Audit Program - SYSTEM SAFETY				
	Develop Environmental Audit & Inspection Program	Implement Environmental Audit & Inspection Program			Environment
Sustainability Action Plan					
2060	Publish the 1st Annual Sustainability Report - SUSTAINABILITY				
		Publish First Annual Sustainability Report (w/Support from Marketing)	Publish First Annual Sustainability Report (w/Support from Marketing)	Publish Sustainability Report (Ongoing)	Environment
Internal Integration					
2573	Establish & Pilot an Employee Sustainability Awareness Program (CLEAN/Green Team) - SUSTAINABILITY				
		Establish Employee Sustainability Awareness Program (CLEAN/Green Team)			Environment

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BART Strategic Plan

Advance Sustainability FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
Internal Integration					
3255	Create and implement District Green Purchasing Program - PROCUREMENT				
			Initiate Green Purchasing Program with catalogue purchasing.	Investigate and report out on costs/savings of initial Green Purchasing Program.	Environment 
External Leadership					
2463	Participate in External Sustainability Leadership Opportunities through Cooperation with APTA, CTA, & Other Relevant Agencies - SUSTAINABILITY				
	External Sustainability Leadership (Participation in APTA, CTA, & Coordination with Relevant Agencies) (Ongoing)				Environment 



BART Strategic Plan

Advance Sustainability FY17-FY20 Work Plan

Activity #2: Energy Efficiency, Shift Energy Portfolio To Zero/Low Carbon And Renewable Sources

BART is working to reduce greenhouse gases by a) shifting our energy portfolio to cleaner sources b) reducing the amount of electricity BART purchases and c) providing a cleaner mode of access to BART patrons. Given BART's unique electricity regulatory rules, BART is well positioned to effectively contribute to California's important GHG reduction and renewable energy goals.

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
Electricity Transmission & Distribution					
2062	Renegotiate PG&E Contracts Set to Expire 12/31/16 & Implement New Contracts - SUSTAINABILITY				
	Renegotiate PG&E Transmission & Distribution Contracts that Expire 12/31/16 & Implement New Contracts				Environment
Electricity Procurement					
2446	Develop Energy Policy for Board Consideration - SUSTAINABILITY				
	Develop Energy Policy for Board Consideration	Develop Strategic Energy Plan			Environment
2064	Implement 7.5 Megawatts of On-Site Solar Energy - SUSTAINABILITY				
	Implement On-Site Solar Energy at Lafayette	Implement On-Site Solar Energy at eBART, Lafayette, & Define Other Locations	Implement On-Site Solar Energy at Hayward Maintenance Complex (HMC) & Define Other Locations		Environment
2450	Enter Into New Wholesale/Off-Site Electricity Contracts to Increase Our Low/No Carbon & Renewable Energy Procurement - SUSTAINABILITY				
		Enter Into New Wholesale/Off-Site Electricity Contracts to Increase Our Low/No Carbon & Renewable Energy Procurement			Environment

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BART Strategic Plan

Advance Sustainability FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
Electricity Procurement					
2985	Adopt a Low Carbon Fuel Standard Policy - SUSTAINABILITY				
	Adopt a Low Carbon Fuel Standard Policy				Environment 
3484	Expand BART's Statutory Authority to Include Unrestricted Access to CAISO Wholesale Markets - SUSTAINABILITY				
				Advance AB923 thru CA Legislature to Governor's Office for Consideration	Environment 
3485	Monitor and Manage Wholesale Power Purchase Agreements (PPAS) to Ensure Commercial Operation of Wholesale Renewable Projects In FY21 - SUSTAINABILITY				
				Ensure Counterparties' FY20 Project Delivery Obligations are Met Under the Terms Specified In BART's Wholesale PPAS	Environment 
3486	Implement Risk Management Guidelines to Systematically Identify Risks Inherent to BART's Wholesale Electric Procurement and Associated Risk Mitigations - SUSTAINABILITY				
				Develop Draft Energy Risk Management Guidelines, Vet with External Subject-Matter Experts, and Refine as Necessary	Environment 
Energy Efficiency					
2458	Investigate Breakdown of Energy Use Inside Stations as Basis of Comparison for Future Improvements - SUSTAINABILITY				
	Investigate Breakdown of Energy Use Inside Stations as Basis of Comparison for Future Improvements				Environment 
2447	Acquire Funding & Potentially Additional Staff to Implement Energy Efficiency Lighting Strategy at 3-4 Stations - SUSTAINABILITY				
	Work Cross Functionally to Define Energy Efficiency Lighting Strategy & Procurement Strategy	Implement Energy Efficiency Lighting Strategy at 3-4 Stations (w/M&E)	Project rescoped to evaluate energy efficient lighting across (14) District parking structures	Implement energy efficient lighting across (14) District parking structures	Environment 

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BART Strategic Plan

Advance Sustainability FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
Electric Vehicle Charging Stations					
2457	Implement Electric Vehicle Charging Stations at Warm Springs Station - SUSTAINABILITY				
	Implement Electric Vehicle Charging Stations at Warm Springs Station	Evaluate Warm Springs EV Pilot Project & Define next steps	Implement Next Steps Based on Evaluation of Pilot Project		Environment
2574	Develop Official Policy Regarding Electric Vehicle Charging Stations - SUSTAINABILITY				
		Develop Official Electric Vehicle Charging Policy			Environment
Energy Storage					
2459	Investigate Options for Station & Wayside Energy Storage (w/M&E) - SUSTAINABILITY				
	Investigate Options for Station & Wayside Energy Storage		Define Pilot Energy Storage Project (w/M&E)		Environment

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BART Strategic Plan

Advance Sustainability FY17-FY20 Work Plan

Activity #3: Waste Reduction/Recycling

BART is working to efficiently managing our waste stream and divert waste away from landfills by creating robust and successful recycling programs at our stations, shops, yards, and employee offices. The Sustainability Group will work with other departments on waste reduction and recycling.

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
2065	Pilot & Implement Trash & Recycling Receptacles Improvement Project - SUSTAINABILITY				
	Audit Existing Trash & Recycling Receptacles at Stations	Pilot Project Procuring & Implementing Trash & Recycling Receptacles	Monitor & Evaluate Effectiveness of Trash & Recycling Receptacles to Determine Next Steps		Environment 
2066	Identify & Implement Employee Engagement Strategies to Improve Recycling at Shops & Yards - SUSTAINABILITY				
		Initiate Improved Recycling at Shops & Yards & Develop Employee Engagement Strategies			Environment 

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BART Strategic Plan

Advance Sustainability FY17-FY20 Work Plan

Activity #4: Water Conservation

BART is working to reduce and reuse our water supply. By upgrading our water infrastructure and by directly reducing our use of water, BART can help reduce the impacts of drought in California.

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
2059	Pilot & Evaluate Sustainability Data Tracking Software (TriRiga w/OCIO) - SUSTAINABILITY				
	Pilot TriRiga Data Tracking Software for Water (w/OCIO Support)	Evaluate TriRiga Pilot (w/OCIO Support)	Evaluate TriRiga Pilot (w/OCIO Support) - Decision Made not to Adopt Software		Environment
2465	Evaluate Water Use Reduction Strategies for Train Washing - SUSTAINABILITY				
	Evaluate Water Use Reduction Strategies for Train Washing				Environment
2575	Investigate/Address High Water Consumption at Stations (Ongoing) - SUSTAINABILITY				
	Investigate/Address High Water Consumption at Stations (Ongoing)	Initiate Partnerships with Additional Water Districts to Audit Water Use & Secure Outside Funding as Feasible	Define & Implement Phase 1 of Program to Reduce Water Consumption at Stations		Environment
2057	Identify & Integrate Water Conservation Projects into Station Modernization Plans - SUSTAINABILITY				
	Integrate Water Conservation into Facility Modernization (Including Station Modernization Project & HMC) (Ongoing)				Environment

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BART Strategic Plan

Advance Sustainability FY17-FY20 Work Plan

Activity #5: Climate Change & Extreme Weather Adaptation

BART is planning for potential disruptions caused by climate change and extreme weather impacts including water-related (sea-level rise, heavy downpours, floods), extreme temperatures, and wildfires. Through collaboration with the Office of the District Architect (ODA), this activity aims to build resilience into projects to ensure BART is prepared for disturbances most likely to happen in the future and implement hazard mitigation strategies that contribute to community safety.

Note: Implementation of the Local Hazard Mitigation Plan (LHMP) will be performed in conjunction with the Fix, Maintain, and Modernize Work Plan, Earthquake Safety Program, and Water Conservation (Activity 4 of this 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
2454	Develop Climate Adaptation Strategies - OFFICE OF DISTRICT ARCHITECT				
	Develop Water-Related Climate Adaptation Plan for Train Control to be Integrated into BFS	Continue Vulnerability & Risk Assessment of Water-Related Issues of other Critical Assets & Develop Adaptation Strategies	Conduct Vulnerability Assessment of Extreme Temperature/Wildfire Critical Assets	Complete Caltrans SB1 Funded Sea Level Rise and Flooding Study	System Performance
2455	Update/Adopt Local Hazard Mitigation Plan (LHMP) & Incorporate Sea Level Rise Hazard - OFFICE OF DISTRICT ARCHITECT				
	Update/Adopt Local Hazard Mitigation Plan (LHMP) & Incorporate Sea Level Rise Hazard	Seek Funding through FEMA Pre-Disaster Mitigation Grants Program & Others to Support Mitigation (w/Grants)			System Performance

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BART Strategic Plan

Expand Capacity, Manage Demand FY17-FY20 Work Plan

OVERVIEW

Lead Department: Operations

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

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.

The pandemic impacted our ability to complete some activities scheduled during the final year of this 4-year workplan. This was a necessary reprioritization of activities due to the pandemic. Responding to changes in our capacity will be challenging in our new pandemic reality. BART is committed to transparency in our plans and prioritizing the health and safety of our community. For additional details please refer to BART’s 15 Step Plan to Welcome Riders Back at www.bart.gov.

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
3071	Provide Financial Analysis & Support for the Core Capacity Project - FINANCIAL PLANNING				
		Provide Financial Analysis & Support for Core Infrastructure Planning			Financial Stability

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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BART Strategic Plan

Expand Capacity, Manage Demand FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
Core Capacity					
3149	Complete Planning for Bay Fair Connection: New Platform, New Track, & Station Modifications - STATION AREA PLANNING				
		Initiate Concept Plan for Bay Fair Connection	Initiate Environmental Review & Related Preliminary Engineering	Initiate Pre-Environmental Scoping	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
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

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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						
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	
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 & Systems Contract - DESIGN & CONSTRUCTION					
			Complete 60% Design	Complete 90% Design	System Performance	
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	
BART Facilities Planning						
3505	Alignment of Maintenance Facilities Capacity with Vehicle Maintenance Program and Growth in the Fleet - ROLLING STOCK & SHOPS					
				Advocate for final design and funding of 1) HMC Vehicle Overhaul and Heavy Repair Shop, 2) Newhall design, funding and build and 3) Permanent Lifts in Daly City and Hayward	System Performance	

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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					
3506	Support CBTC Vehicle Retrofit and RS&S Organizational Readiness for Facilities Space, Staffing, Equipment, and Training - ROLLING STOCK & SHOPS				
				Continue Coordinating with the Core Capacity Project	System Performance

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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BART Strategic Plan

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	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 - DESIGN & CONSTRUCTION				
		Support the City of Fremont in Awarding Contract for Irvington Station	Support the City of Fremont in Construction of the Irvington Station	Complete Environmental Review & Preliminary Design	Economy
3468	Support the City of Fremont in the Construction of the West Side Bridge & Plaza to Improve Access - DESIGN & CONSTRUCTION				
			Support the City of Fremont in Construction of the West Side Bridge & Plaza	Complete Construction of the West Side Bridge & Plaza & Commence Operations	Economy
2984	Define SVSX Tunnel Boring Methodology & Design of VTA's Expedited Project Delivery (EPD) Application - DESIGN & CONSTRUCTION				
		Define SVSX Tunnel Boring Methodology	Support VTA Design Effort for SVSX	Support VTA's EPD Application Efforts	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	Complete Onboarding of Additional Staff by December of 2019	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

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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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					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		
3072	Provide Financial Analysis & Support to Facilitate the Opening of the SVBX Extension - FINANCIAL PLANNING					Financial Stability
		Provide Financial Analysis & Support to Facilitate the Opening of the SVBX Extension				
3371	Establish Fares for SVBX Phase 1 - FINANCIAL PLANNING					Financial Stability
			Acquire Board Fare Policy Adoption by May of 2019			
2975	Support System Expansion through the Recruitment of 20 FTEs for the new eBART Extension - HUMAN RESOURCES					Workforce
	Support System Expansion through the Recruitment of 20 FTEs for the new eBART Extension	Complete 100% of Recruitment for eBART				
2976	Support System Expansion through the Recruitment of 25 FTEs for the new SVBX Extension - HUMAN RESOURCES					Workforce
	Support System Expansion through the Recruitment of 25 FTEs for the new SVBX Extension	Complete 100% of Recruitment for SVBX		Complete 100% of Recruitment for SVBX Based on New Opening Date		
2977	Support the Hiring Plan for Measure RR - HUMAN RESOURCES					Workforce
		Support the Hiring Plan for Measure RR	Continue Support of the Hiring Plan for Measure RR	Continue Support of the Hiring Plan for Measure RR		

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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					
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	Seek Board Approval on Station Area Site Plan and Addendum	Experience
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

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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					
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		Acquire Board Approval of Future Headquarters and Initiate Tenant Improvements	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
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	Investigate new BPD Headquarters, as MET Building Scheduled for Demolition	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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BART Strategic Plan

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 Pilot Program for the Daily Fee Parking App at 5 Stations - CONTROLLER-TREASURER				
				Administer the Pilot Program for the Daily Fee Parking App at 5 Stations	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 (Now Day-to-Day)	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; SF Services ends 6/2021, OAK Services ends 12/2022	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	Perform Research on Fare Evasion, OIPA, and Ridership Impacts on BART	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	Conform BARTable to New Brand Strategy	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	Distribute at Least 300K Weekend Promotional Tickets	Distribute at Least 400K Weekend Promotional Tickets	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
3508	Provide Free BART Rides for School Field Trips During Mid-Day Periods - MARKETING & RESEARCH				
				Obtain Sponsor to Underwrite at Least \$300K in Free Rides	Financial Stability

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BART Strategic Plan

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	Support M&E as Requested for Phase 1 of RS&S Utility Fleet Program (Continues Beyond 2020)	System Performance
2148	Implement New Car Processes - OCIO				
		Implement New Car Processes		Monitor and Evaluate Performance	System Performance

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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 Funding	Issue Change Order to Exercise Option for Four DMUs	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
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

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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					
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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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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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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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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BART Strategic Plan

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.

The pandemic impacted our ability to complete some activities scheduled during the final year of this 4-year workplan. This was a necessary reprioritization of activities given the changing environment. Although some activities were delayed, other capital projects were expedited. For additional details see Step 15 – Rebuild Infrastructure in BART’s 15 Step Plan to Welcome Riders Back at www.bart.gov.

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 - 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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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	Construction Site Relocated; Complete Environmental Review	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 65% Design of the Lake Merritt Plaza, in Coordination with the TOF (Pending Funding Availability)	Economy

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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
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
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

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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



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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BART Strategic Plan

Fix, Maintain, & Modernize FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
Station Modernization					
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
Canopies					
2466	Advance Berkeley Station Canopy & Plaza - OFFICE OF DISTRICT ARCHITECT				
	Advance Berkeley Station Canopy & Plaza	Complete Berkeley Canopy & Plaza	Complete Berkeley Canopy & Plaza		Experience
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 in Downtown SF stations; Award Downtown SF Canopies	Experience

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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
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 Station Modernization Plans at West Oakland and Bay Fair	Financial Stability \$
2667	Begin "Proof Of Payment" Enforcement to Deter Fare Evasion - POLICE DEPARTMENT				
		Begin "Proof Of Payment" Enforcement to Deter Fare Evasion	Recruit 11 Fare Inspection Officers & Implement Two Teams with AM/PM Shifts	Implement Full Staffing; Collect Fare Evasion Data for Violation Rate	Financial Stability \$
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	Implement Elevator Fare Evasion Deterrence Strategies at Powell & 19th	Financial Stability \$
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 \$

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No.	FY17	FY18	FY19	FY20	BSP Goal
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 Evasion Suppression		Inform Legislature Regarding Fare Evasion Suppression Policy	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 \$
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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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
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)	Continue Implementation as Necessary. ECMP does not Include Platform Safety Monitors.	Safety
Operational Safety Improvements					
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
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
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

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No.	FY17	FY18	FY19	FY20	BSP Goal
Operational Safety Improvements					
3312	Implement Radio Replacement Project - MAINTENANCE & ENGINEERING				
			Complete RFP, Radio Site Survey, and Mitigation	Complete Procurement	Safety 
3061	Increase Safety Compliance Checks & Safety Audits at Stations, Yards & Wayside - SYSTEM SAFETY				
	Increase Safety Compliance Checks & Safety Audits at Stations, Yards & Wayside				Safety 
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 
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 
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 
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 

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No.	FY17	FY18	FY19	FY20	BSP Goal
Operational Safety Improvements					
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); Conduct Negotiation with Union	Workforce
Security Program Improvements					
3313	Convert CCTV from Analog to Digital - Systemwide - MAINTENANCE & ENGINEERING				
			Board action for procurement.	Completion of 7 stations	Safety

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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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BART Strategic Plan

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
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
3300	Replace TBT Cathodic Protection Anode Sled and Cable - MAINTENANCE & ENGINEERING				
			Complete TBT Cathodic Protection Anode Sled & Cable Replacement Design	Commence Procurement	System Performance

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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 Replacement (Ph3).	Complete 34.5kV Cable - C Line Design, Complete Renovation Design of Rectifiers and Multi-Function Protective Relays - Systemwide	System Performance

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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
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

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BART Strategic Plan

Fix, Maintain, & Modernize FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
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
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					
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
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
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
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

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BART Strategic Plan

Fix, Maintain, & Modernize FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
Electrical & Utility Improvements					
1627	Decentralize Train Control Communications Between BayFair Station & the A58 Train Control House to Enhance Operational Efficiency & Maintainability (SY0085) - MAINTENANCE & ENGINEERING				System Performance
	Complete Decentralization of Train Control Communications Between BayFair/A58 Train Control House				
3301	Implement Electrical & Mechanical Infrastructure Rehabilitation Program - MAINTENANCE & ENGINEERING				System Performance
			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.	
3302	Implement Electrical & Mechanical Infrastructure Rehabilitation Program (Continue) - MAINTENANCE & ENGINEERING				System Performance
			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.	
3309	Implement Maintenance Shops, Yards, & Other Facilities Improvement Program - MAINTENANCE & ENGINEERING				System Performance
			Complete Train Control Hut Design at School Street	Complete High Priority Train Control Hut Design and initiate construction	
State of Good Repair Support Activities					
1706	Award All On-Call Engineering Program Contracts - DESIGN & CONSTRUCTION				System Performance
	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	
3332	Convert Old Cars to Maintenance Work Train (12 Cars) - MAINTENANCE & ENGINEERING				Safety
			Identify source of funds for train car conversion.	Convert revenue trains to maintenance vehicles	

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BART Strategic Plan

Align Workforce With Needs FY17-FY20 Work Plan

OVERVIEW

Lead Department: Human Resources/Labor Relations

Preparer/Owner: G. Ilole / 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.

The pandemic impacted our ability to complete some activities scheduled during the final year of this 4-year workplan. This was a necessary reprioritization of activities given the changing environment; and as a result, the Align Workforce with Needs activities will be reevaluated during FY21.

Strategic Activities

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



BART Strategic Plan

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
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

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BART Strategic Plan

Align Workforce With Needs FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
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 Expedious 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



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 Solify training in order to support Scheduling efforts throughout the District. - MAINTENANCE & ENGINEERING				
			All current Sr. Maintenance Planners attend Solify 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
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

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BART Strategic Plan

Align Workforce With Needs FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
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	Utilize the new Police Talent Team to Implement & Measure Success of Incentives to Bring Police and CSOs to minimize Vacancies	Workforce
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		Complete 19th Floor Buildout to Accommodate Measure RR Workforce	Workforce

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BART Strategic Plan

Align Workforce With Needs FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
Align Human Capital with Strategic Needs					
2967	Refine, Prioritize & Deliver Core HR Functions Consistently - HUMAN RESOURCES				
		Refine, Prioritize & Deliver Core HR Functions Consistently	Develop Measurable Objectives for HR Functions	Implement Service Level Agreements and Stand Up Shared Services	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	Develop Attendance Management Division	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
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	Finalize Publishing efforts for Non-Rep Compensation Study Manual	Workforce

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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BART Strategic Plan

Align Workforce With Needs FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
Evaluate Strategic HR Initiatives					
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	Implement Changes for 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	Continue to Identify and Develop Promotional Benefit Material for Distribution to Promote Employee Retention	Workforce
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



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	Partner with Rising Sun and other WIBs for Additional Talent/Workforce Pipelines	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	Continue to 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	Implement Good Faith Efforts to Outreach and Recruit Qualified, Diverse Candidates including Females, Minorities, People with Disabilities and Veterans in Underutilized Job Groups	Implement Good Faith Efforts to Outreach and Recruit Qualified, Diverse Candidates including Females, Minorities, People with Disabilities and Veterans in Underutilized Job Groups	Equity
1395	Implement Mentor Protégé Program for Communications Based Train Control Project (CBTC) - OFFICE OF CIVIL RIGHTS				
		Implement Mentor Protégé Program for CBTC Project			Equity



BART Strategic Plan

Align Workforce With Needs FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
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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BART Strategic Plan

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.

Over the next four years, this work plan will provide a framework for aligning, integrating and executing projects that will evolve and 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.

To this end, BART will evolve, mature, develop, and advance key business functions through the adoption of modern best practices and technology.

The pandemic impacted our ability to complete some activities scheduled during the final year of this 4-year workplan. This was a necessary reprioritization of activities given the changing environment. Consequently, the acceleration of some planned technology enhancements were implemented (such as accommodating a remote workforce) and will be incorporated into the Modernize Business Practices workplan documentation in FY21.

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.	Lead with 'As Is' processes identification and pain point diagnosis and assist with 'To Be' process design to 90%. Jointly implement software with OCIO to 25%. Identify funding.	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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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 pending Confirmation from Operations Planning	System Performance
3231	Implement Electronic Shift Bids and Scheduling for Train Operators and Station Agents - OCIO				
			Evaluate the Schedule Bidding Requirements	Implement Schedule 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		Complete Roll Out as Soon as Resource Limitation is Lifted	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
2183	Implement Salesforce Change Management Program - OCIO				
		Implement Salesforce Change Management			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					
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 
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 mobile device.	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 
3467	Support the Transition to Clipper from Magnetic Cards - CONTROLLER-TREASURER				
				Support the Transition to 100% Clipper Payment	Financial Stability 
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 

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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					
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
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
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
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	Perform Review, Cleansing of Data, and Synching EGIS to Maximo	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					
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 Existing Platform	Experience
3240	Implementation of Automation of Business Process Workflows Within the SharePoint Platform - OCIO				
			Implement Workflow Improvements for IOP, Contract Management Plan and BFS Updates	Implement workflow solution for Key Card process, Radio Equipment for M&E, and Labor Collaboration Site for Union Negotiations	Workforce
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					Workforce
	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		
2163	Implement an Open Data Program Which Will Implement an Open Data Policy & Open Data Portal - OCIO					Experience
		Implement the Open Data Initiative Program - Phase 1	Implement the Open Data Initiative Program - Phase 2			
929	Reduce Reliance on Magnetic Stripe Tickets by Supporting the Transition of Red & Green Tickets to Clipper - CUSTOMER SERVICES					Experience
	Improve Clipper Usage for Red & Green Paper Tickets	Continue Efforts to Improve Clipper Usage for Red & Green Paper Tickets	Participate in Planning and Timeline Development with BART Clipper and Other Staff	Continue Efforts towards the GM's Goal of Eliminating Magnetic Stripe Tickets by the end of Calendar Year 2020.		
3292	Perform continuous improvement and Implementation of Capital Project delivery CPM Scheduling Standards - MAINTENANCE & ENGINEERING					Financial Stability
			Complete Scheduling Services Plan	Complete Implementation of Scheduling Best Practices and SOPs		
3235	Implement Improvements to Crew Office Processes - OCIO					Workforce
			Evaluate and Recommend Roadmap. Phase 1 - Implement Improvements for Phone Tree	Implementation of Process Improvement for Overtime		
3037	Plan & Implement Modernized Delay & Operational Analysis & Reporting - OPERATIONS PLANNING					System Performance
		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		

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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					
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	Continue use of TrainOps to Support TCMP System Capacity Scenarios for Proposal Evaluation & Support Longer-Term Measure RR Planning	System Performance
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
3504	Develop and Implement a Comprehensive Strategy to Measure, Monitor Equipment, Performance and Operating Condition to Effectively Manage Maintenance Program - ROLLING STOCK & SHOPS				
				Define and Develop Strategy	System Performance

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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	Provide Support & Maintenance for Monitoring & Controlling	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	Provide Support and Maintenance for the Ticket Refund System	Workforce
2954	Support the OCIO's Implementation of Hyperion - BUDGET				
	Support the OCIO's Implementation of Hyperion	Complete Implementation of Hyperion (w/OCIO)			Financial Stability \$
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 \$

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BART Strategic Plan

Modernize Business Practices FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
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 \$
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 \$
3185	Implement Invoice Scanning for Accounts Payable - License/ Services - OCIO				
			Evaluate & Implement Invoice Scanning Automation	Complete Implementation	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
3217	SFMTA Joint Maintenance and Use Agreement (JMA) - Implement Terms of Amendment - OFFICE OF PERFORMANCE & BUDGET				
				Work with affected 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 \$
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 Automatically & 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



BART Strategic Plan

Modernize Business Practices FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
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
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
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 forward		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	Provide Support and Maintenance for Monitoring & Controlling	Workforce
2513	Implement Profile Management in PeopleSoft HCM - OCIO				
			Implement Profile Management in PeopleSoft HCM		Workforce
2512	Evaluate Performance Management Systems - OCIO				
				Complete Evaluations to Finalize and Decide on a System	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	Review Delivered Employee Profiles and Disability Modules for Implementation	Workforce
1014	Optimize Human Resource Service Delivery Through Process Improvement - HUMAN RESOURCES				
	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	Workforce

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BART Strategic Plan

Modernize Business Practices FY17-FY20 Work Plan


No.	FY17	FY18	FY19	FY20	BSP Goal	
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		
3382	Define career paths for BART employees - HUMAN RESOURCES					Workforce
			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.		
3384	Implement Fitness for Duty program for Train Operators as per APTA recommendations and pending legislation - HUMAN RESOURCES					Workforce
				Develop plan to meet APTA recommendation		
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.		

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BART Strategic Plan

Modernize Business Practices FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
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				
			Research simulator needs and define scope		Workforce 

Objectives are Complete

Objectives are Behind Schedule, Stalled, or Cancelled

Objectives Incomplete due to COVID

Objectives have not been Started



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
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

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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BART Strategic Plan

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
3308	Establish Critical and Emergency Spare Parts Inventory and Management District Wide - MAINTENANCE & ENGINEERING				
			Assess critical spare part needs for safety and operation critical assets. Develop recommendations and concurrence for method of procurement, storage and monitoring	Review and update Emergency Standard Operating Procedures (ESOPs) for safety and operation critical assets. Implement the spare part inventory management program	System Performance

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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BART Strategic Plan

Modernize Business Practices FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
3229	Implement Automated Tracking of Procurement Activities - OCIO				
			Evaluate, Analyze, and Implement Procurement Automation - Phase 1 - Implement SharePoint Workflow Solution to Monitor and Track	Implement - Phase 2 Integration with Peoplesoft, Monitor, and Maintain	Financial Stability \$
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

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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BART Strategic Plan

Modernize Business Practices FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
3256	Update Procurement related rules and policies, including corresponding manuals. - PROCUREMENT				
			Initiate Update Process	Continue Updates	System Performance



BART Strategic Plan

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
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

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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BART Strategic Plan

Modernize Business Practices FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
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

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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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 \$
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 \$
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	Complete Evaluations to Finalize and Decide on a System	Financial Stability \$

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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BART Strategic Plan

Modernize Business Practices FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
3155	Support BART Adopted Asset Management Maturity Goals as a Result of the Asset Management Maturity Assessment through Alignment with Institute of Asset Management (IAM) Principles - OPERATIONS PLANNING				
				Support the BART Adopted Asset Management Maturity Goals in Alignment with IAM methodologies	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 \$

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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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		Complete Implementation of PSIM Technology	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
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

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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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	Maintain and Monitor Performance	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	Complete Upgrades and Maintain/Monitor Performance	Mission
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

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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BART Strategic Plan

Modernize Business Practices FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
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 
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 
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 
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 

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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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.	Hire consultant and initiate engagement to develop Performance Management Framework. Launch pilots to develop metrics for one or two Divisions/ Departments and use learnings to refine Framework.	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 and Conduct at Least One Analysis	System Performance
3192	Lead/Support Transformation Projects (Targeted) - PERFORMANCE & AUDIT				
			Assess Current State, Build Long-Term Project Plan for Existing Projects, and Identify and Prioritize Portfolio of Future Improvement Projects	Implement Improvements for at Least Two Projects	System Performance

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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BART Strategic Plan

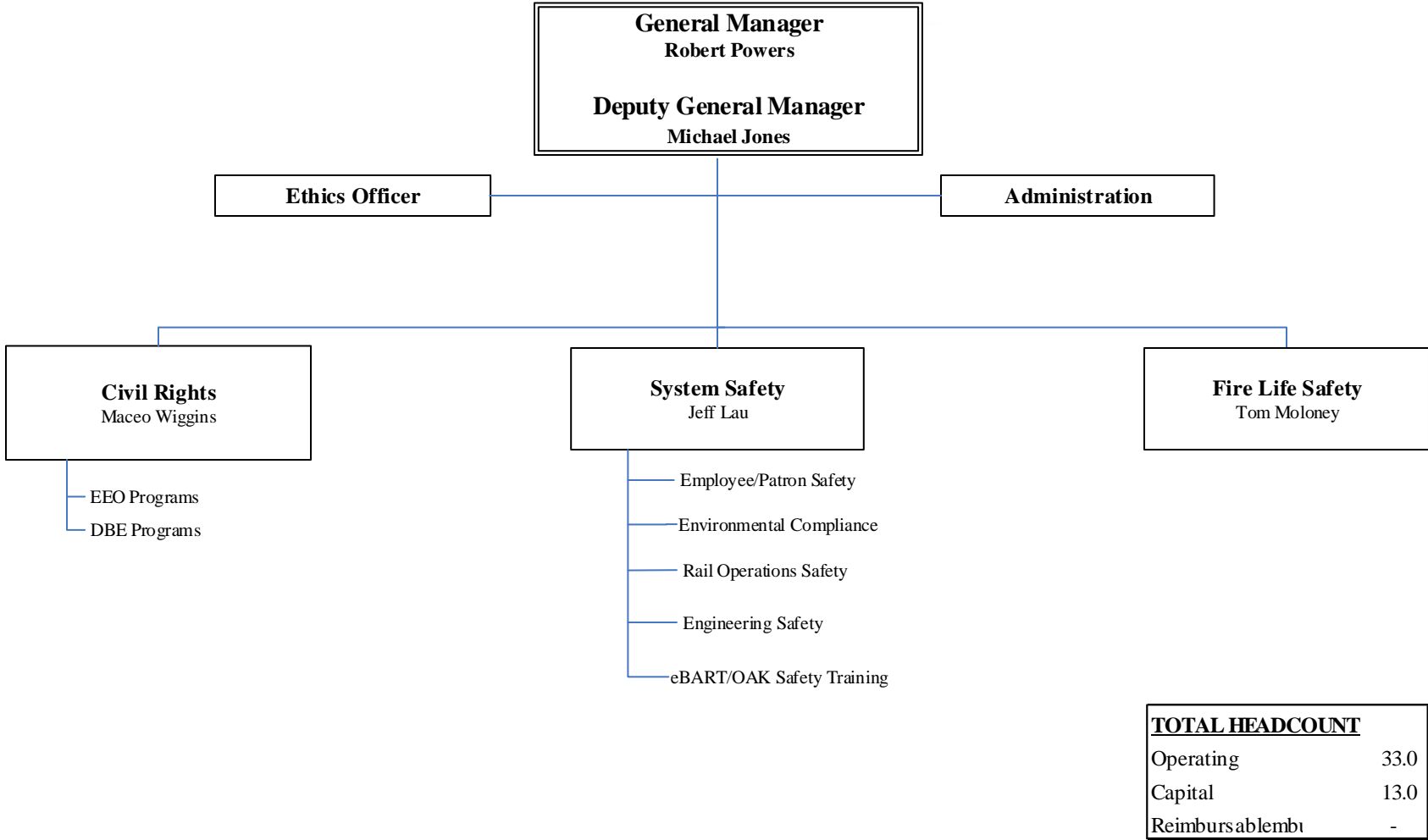
Modernize Business Practices FY17-FY20 Work Plan

No.	FY17	FY18	FY19	FY20	BSP Goal
3193	Build Continuous Improvement Competency District-Wide Through a Lean Training Program - PERFORMANCE & AUDIT				
				Develop Lean Curricula, Pilot the Training with at Least one Division/Department, and Use Learning to Refine Curricula/Program	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 and Begin at Least One On-Call Analysis to Conduct with One Internal Department	System Performance

Objectives are Complete	Objectives are Behind Schedule, Stalled, or Cancelled	Objectives Incomplete due to COVID	Objectives have not been Started
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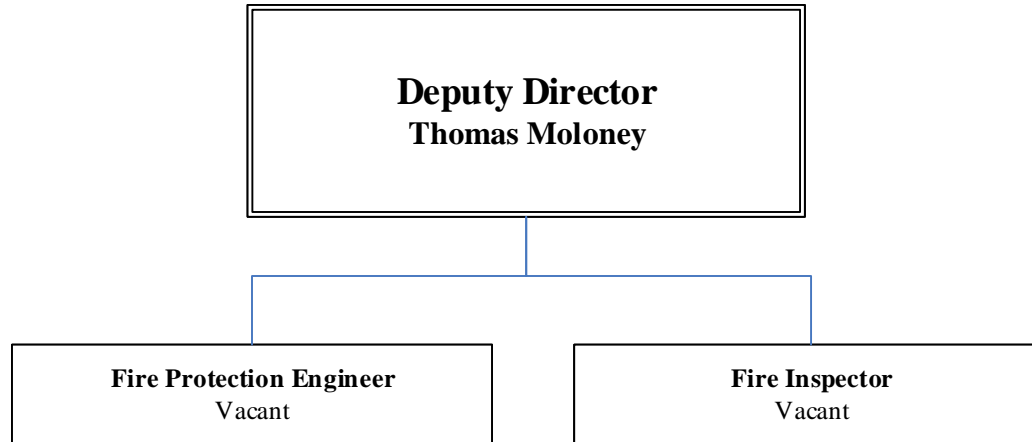
GENERAL MANAGER OFFICE - 01

FY21 Adopted Budget



FIRE LIFE SAFETY – 0103

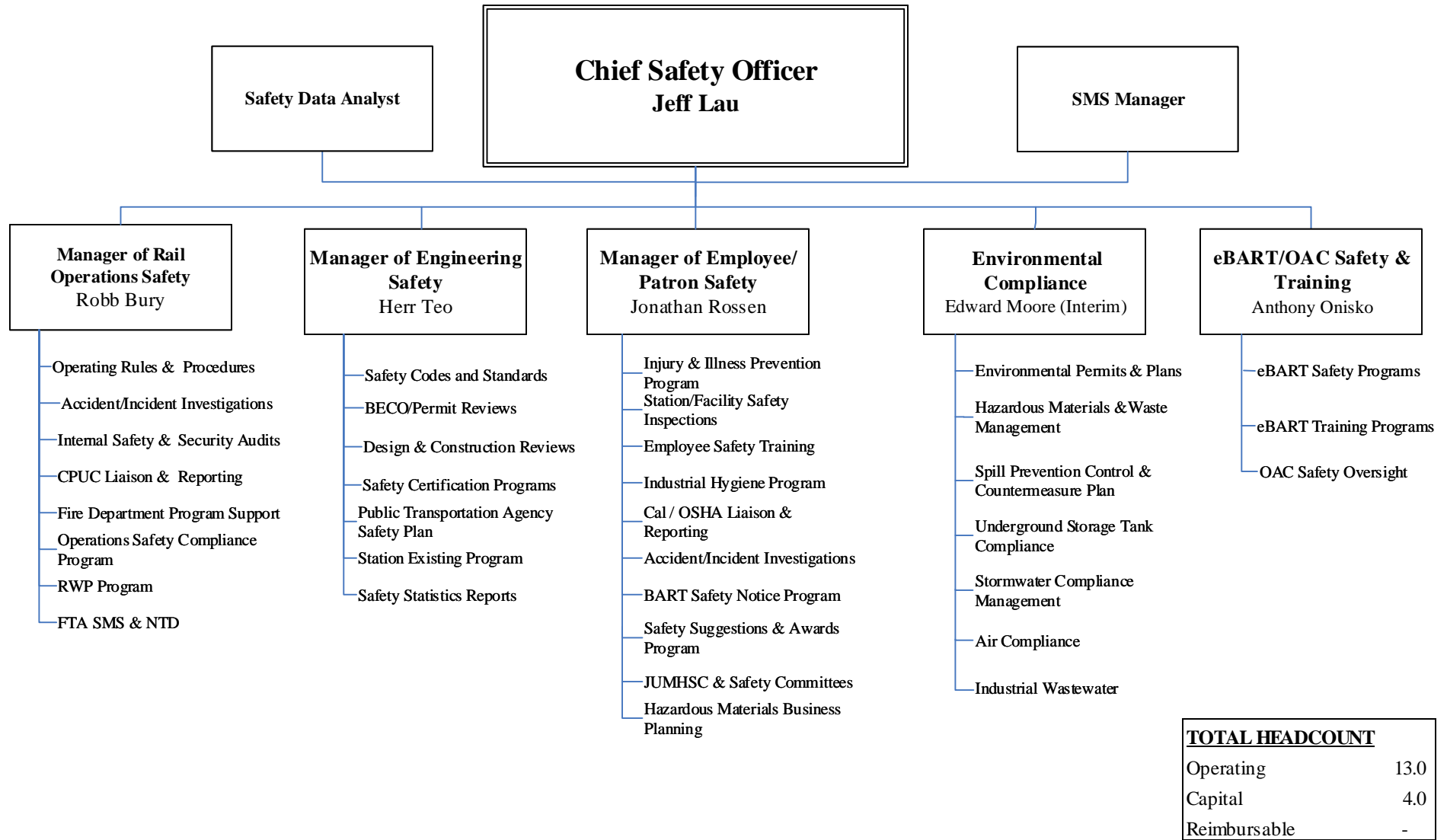
FY21 Adopted Budget












TOTAL HEADCOUNT	
Operating	2.0
Capital	1.0
Reimbursable	-

SYSTEM SAFETY – 1303










FY21 Adopted Budget












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 Employee Injury & Illness Prevention Program (IIPP)							-		
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 BART Employee / Patron Safety Program							-		
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							-		
Administer the System Safety Program Plan (SSPP)							-		
Environmental Compliance									
Administer Hazardous Material Business Plans at Covered Facilities							-		

Departmental Four-Year Workplan: SYSTEM SAFETY

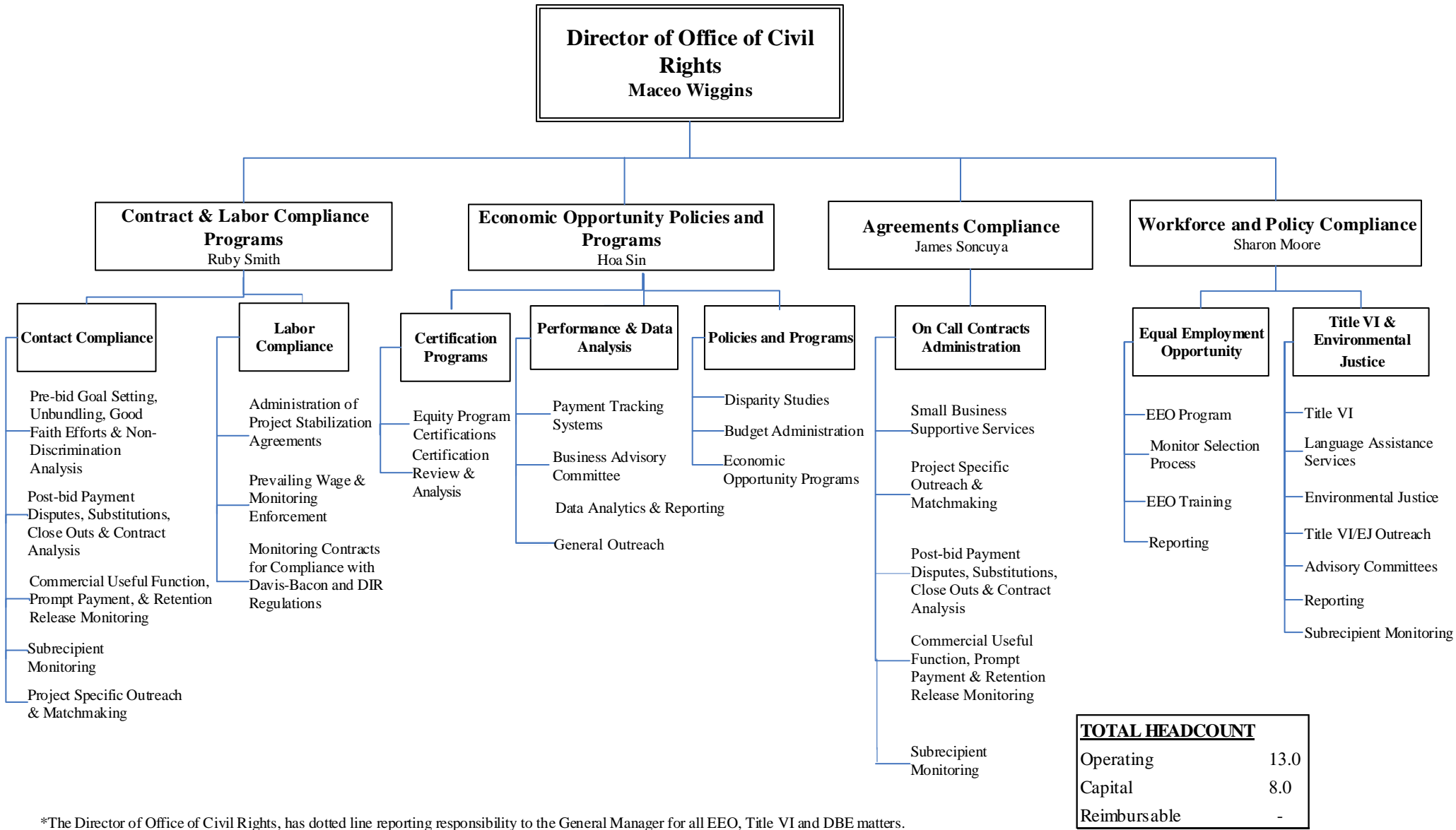
SYSTEM SAFETY	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Environmental Compliance									
Manage the Environmental Compliance Program				-					
Administer Environmental Compliance Permit Program				-					
Administer General Environmental 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		
Perform Jurisdictional Fire Department (21) Liaison Duties							Met		
Administer the Internal Safety & Security Audit Program							-		
Investigate Operational Accidents/Incidents							-		
Administer GO 175 Roadway Worker Protection (RWP) Program							-		
Administer the Fire Department / First Responder Training & Drills Program							-		
Provide Oversight to the Operations Safety Compliance Program							-		

Departmental Four-Year Workplan: SYSTEM SAFETY

SYSTEM SAFETY	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Rail Operations Safety									
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










FY21 Adopted Budget



TOTAL HEADCOUNT	
Operating	13.0
Capital	8.0
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.

Departmental Four-Year Workplan: OFFICE OF CIVIL RIGHTS

OFFICE OF CIVIL RIGHTS	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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Contract & Labor Compliance Programs

Administer the Prevailing Wage Compliance Program			-						
Complete DBE/SBE/MSBE/MBE/WBE Certification Applications			<90 Days						
Complete Prevailing Wage Audits			<30 Days						
Deny / Approve Public Works Contract Invoices			<5 Days						
Investigate Davis Bacon Wage Complaints			<10 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/SBE/MSBE Participation			-						
Monitor Prompt Payment & Retention Provisions on Federally Funded Contracts			-						
Monitor Subrecipients for Compliance			-						
Administer Project Specific Outreach & Matchmaking Program			-						
Monitor Prompt Payment & Retention Provisions on Federally Funded Contracts			-						
Administer the Major Stabilization Agreement Program			-						
Monitor Commercial Useful Function on Federally Funded Contracts			100%						
Review Bid Information & Goal Setting Participation			<7 Days						
Administer the DBE Certification Program			-						

Economic Opportunity Policies & Programs









Monitor Federally Funded Service Agreements over \$50K with DBE/SBE/MSBE Participation			100%						
Administer the B2GNow System			Met						

Unmet or Unmeasured due to COVID-19

Mission Target was Met

Mission Target was Unmet

Departmental Four-Year Workplan: OFFICE OF CIVIL RIGHTS

OFFICE OF CIVIL RIGHTS	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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Economic Opportunity Policies & Programs

Administer the DBE, Non-Discrimination Program for Subcontracting, & Small Business Programs			-						
Prepare & Implement the DBE Goal for Federal Fiscal Year 10/1/2019 to 9/30/2022			Met						
Monitor Subrecipients for Service Agreement Compliance			-						
Administer General Outreach Program			Met						
Administer District-wide Small Business Supportive Services			100%						
Monitor All Non-Federally Funded Service Agreements for Compliance with Non-Discrimination for Subcontracting Program & Small Business Program			100%						
Review Proposal Information & Goal Setting Participation			< 7%						
Post All Work Plans on District Website			< 3 Days						

Workforce & Policy Compliance

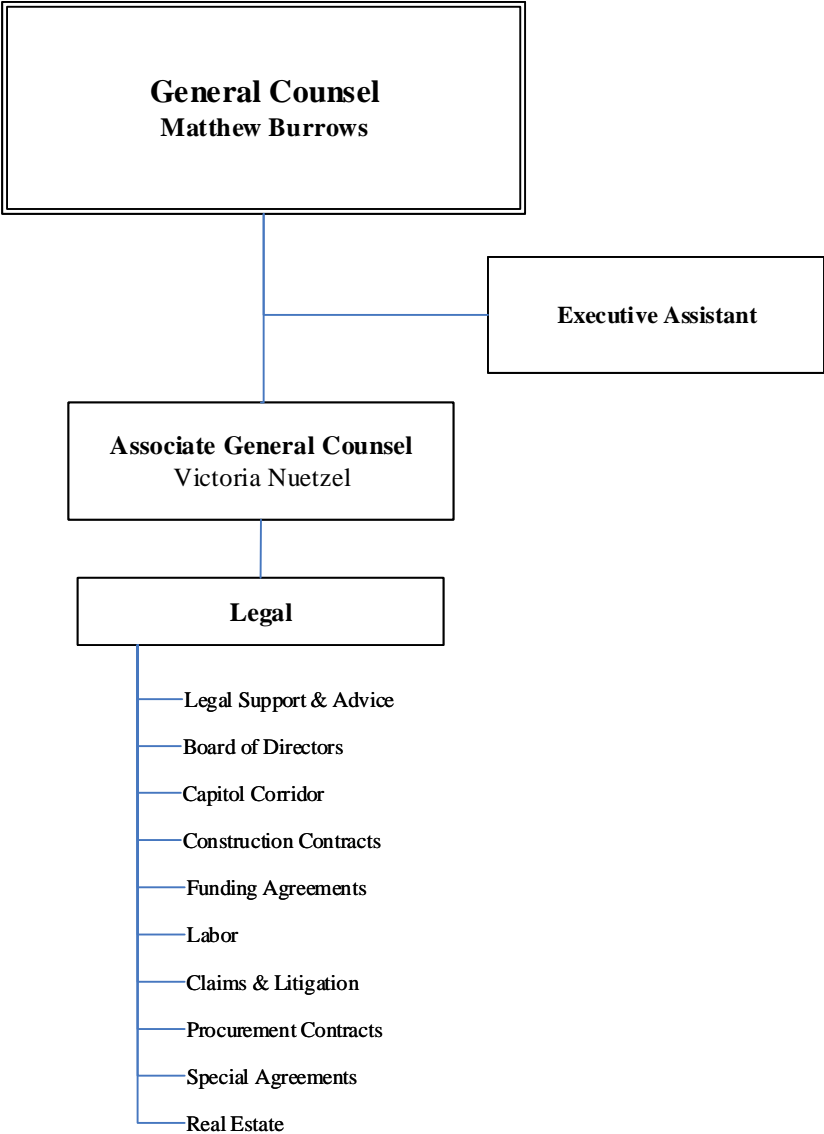
Respond to Internal & External EEO Complaints & Investigations								<90 Days	
Administer Human Resources Concurrence Process								< 1 Day	
Administer & Develop EEO Training Program								100%	
Administer SB1343 & Other State Mandated Employee Training								100%	
Administer New Hire EEO Training Program								100%	
Administer the Equal Employment Opportunity (EEO) Program Database								-	
Complete Internal Equal Employment Opportunity (EEO) Investigations Timely			<90 Days						
Administer & Monitor the Equal Opportunity Employment Program			-						
Administer & Monitor Title VI/Environmental Justice Programs			Met						

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 Language Assistance Program (LAP)			-						
Investigate Title VI Complaints			<90 Days						
Organize the Diversity Employee Resource Group Events								> 6 Year	

OFFICE OF THE GENERAL COUNSEL - 02

FY21 Adopted Budget



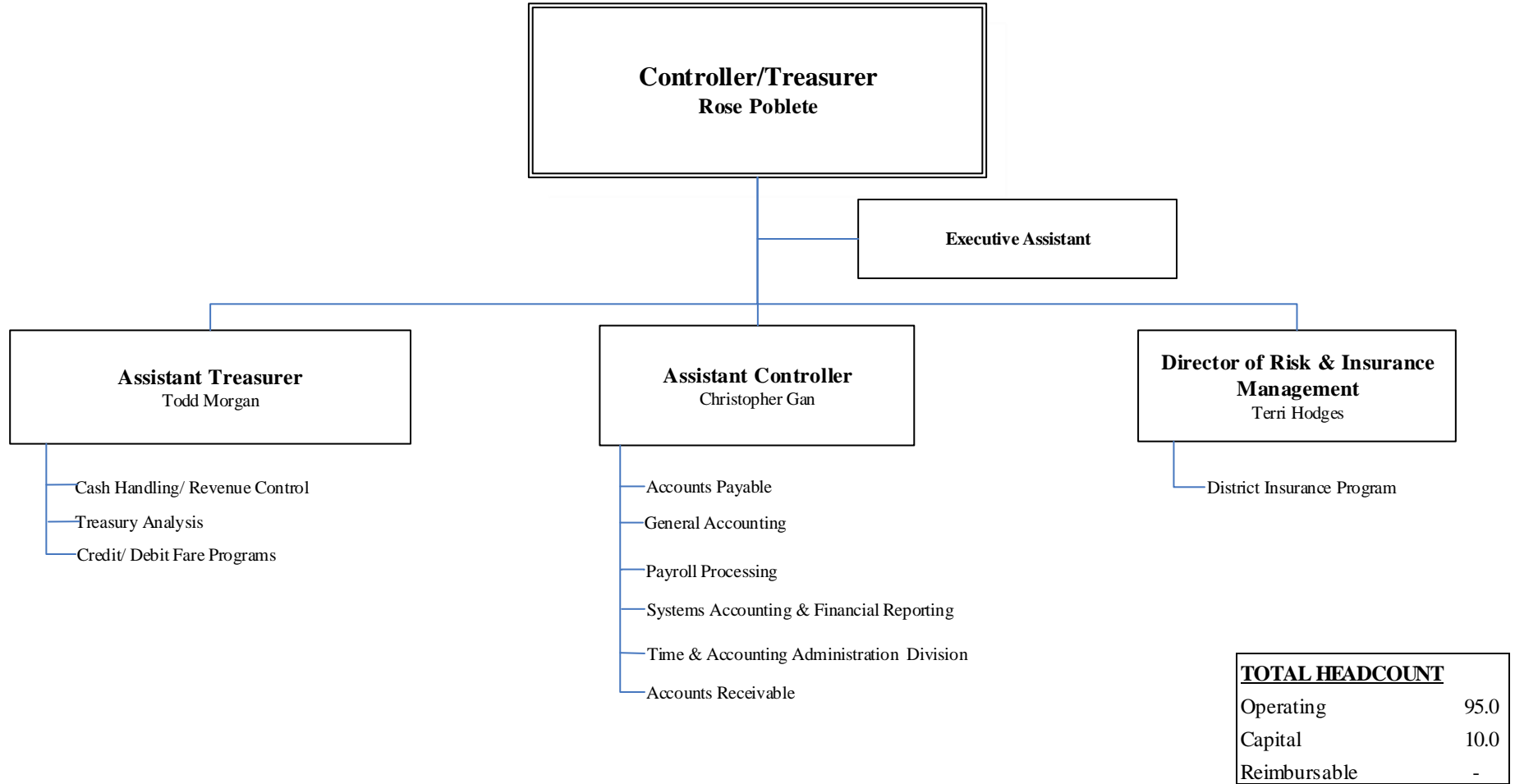
TOTAL HEADCOUNT	
Operating	17.0
Capital	4.0
Reimbursable	-

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










FINANCE – 03

FY21 Adopted Budget



<u>TOTAL HEADCOUNT</u>	
Operating	95.0
Capital	10.0
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 
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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					< 10 Days				
Submit Revenue Collection Accounting Reports Timely									<3 Days
Invest Funds to Preserve Capital									>0%










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

CONTROLLER-TREASURER	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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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 
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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									By March 15th










Accounts Receivable

Manage the Accounts Receivable Department									-
Administer the Annual Federal Grant Single Audit									By March 31st
Administer the FTA Financial Status Reports (FSR) Program									< 30 Days After Quarter End

General Accounting & Financial Reporting

Manage the General Accounting Department									-
Administer GAAP & GASB 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 Following End of Quarter									≤ 45 Days
Close the Annual Operating G/L Timely									< 7 Weeks
Close the Annual Capital G/L Timely									< 12 Weeks
Prepare Monthly Budget Performance Reports (BPR) Timely Following Month End									< 5 Days
Prepare Annual Audited Financial Reports for BART Timely									6 Months

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

CONTROLLER-TREASURER	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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General Accounting & Financial Reporting

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 by Friday Following End of Pay Period								Met	
Prepare & Submit Annual W-2 Files Timely									By Jan 31st

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

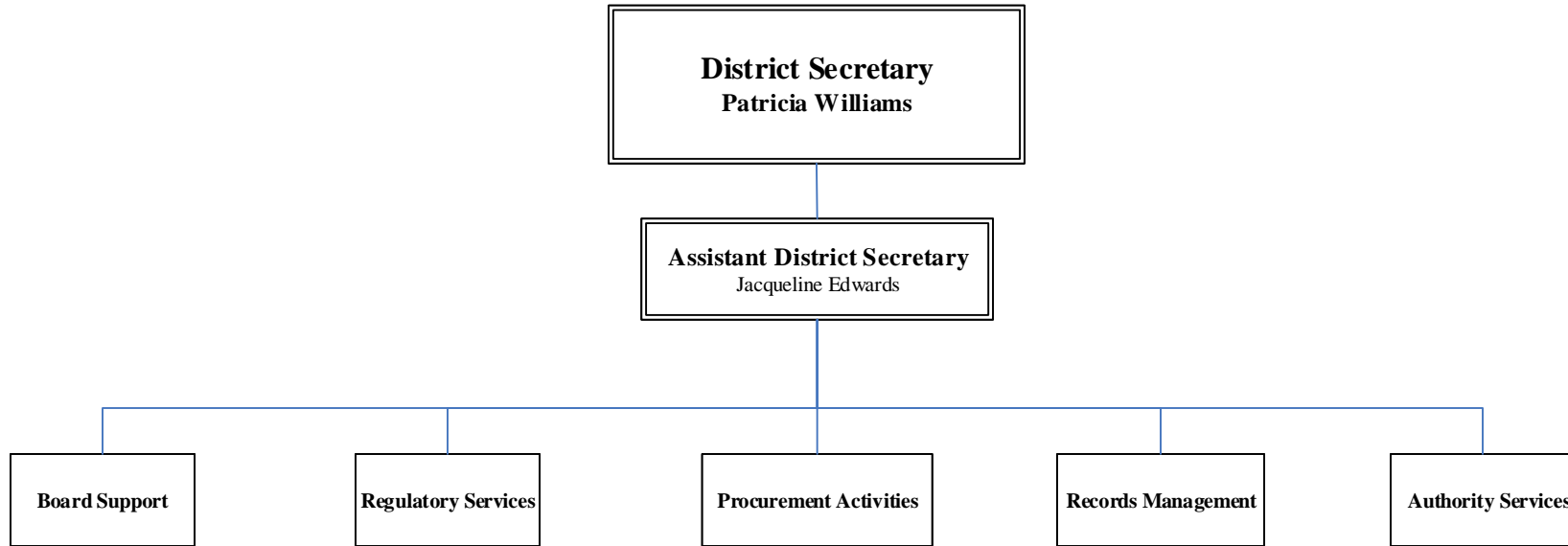
CONTROLLER-TREASURER	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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Insurance

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

FY21 Adopted Budget



TOTAL HEADCOUNT	
Operating	7.0
Capital	-
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 
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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

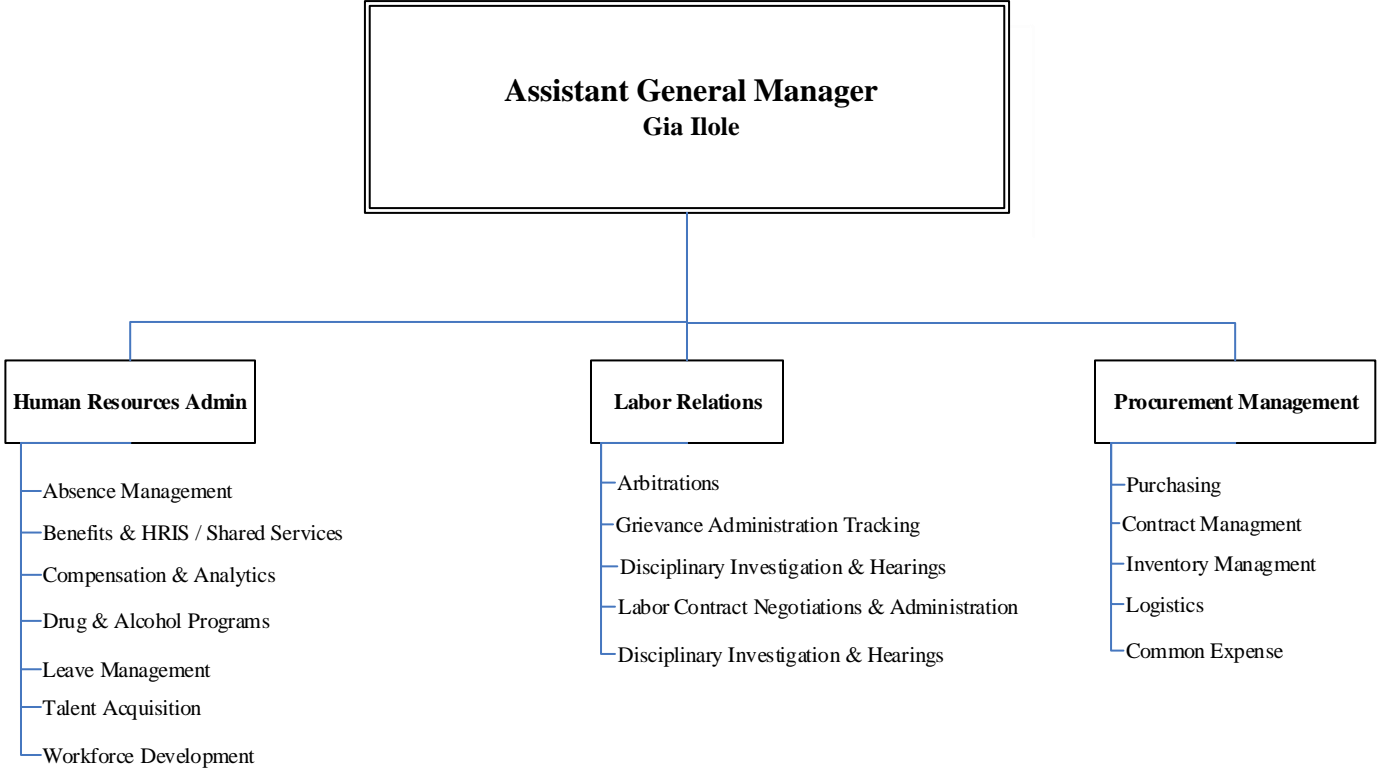
Administer the Custodian of Records (COR) Program									-
Respond to California Public Records Act Requests Timely									<10 Calendar Days
Provide Records in Response to California Public Records Act Requests Timely									<14 Calendar Days

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									
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

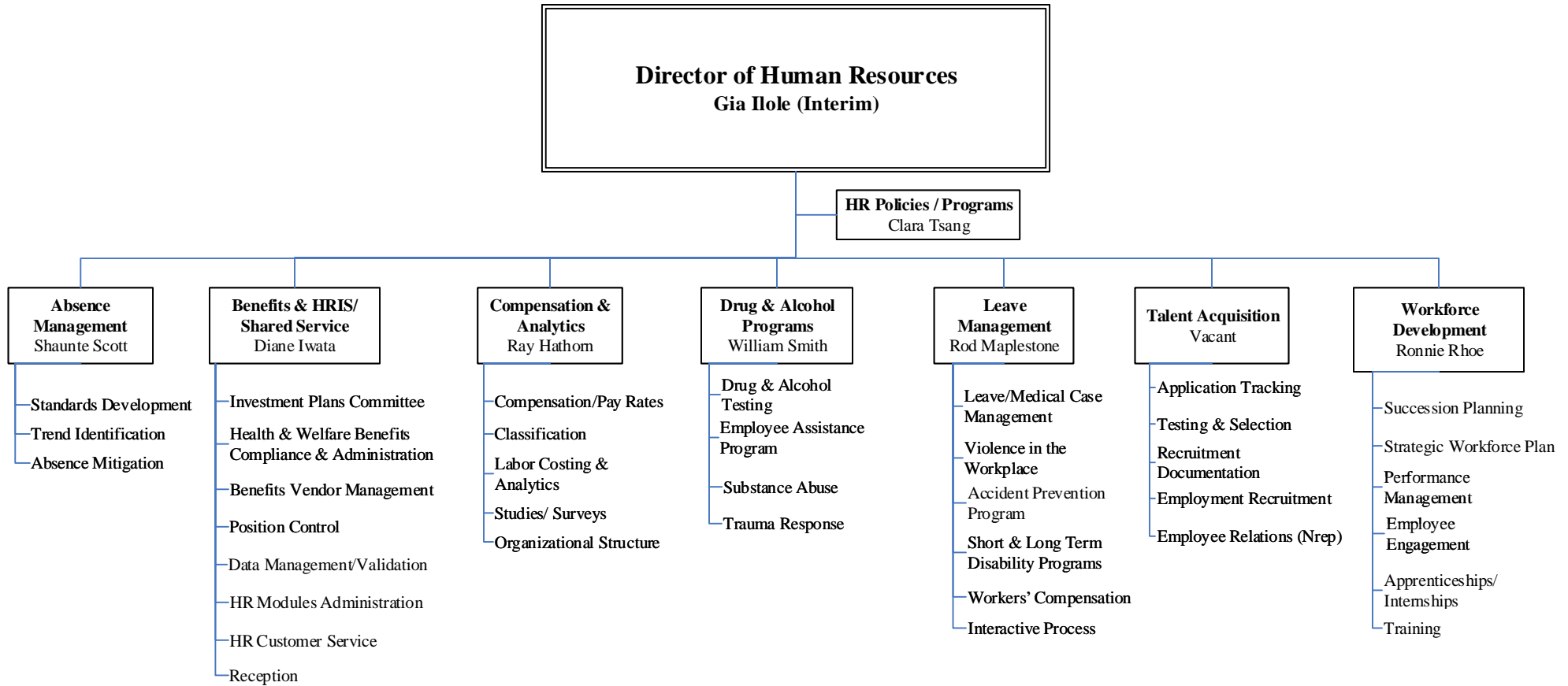
FY21 Adopted Budget



TOTAL HEADCOUNT	
Operating	137.6
Capital	16.0
Reimbursable	1.0










HUMAN RESOURCES ADMIN - 0502

FY21 Adopted Budget












TOTAL HEADCOUNT	
Operating	35.6
Capital	7.0
Reimbursable	1.0

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

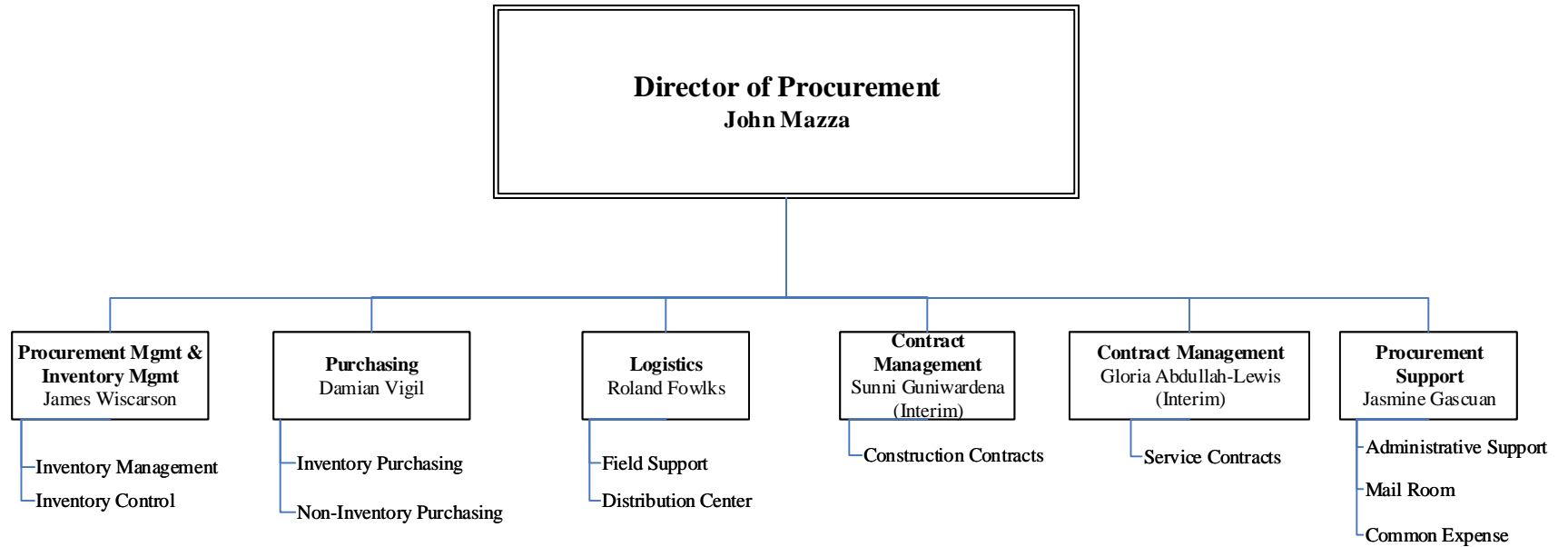
HUMAN RESOURCES	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Benefits & HRIS									
Administer the Health & Welfare Benefits Program								-	
Administer the Benefit Compliance Program								-	
Administer the Benefit Vendors Management 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								-	
Fill Positions Timely								-	
Create New Classifications Timely								-	

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

HUMAN RESOURCES	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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

FY21 Adopted Budget



TOTAL HEADCOUNT	
Operating	90.0
Capital	9.0
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)									-
Support Measure RR Bond Material Storage and Material planning Requirements						-			
In collaboration with client departments create an updated inventory and materials management program						-			
Implement recommendations for bringing inventory and materials up to date						-			
Procurement									
Initiate Strategic Sourcing Program						-			
Procurement Support									
Administer the Records Storage Program									-
Update and Improve the Go-Card Program to meet current District needs									-

Unmet or Unmeasured due to COVID-19

Mission Target was Met

Mission Target was Unmet

Departmental Four-Year Workplan: OFFICE OF ADMINISTRATION - PROCUREMENT

PROCUREMENT	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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

FY21 Adopted Budget










Director of Labor Relations
Shana Dines

Labor Relations
David Coleman

- Arbitrations
- Grievance Administration Tracking
- Disciplinary Investigation & Hearings
- Labor Contract Negotiations & Administration
- Disciplinary Investigation & Hearings

TOTAL HEADCOUNT	
Operating	9.0
Capital	-
Reimbursable	-

Departmental Four-Year Workplan: OFFICE OF ADMINISTRATION - LABOR RELATIONS

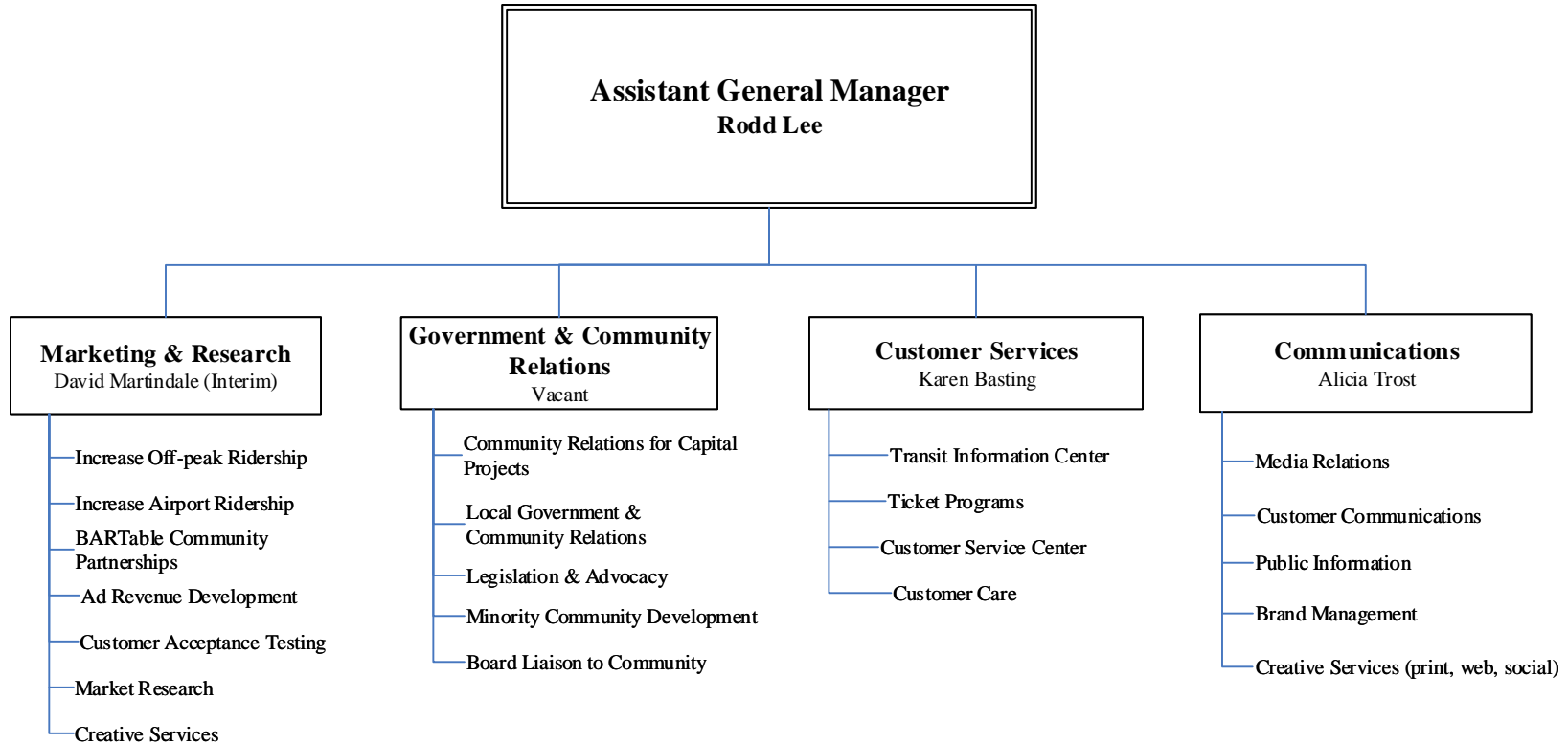
LABOR RELATIONS	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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Labor Relations

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								-	

OFFICE OF EXTERNAL AFFAIRS - 06

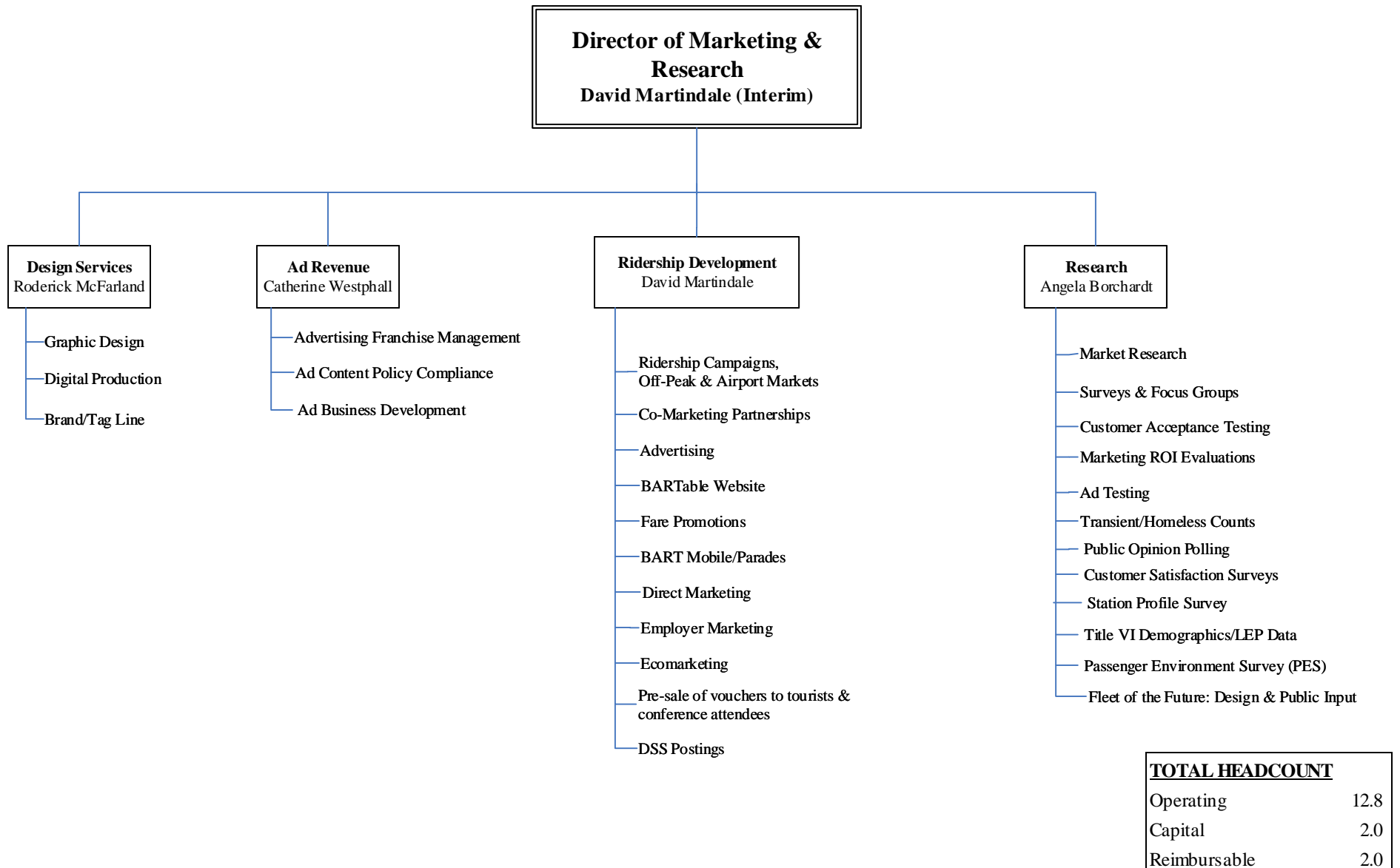
FY21 Adopted Budget











TOTAL HEADCOUNT	
Operating	44.5
Capital	6.3
Reimbursable	2.0
Staff	52.8

MARKETING & RESEARCH - 0602

FY21 Adopted Budget

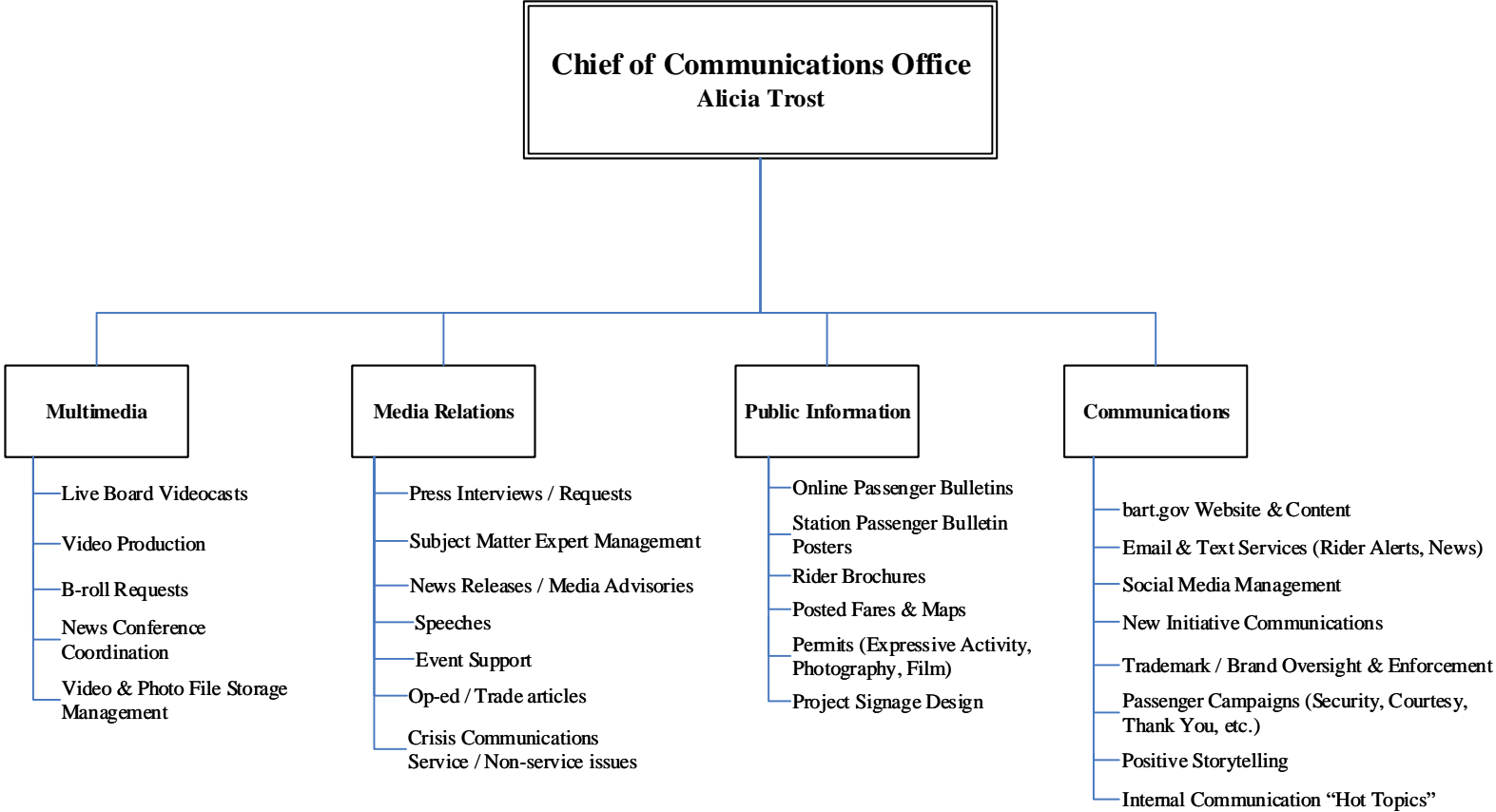


Departmental Four-Year Workplan: EXTERNAL AFFAIRS - MARKETING & RESEARCH

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 2020/2022				
Conduct Employee Surveys (Even Years)							Winter 2020/2022		
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










COMMUNICATIONS - 0603

FY21 Adopted Budget



TOTAL HEADCOUNT	
Operating	7.0
Capital	2.0
Reimbursable	-

Departmental Four-Year Workplan: EXTERNAL AFFAIRS - COMMUNICATIONS

COMMUNICATIONS	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Communications									
Produce Videos to Promote Strategic Improvements					>8 Year				
Publish Original Stories on BART.gov Targeted to BART Activities & Spotlight Employees					>15 Year				
Monitor & Engage on Social Media from 9AM to 5PM					Once per Hour				
Deploy Car Card Campaigns					> 3 Year				
Conduct Online Town Hall Meetings					>1 Year				
Post News Items for the BART.gov Content Program					< 2 Hours				
Post Non-News Items for the BART.gov Content Program					< 72 Hours				
Train Editors for the BART.gov Content Program					< 1 Week				
Administer the BART Brand Oversight & Enforcement Program to Monitor Brand Compliance									Action < 48 hrs
Administer the BART Communication Standards Program									Update Annually
Provide Employee Access to BART Communication Standards									< 2 Days
Update the Knowledge Base Once Per Quarter to Improve Responses to the Public about BART Activities							>4 Year		
Produce Podcasts to Promote Strategic Improvements					>4 Year				
Media Relations									
Provide 24/7/365 Coverage Through Media Relations Program									100%
Acknowledge Media Relations Requests Timely									< 1 Hour
Administer the "Daily Clips" Program									5 Days per Week
Update the Media Voicemail Line Timely During Major Service Disruptions									=15 Minutes

Unmet or Unmeasured due to COVID-19

Mission Target was Met

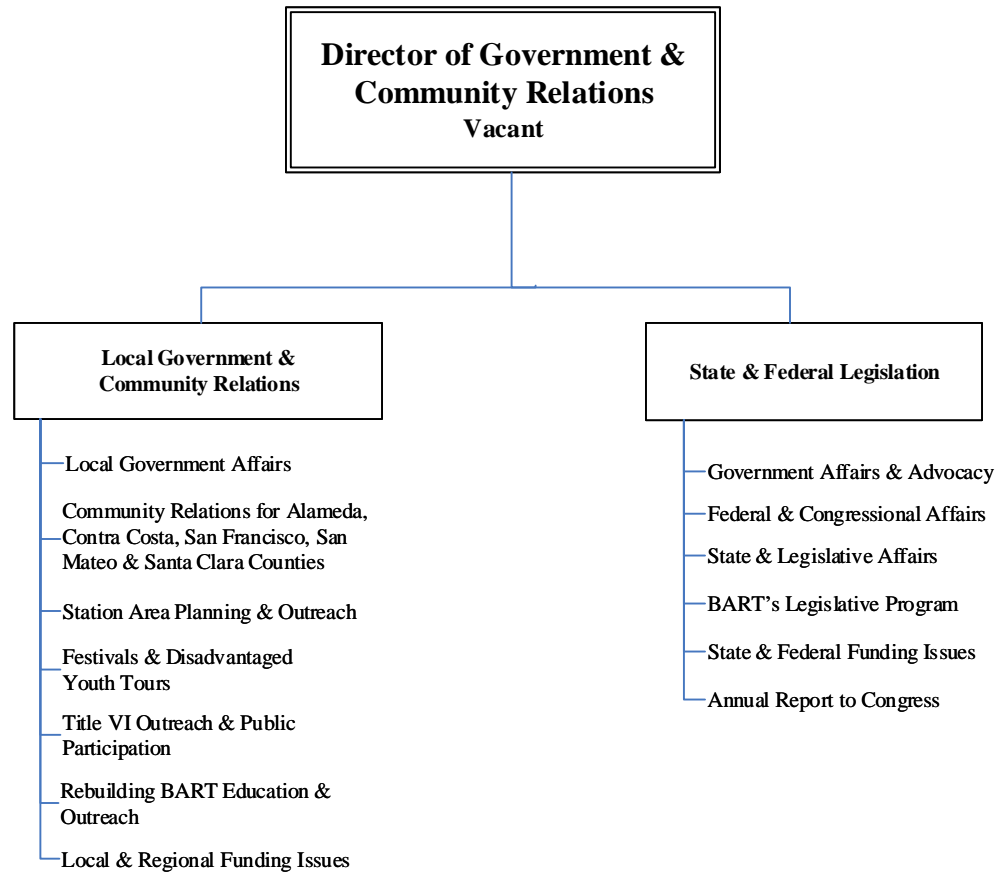
Mission Target was Unmet

Departmental Four-Year Workplan: EXTERNAL AFFAIRS - COMMUNICATIONS

COMMUNICATIONS	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Media Relations									
Administer the BART Subject Matter Expert (SME) Program									Update SME List Twice/Year
Prep BART SMEs for Media Interviews									> 24 Hours
Execute "Behind the Scenes" Opportunities to Highlight Strategic Improvements									>3 Year
Multimedia									
Execute the Live Broadcast & Archiving of Board Meetings					2 per Month				
Perform Regular Maintenance on Multimedia Production Studio Cameras	Monthly								
Perform Regular Maintenance on Multimedia Production Studio Non-Camera Equipment	Annually								
Manage the Digital Asset Archive Program	Monthly Maintenance								
Ingest New Content for Digital Asset Archive Program	< 1 Week								
Public Information									
Provide Expressive Activity Permits Within 7 Days					< 7 Days				
Provide Film & Photography Permits Timely					< 20 Days				
Update Posted Fares, Schedules & Maps Within 3 Weeks of Change					< 3 Weeks				
Update Printed Brochures Within 3 Weeks of Change					< 3 Weeks				
Deliver Passenger Bulletins to Station and Post Online Timely					< 1 Week from Impact				










GOVERNMENT & COMMUNITY RELATIONS - 0604

FY21 Adopted Budget



TOTAL HEADCOUNT	
Operating	8.0
Capital	-
Reimbursable	-

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

GOVERNMENT & COMMUNITY RELATIONS	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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Government & Community Relations

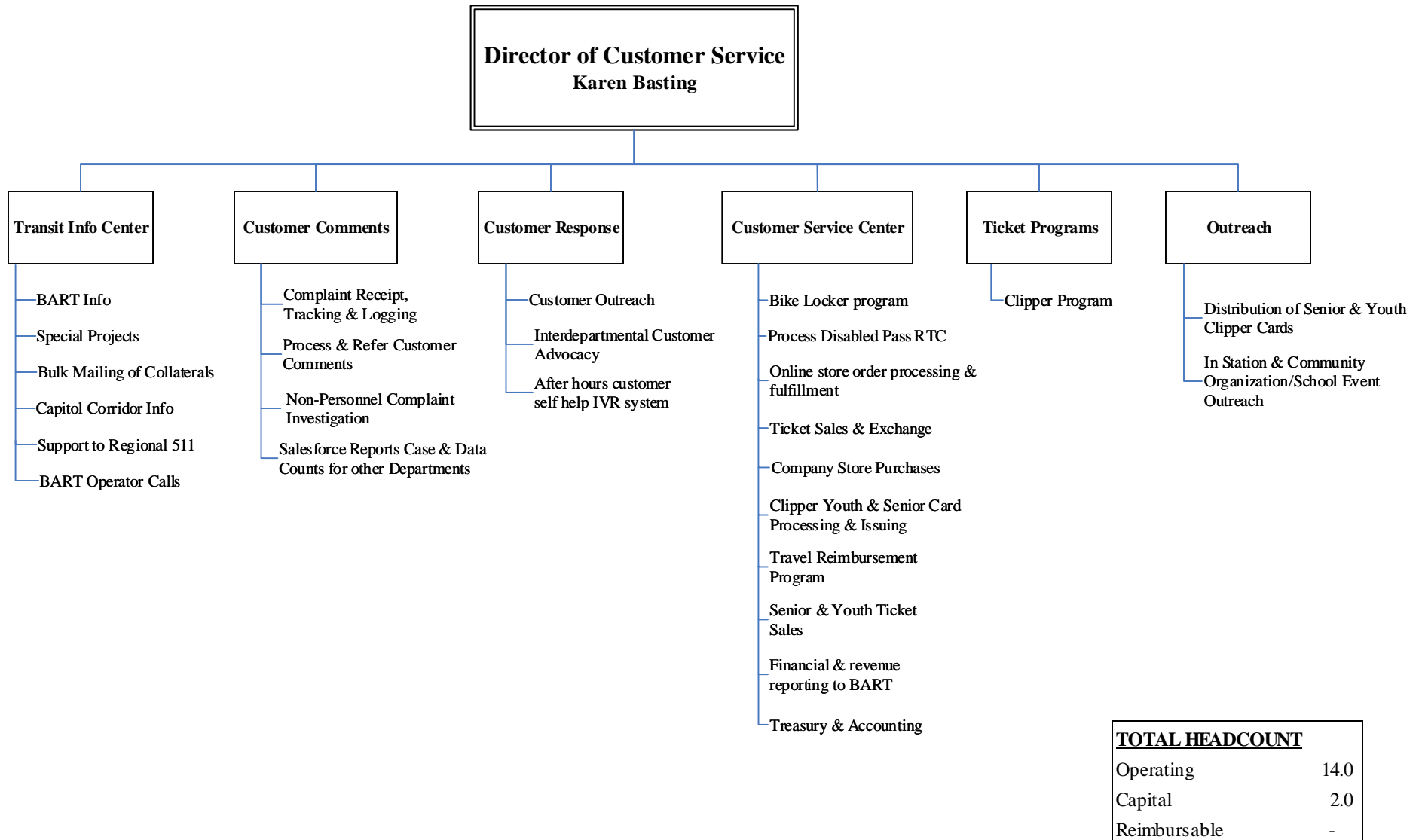
Administer the Community Relations Program (By County)			-						
Create Opportunities for Board of Directors to Interface with Congressional Delegation, Key Stakeholders & Constituents					-				
Execute Targeted Outreach to Educate Officials, Businesses & the Community on System Reinvestment					-				
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

FY21 Adopted Budget

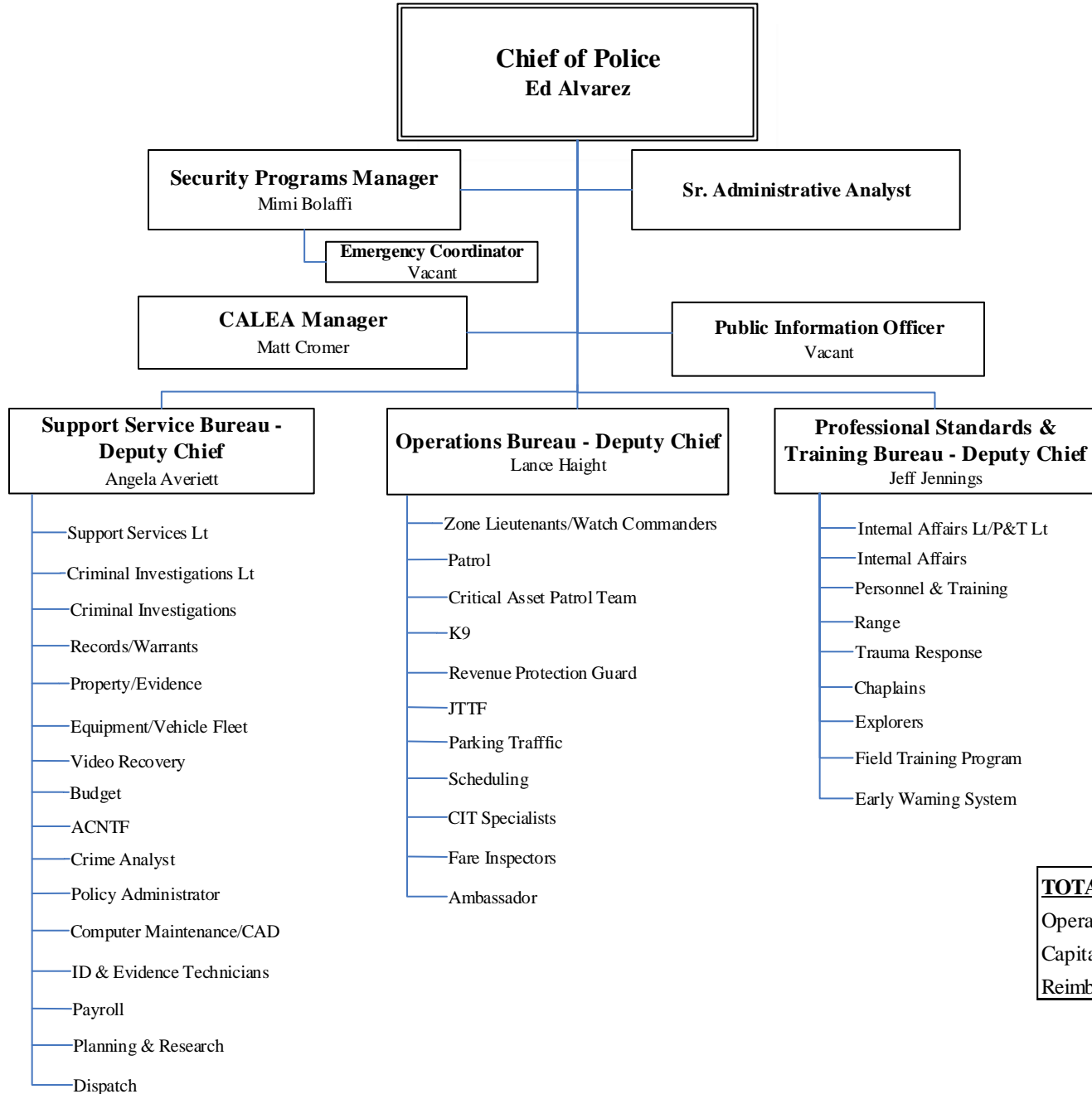


Departmental Four-Year Workplan: EXTERNAL AFFAIRS - CUSTOMER SERVICES

CUSTOMER SERVICES	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Clipper Programs									
Administer the Customer Service Center & Ticket Office at Lake Merritt					-				
Administer the Senior & Youth Clipper Card Program			-						
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.					-				
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				







POLICE DEPARTMENT - 07

FY21 Adopted Budget



TOTAL HEADCOUNT	
Operating	381.0
Capital	3.0
Reimbursable	-

Departmental Four-Year Workplan: POLICE DEPARTMENT

POLICE DEPARTMENT	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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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								-	
Administer the Trauma Response Team Program							-		
Administer the RangeMaster Program							-		
Administer the BPD Chaplain Volunteer Program	-								

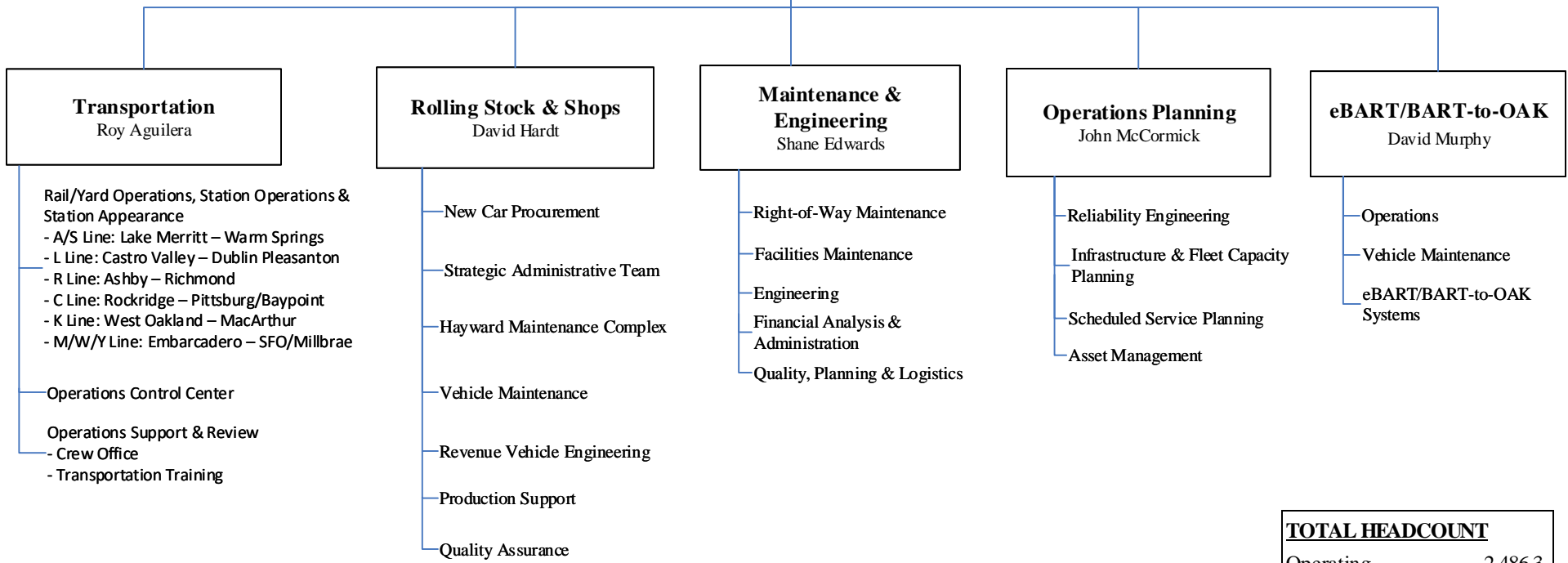
Departmental Four-Year Workplan: POLICE DEPARTMENT

POLICE DEPARTMENT	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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

FY21 Adopted Budget

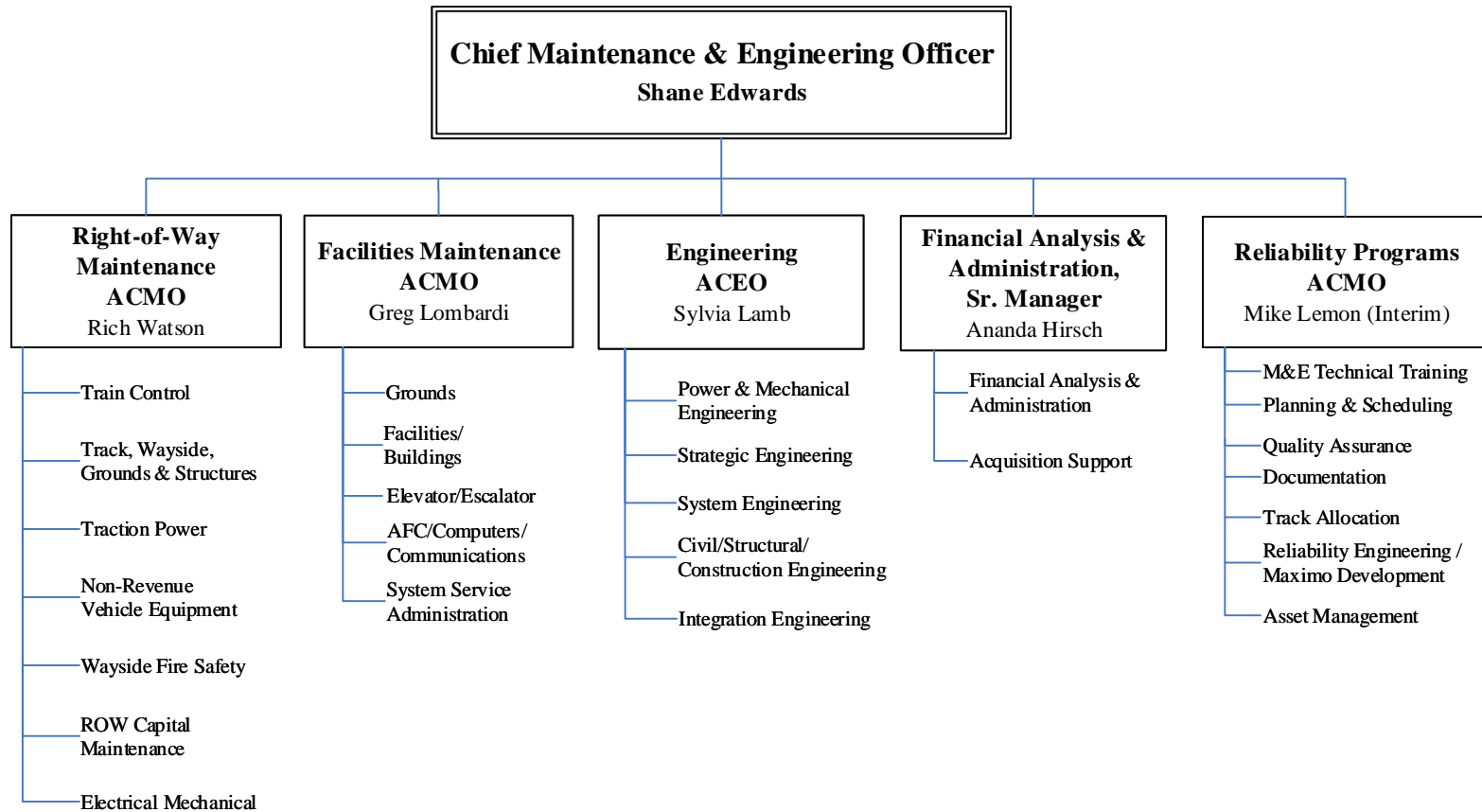
Assistant General Manager
Tamar Allen



TOTAL HEADCOUNT	
Operating	2,486.3
Capital	805.1
Reimbursable	14.0










MAINTENANCE & ENGINEERING - 0802

FY21 Adopted Budget



TOTAL HEADCOUNT	
Operating	703.5
Capital	723.6
Reimbursable	14.0

Departmental Four-Year Workplan: OPERATIONS - MAINTENANCE & ENGINEERING

MAINTENANCE & ENGINEERING	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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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
Develop and Implement earned value metrics									Quarterly
Perform continuous Improvement and Implementation of RR reporting (bi-weekly, monthly, and quarterly)									100% compliance

Engineering Liaison









Implement Fire Life Safety							3000hr/year		
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Facilities Maintenance

AFC/Computers/Communications

Perform All AFC Inspections & Preventative Maintenance Activities						100%			
Perform All Computer Inspections & Preventative Maintenance Activities on a Monthly Basis						100% compliance			
Perform All Communications Inspections & Preventative Maintenance Activities						100% compliance			
Perform CCTV Maintenance, Operations & Repair						6,960 Hrs / As Needed			
Maximize AFC Gate Availability						98%			
Perform Telephone Adds, Moves & Changes due to BART Staffing Growth & Relocations						3,480 Hrs / As Needed			
Maximize AFC Vendor Availability						95%			

Departmental Four-Year Workplan: OPERATIONS - MAINTENANCE & ENGINEERING

MAINTENANCE & ENGINEERING	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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Facilities Maintenance

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			
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			

Unmet or Unmeasured due to COVID-19

Mission Target was Met

Mission Target was Unmet

Departmental Four-Year Workplan: OPERATIONS - MAINTENANCE & ENGINEERING

MAINTENANCE & ENGINEERING	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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Facilities Maintenance










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				










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				










Departmental Four-Year Workplan: OPERATIONS - MAINTENANCE & ENGINEERING

MAINTENANCE & ENGINEERING	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Facilities Maintenance									
System Service									
Achieve Average PES Rating for "Environment - Inside Stations"					≥64.00%				
Achieve Average PES Rating for Station Vandalism					>73.00%				
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%			
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%			

Departmental Four-Year Workplan: OPERATIONS - MAINTENANCE & ENGINEERING

MAINTENANCE & ENGINEERING	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Quality, Planning, & Logistics									
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%
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			

Departmental Four-Year Workplan: OPERATIONS - MAINTENANCE & ENGINEERING

MAINTENANCE & ENGINEERING	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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Quality, Planning, & Logistics

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			
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			

Departmental Four-Year Workplan: OPERATIONS - MAINTENANCE & ENGINEERING

MAINTENANCE & ENGINEERING	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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ROW Maintenance

Track

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			

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 Weezee 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			

Unmet or Unmeasured due to COVID-19

Mission Target was Met

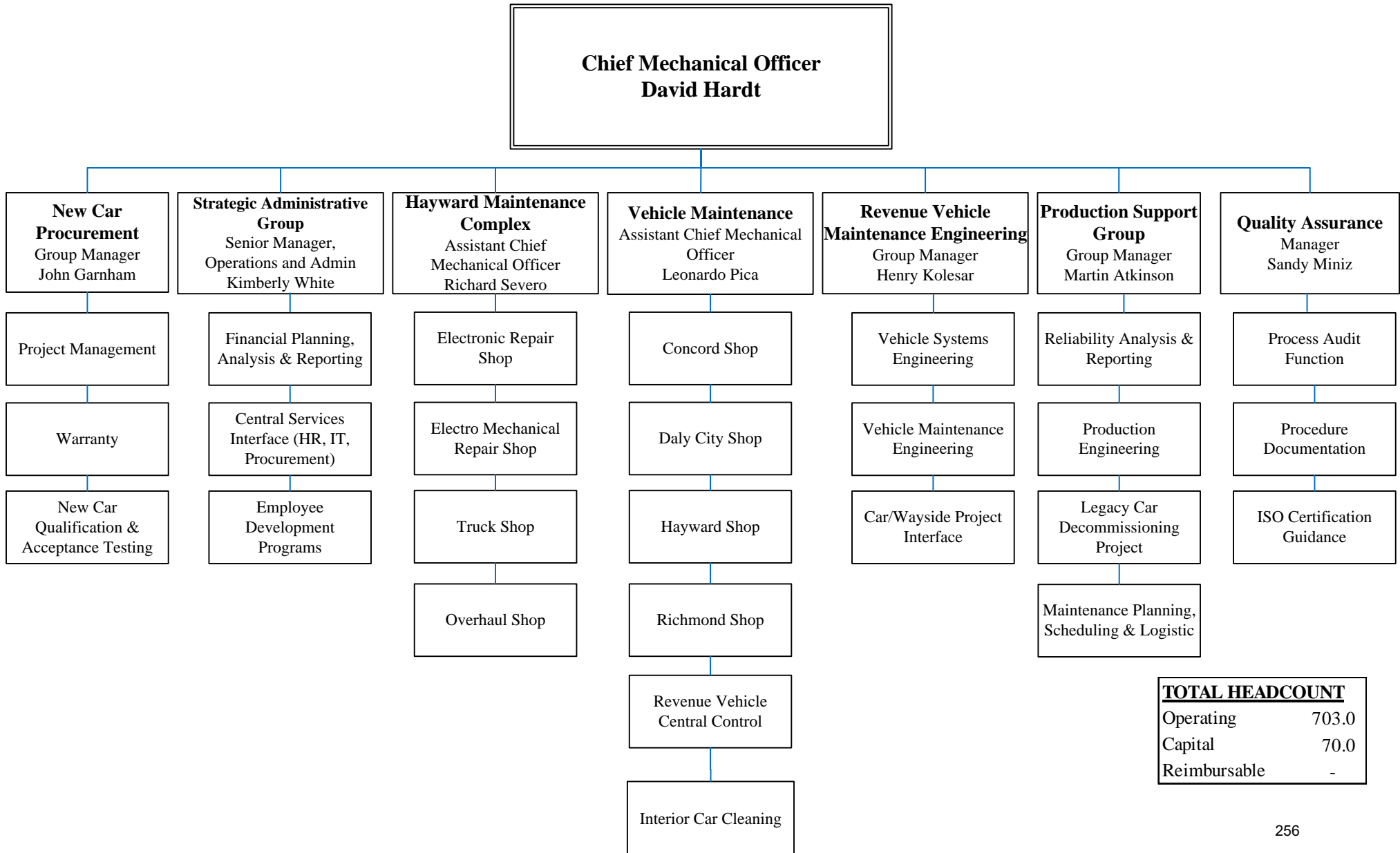
Mission Target was Unmet

Departmental Four-Year Workplan: OPERATIONS - MAINTENANCE & ENGINEERING

MAINTENANCE & ENGINEERING	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
ROW Maintenance									
Train Control									
Sustain Ongoing Engineering and Maintenance Support for the new Train Control Modernization Program Post CBTC commissioning						90%			









ROLLING STOCK & SHOPS - 0803

FY21 Adopted Budget












TOTAL HEADCOUNT	
Operating	703.0
Capital	70.0
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%			
Production Support									
Administer Lifecycle Improvement Process Program for Car Systems and Components						Improve Efficiency			
Administer the Campaign & Modification Development Program						Timely Completion			
Quality Assurance									
Perform Internal and Vendor Compliance Audits						≥10			
Audit QMS Systems for ISO 9001 Compliance							10/Month		
Revenue Vehicle Maintenance Engineering									
Develop the Maintenance Plan Program for Fleet Transition to New Rail Cars						Timely Completion			
Perform Timely Investigation of Incidents and Provide Shop Support						Timely Completion			
Develop Engineering Designs, Material Specifications, Modifications & Procedures						Timely Completion			
Implement Wheel Profile Change						Timely Completion			
Minimize the Materials Specification Response Time (REI)						≤10 Days			
Develop and Maintain Lifecycle Maintenance Program for Car Systems and Components						Improve Equipment Re-Stock Time			
Strategic Administrative Group									
Develop and Administer Car Level Technical & New Car Training Program								100%	

Departmental Four-Year Workplan: OPERATIONS - ROLLING STOCK & SHOPS





ROLLING STOCK & SHOPS	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Strategic Administrative Group									
Maintain Percentage Of Positions Filled								≥96.6%	
Utilize 100% of Capital Staff Based on Available Funding								100%	
Administer Leadership Development & Professional Training Program								≥ 12 Employees Per Year	
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 Environmental Protection Agency (EPA)							100%		
Administer Regulatory Training for The Injury & Illness Prevention Program							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%		
Ensure Wheel Truing Training to Maintain Adequate Staffing to Meet Demand						≥3 Employees Per Shift/Day			
Manage Procurement Contracts & Ongoing Evaluations Of Parts & Services Needed						100%			
Develop and Provide Analytical Tools to Enable Effective Financial Management									As Needed
Administer Safety Training for Supervisors and Managers in FY20							32 Hours		
Develop and Administer Component Level Technical & New Car Training Program								100%	

Unmet or Unmeasured due to COVID-19

Mission Target was Met

Mission Target was Unmet

Departmental Four-Year Workplan: OPERATIONS - ROLLING STOCK & SHOPS










ROLLING STOCK & SHOPS	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Strategic Administrative Group									
Partner with Office of Civil Rights to Administer Sexual Harassment Training								100%	
Vehicle Maintenance									
Ensure Train Interior Is Kept Free Of Graffiti (Passenger Experience Survey Score)					70%				
Ensure Train Interior Cleanliness (Passenger Experience Survey Score)					70%				
Execute Lifecycle Maintenance Program for Car Systems and Components						Improve Efficiency			
Perform Surveillance of Trans Bay Tube Rail Car Movement						Weekdays			
Response Time to Intercept Soiled Cars						< 45 Minutes			
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			
Manage the Mean Time Between System Delays (Hours)						>4,650 Hours			
Manage the Mean Time Between Incidents (Hours)						>210 Hours			
Meet SCRAM Requirements for Car Availability at 0400 Hours						Met			
Develop a Baseline Target for Repeater Car Hits for FOTF						-			
Minimize the Number of Repeater Car Hits Per 1,000 Hours for FOTF						-			
Minimize the Number of Repeater Car Hits Per 1,000 Hours for Legacy Fleet						<0.5			
Ensure Adequate Material Stock for Electro Mechanical Repair Shop (EMRS) Components						98%			
Ensure Adequate Material Stock for the Electronic Repair Shop (ERS) Components						98%			

Unmet or Unmeasured due to COVID-19

Mission Target was Met

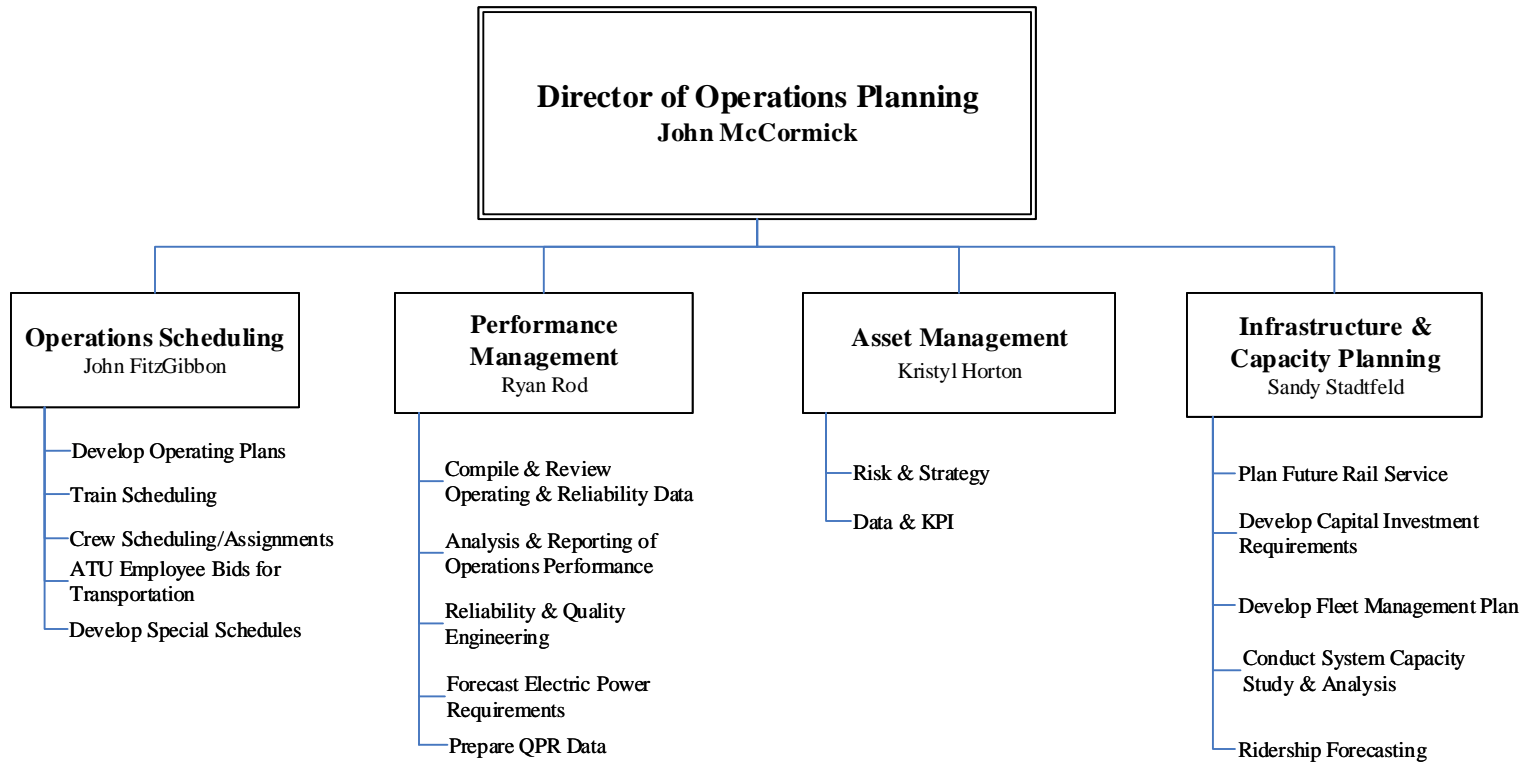
Mission Target was Unmet

Departmental Four-Year Workplan: OPERATIONS - ROLLING STOCK & SHOPS

ROLLING STOCK & SHOPS	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Vehicle Maintenance									
Perform Vehicle Level Overhaul & Structural Repair						Timely Completion			
Adhere to the Preventative Maintenance Schedule for Rail Cars						100%			
Minimize Supervisor Response Time for the Vehicle Trouble Desk						≤10 Minutes			
Maintain a Comfortable Temperature Onboard Train (Passenger Experience Survey (PES) Score)					80%				
Prepare Emergency Evacuation Drills for All Locations & All Shifts							100%		
PED Checks - Move Crew							10% per Quarter		










OPERATIONS PLANNING - 0804

FY21 Adopted Budget



TOTAL HEADCOUNT	
Operating	13.0
Capital	6.0
Reimbursable	-

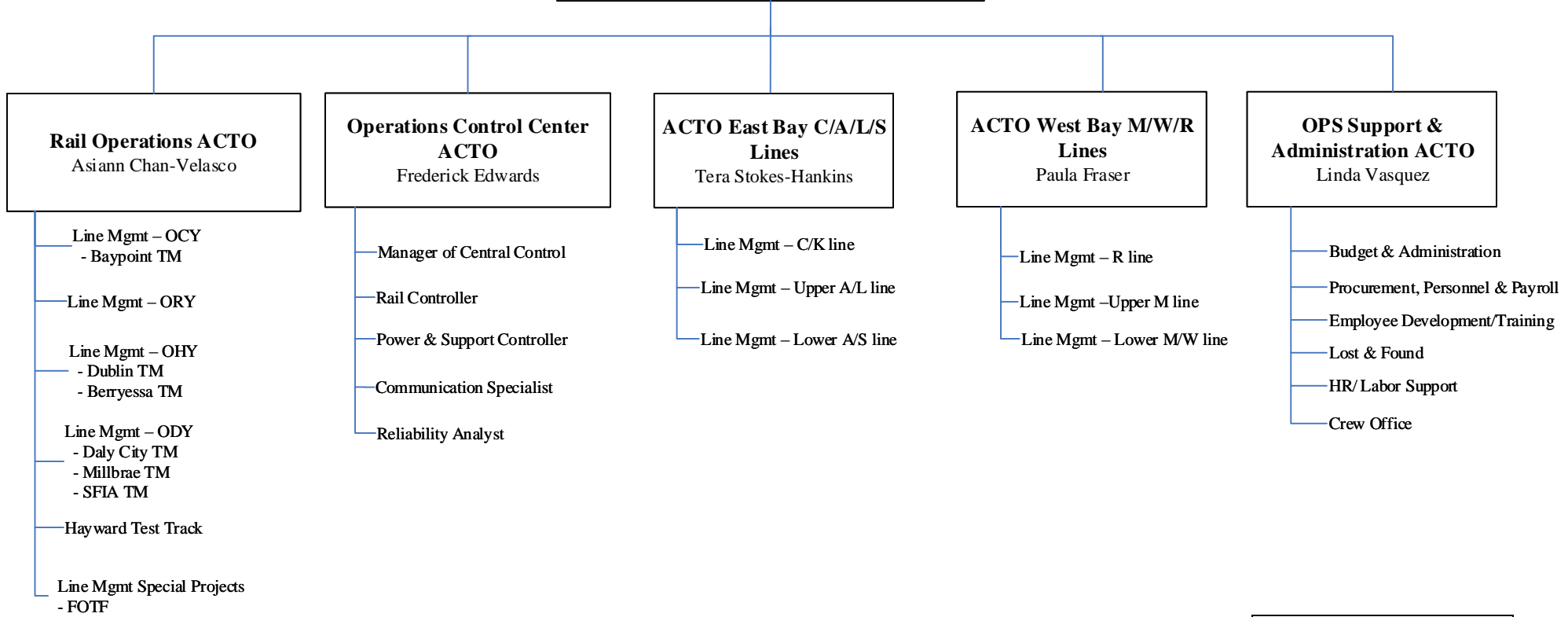
Departmental Four-Year Workplan: OPERATIONS - OPERATIONS PLANNING

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
Manage Department Four Year Workplan Data to Assess Risk to the BART Strategic Plan Goals									Ongoing

TRANSPORTATION - 0805







FY21 Adopted Budget

Chief Transportation Officer
 Roy Aguilera



TOTAL HEADCOUNT	
Operating	996.9
Capital	5.5
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								-	
Coordinate 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		
Minimize Verified Rude Agent Complaints						<200			

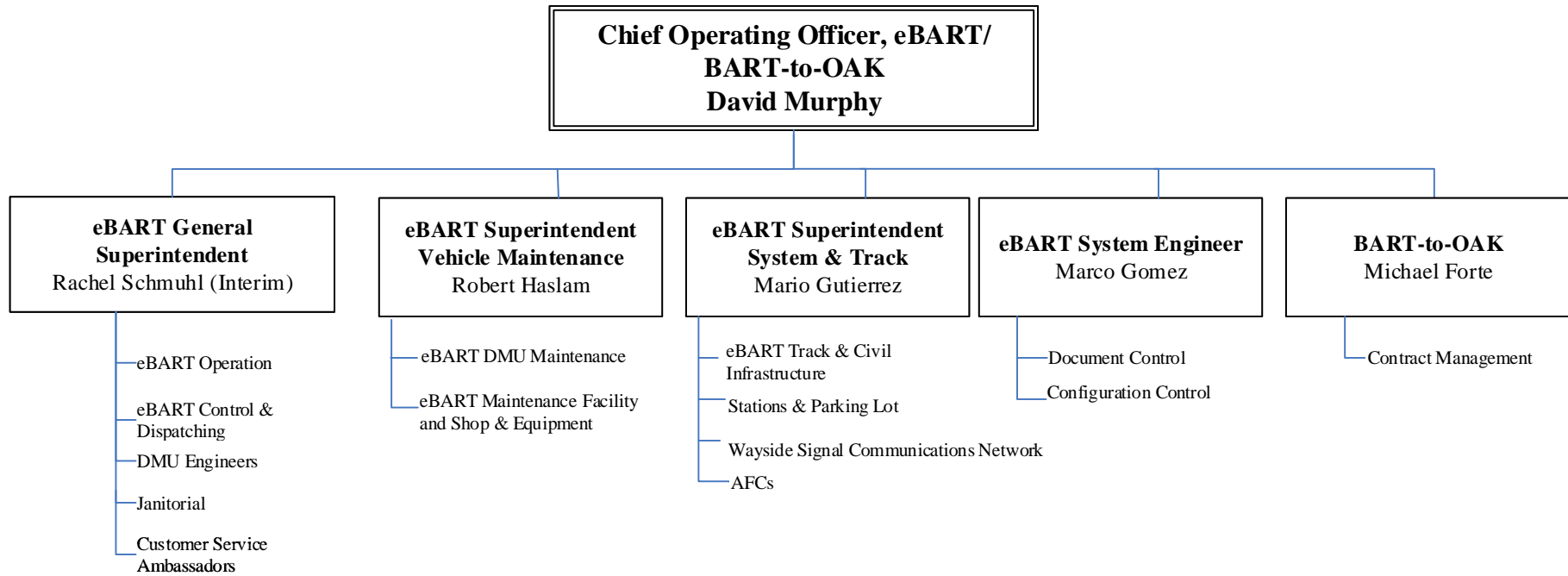
Unmet or Unmeasured due to COVID-19

Mission Target was Met

Mission Target was Unmet










EBART/BART-TO-OAK - 0807

FY21 Adopted Budget



TOTAL HEADCOUNT	
Operating	68.0
Capital	-
Reimbursable	-

Departmental Four-Year Workplan: OPERATIONS - OAC & eBART

OAC & eBART	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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eBART Operations

Achieve Weekday Ridership Goals						8,000			
Manage On-Time Connections with BART						98.5%			
Minimize Complaints per 100K Passengers					7				
Maximize Escalator Availability						96%			
Maximize Elevator Availability						98%			
Minimize Vehicle Meantime Distance Between Failure (MDBF)						14,000 Miles			
Minimize Accidents per 100K Miles							.25		
Zero Lost Time due to work-place injuries							0		
Zero Preventable Vehicle Accidents							0		
100% of systems and railcar PMs completed on time									100%

OAC Operations

Achieve Weekday Ridership Goals						2,750			
Maximize Passenger Service Availability						99.5%			
Ensure Sufficient Fleet Availability						99.5%			
Maximize Elevator Availability						98.5%			
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				

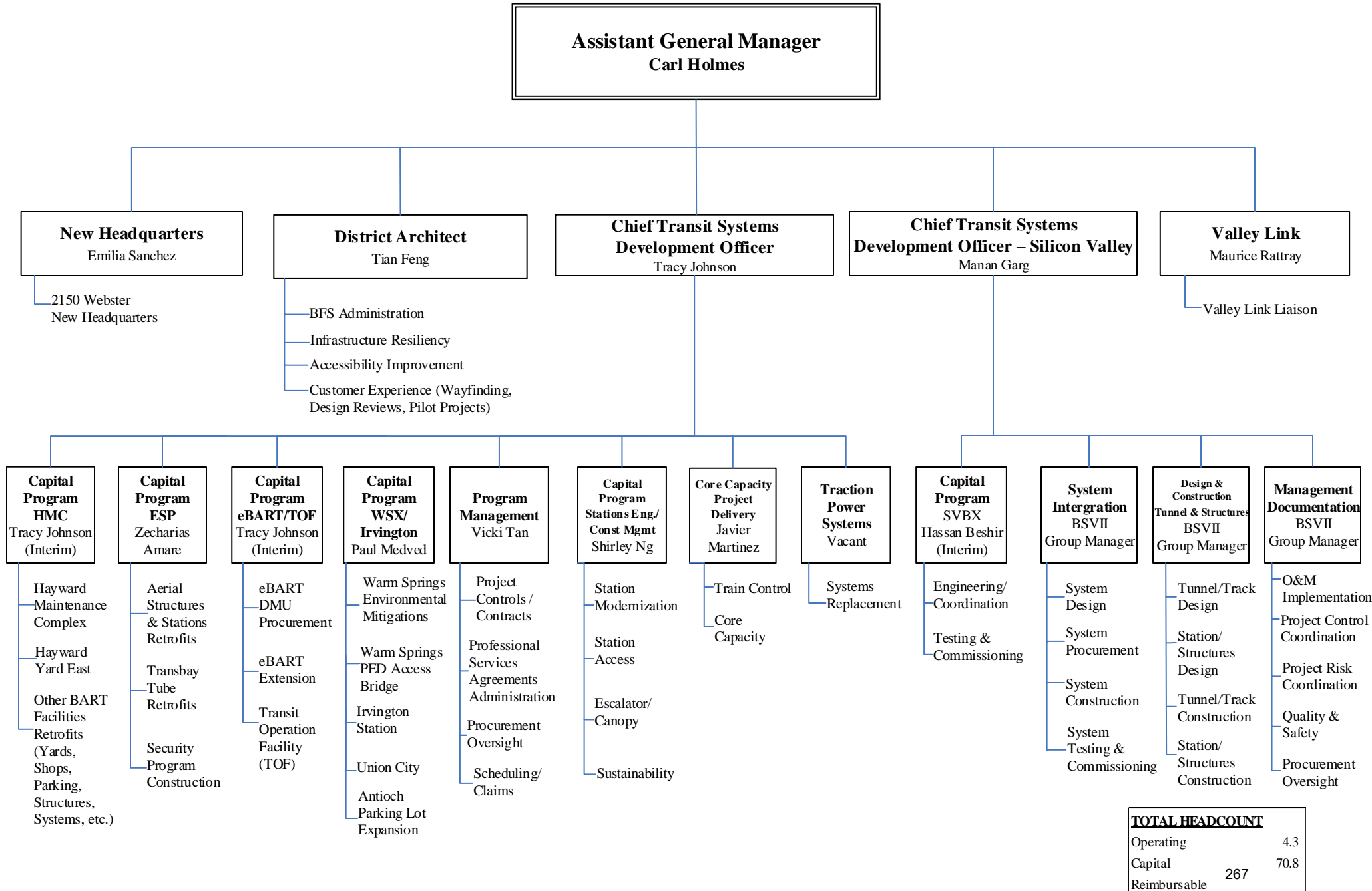
Unmet or Unmeasured due to COVID-19

Mission Target was Met










Mission Target was Unmet

DESIGN & CONSTRUCTION – 10










FY21 Adopted Budget



Departmental Four-Year Workplan: DESIGN & CONSTRUCTION

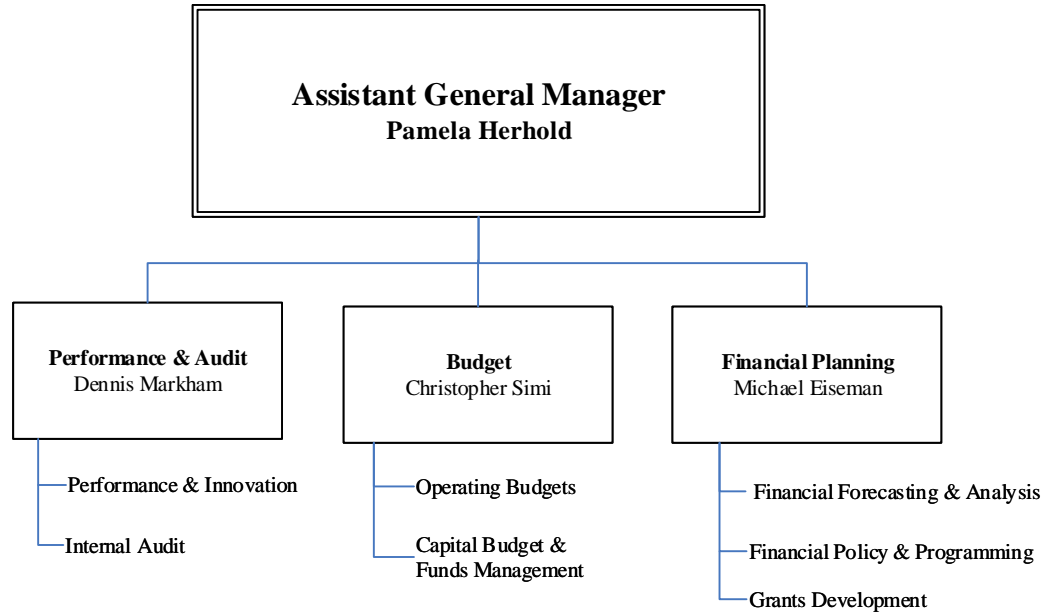
DESIGN & CONSTRUCTION	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Program Management									
Meet Contracting Goals for MBE/DBE/WBE/SBE			-						
Administer the Construction Management Program		-							
Administer the On-Call Engineering 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

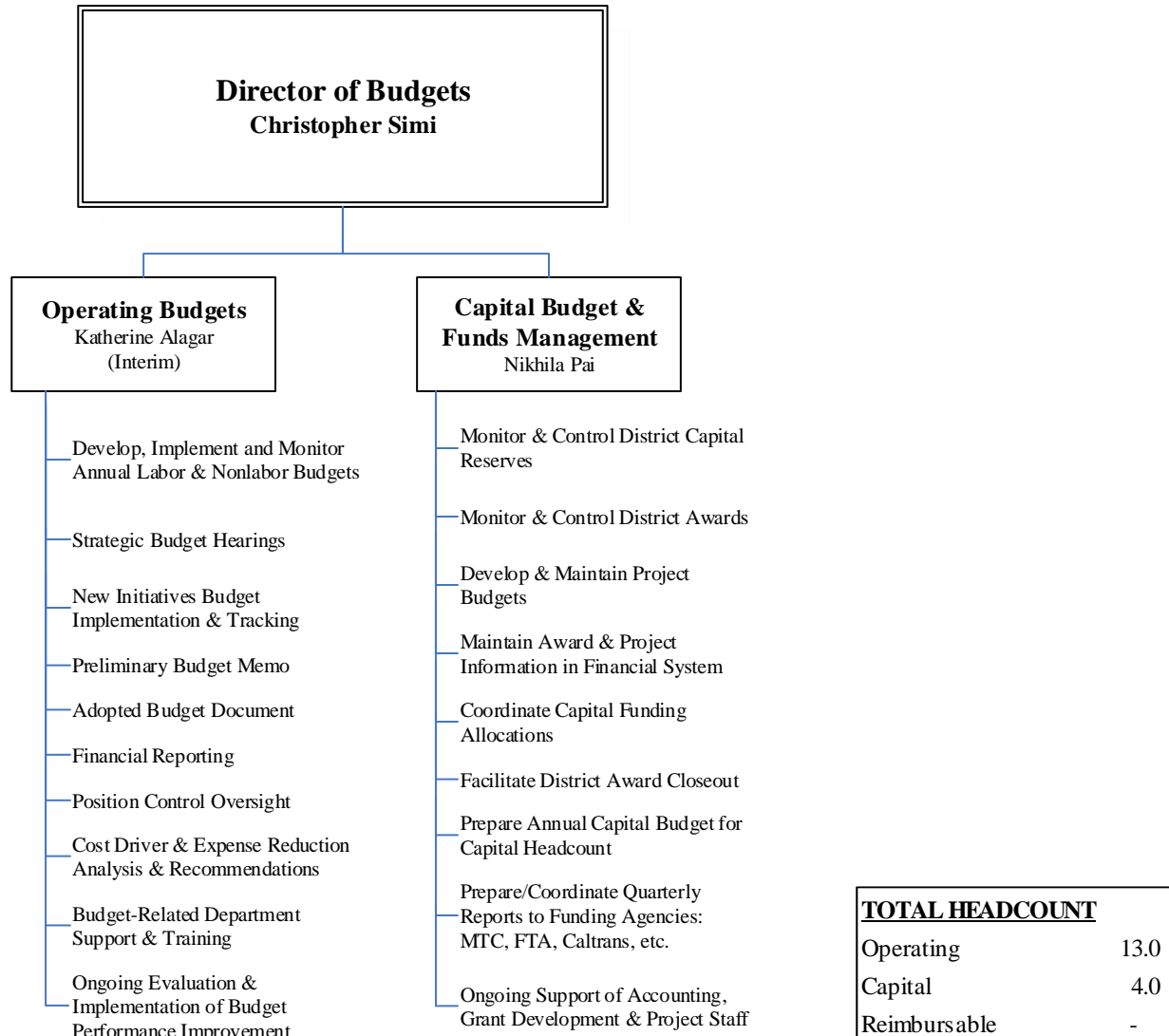
FY21 Adopted Budget











<u>TOTAL HEADCOUNT</u>	
Operating	30.5
Capital	10.5
Reimbursable	1.0

BUDGET - 1104

FY21 Adopted Budget

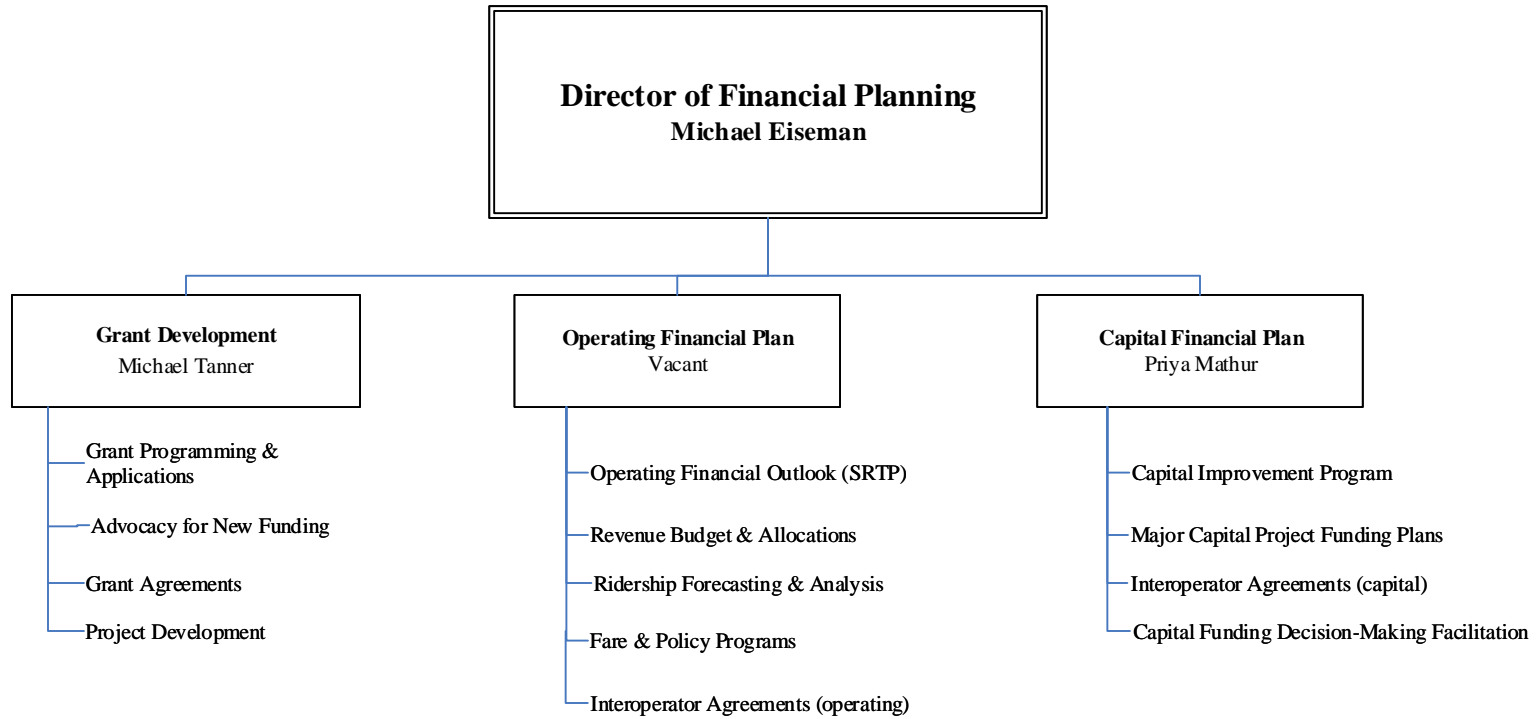


Departmental Four-Year Workplan: OFFICE OF PERFORMANCE & BUDGET - BUDGET

BUDGET	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Capital Budget and Funds Management									
Manage the Capital Budget and Funds Management Department									Met
Prepare the Capital Budget Draft by March 31									Met
Prepare the Final Capital Budget by June 30									Met
Monitor the Capital Reserve									Met
Administer the Grants Compliance Program									Met
Administer Financial Management System									Met
Prepare All Required Reports by Fund Source									Met
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
Monitor Operating Reserves									-
Prepare Monthly Budget Reports									Met
Prepare Quarterly Budget Reports									Met
Prepare Financial Forecasts Timely									-
Maintain the District's Position Control (w/HRIS)									-








FINANCIAL PLANNING - 1106

FY21 Adopted Budget



<u>TOTAL HEADCOUNT</u>	
Operating	7.5
Capital	3.5
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 
Capital Financial Plan									
Update and Continuously Improve 15-Year Capital Financial Outlook (CIP)									Annual
Update Five Year BART/SFMTA CIP for Muni Joint Maintenance Agreement									Annual
Facilitate Development of Capital Investment Prioritization Framework for District									July 2020
Update BART/SVRT CIP For SVRT O&M Agreement									Annual
Lead Capital Prioritization to Support Regional Planning Efforts									Annual
Manage Funding Plans for Major Capital Projects, Including Core Capacity									Annual
Contribute as Core Team Member to Project Portfolio Management (PPM) Software Implementation									July 2020
Financial Planning									
Prepare Financial Analysis For Strategic Improvements									Ongoing
Prepare the Short Range Transit Plan / Capital Improvement Program, Biennially									July 2020
Negotiate & Manage Interoperator Agreements									Ongoing
Provide Ad-hoc Financial Analysis as Required by AGM, DGM, and GM									Ongoing
Prepare SVRT Invoices and Respond to VTA Requests for Information									Annual
Operating Financial Plan									
Manage Fares, Fare Policy, & Fare Programs									Ongoing
Forecast Operating Cost of 10-Year Service Plan and Proposed Service Changes									Annual

Departmental Four-Year Workplan: OFFICE OF PERFORMANCE & BUDGET - FINANCIAL PLANNING

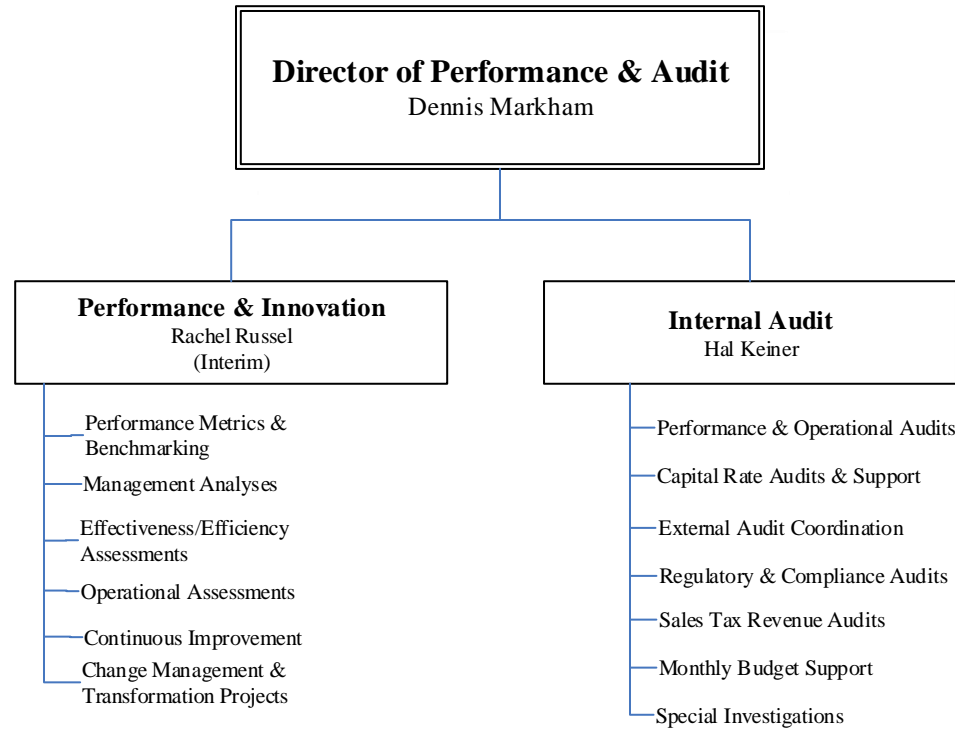
FINANCIAL PLANNING	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Operating Financial Plan									
Update and Continuously Improve 10-Year Operating Financial Outlook									Annual
Manage and Report on BART's Operating Source & Allocation Budget									Ongoing
Report on and Analyze Ridership and Fare Revenue to Support District-Wide Planning & Decision Making									Ongoing
Maintain and Continuously Improve BART Ridership Model, and Produce 10-Year Ridership Forecast									Annual
Support Fare Evasion Task Force with Financial Analysis as Requested									Ongoing

Departmental Four-Year Workplan: OFFICE OF PERFORMANCE AND BUDGET - FINANCIAL PLANNING

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									-










PERFORMANCE & AUDIT - 1302

FY21 Adopted Budget



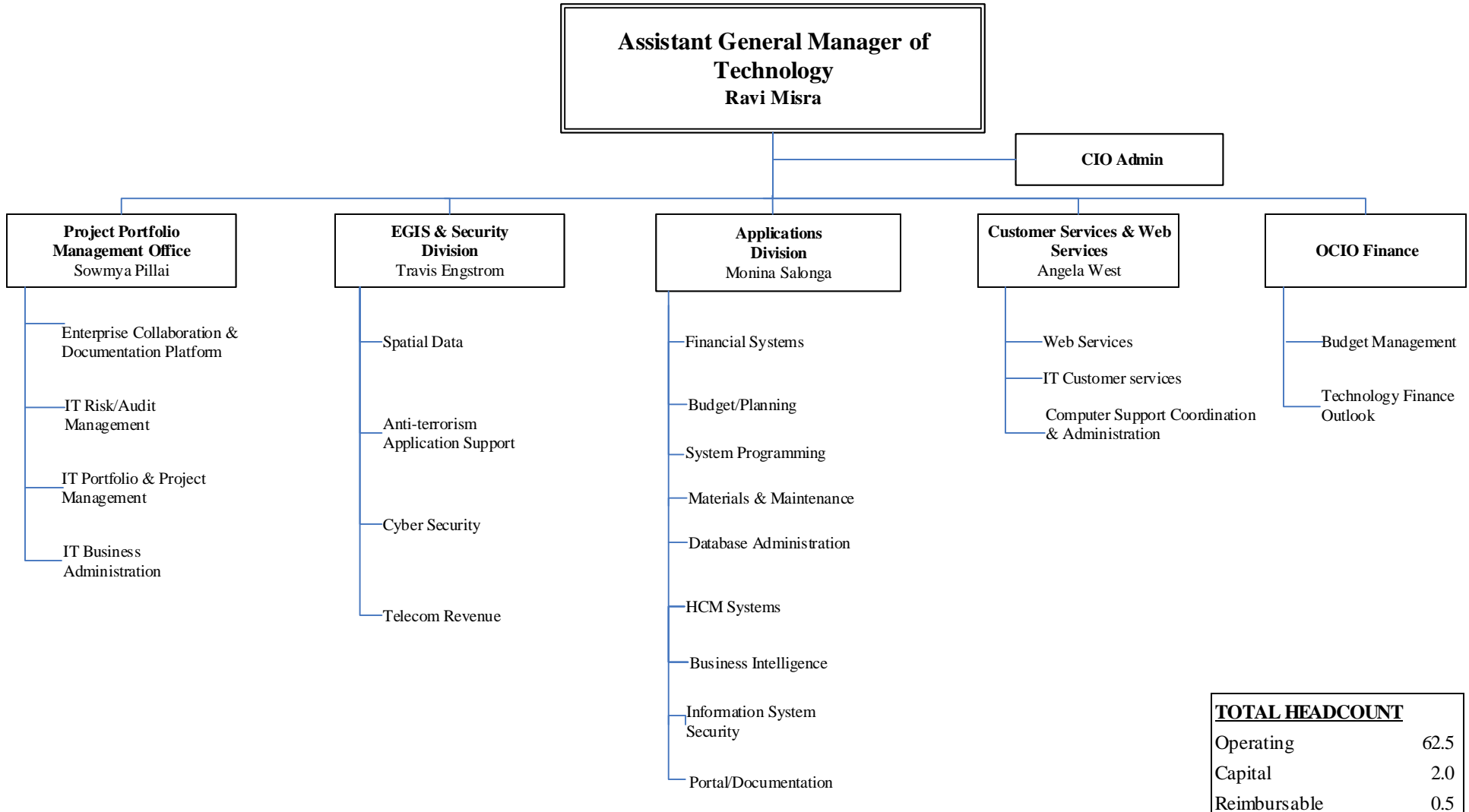
TOTAL HEADCOUNT	
Operating	6.0
Capital	3.0
Reimbursable	-
Staff	9.0

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									-
Assess and Update Standard Operating Procedures (SOPs) and Quality Assurance (QA) Standards, and Develop Related Performance Metrics	Ongoing								
Develop Master List of Potential Audits, Prepare Annual Audit Plan and Consistently Publish Annual and Quarterly Audit Reports	Quarterly								
Conduct IA Staff Skills Assessment and Address Anticipated Knowledge Gaps/Redundancy Needs	-								








OFFICE OF THE CHIEF INFORMATION OFFICER - 12

FY21 Adopted Budget












TOTAL HEADCOUNT	
Operating	62.5
Capital	2.0
Reimbursable	0.5

Departmental Four-Year Workplan: OCIO

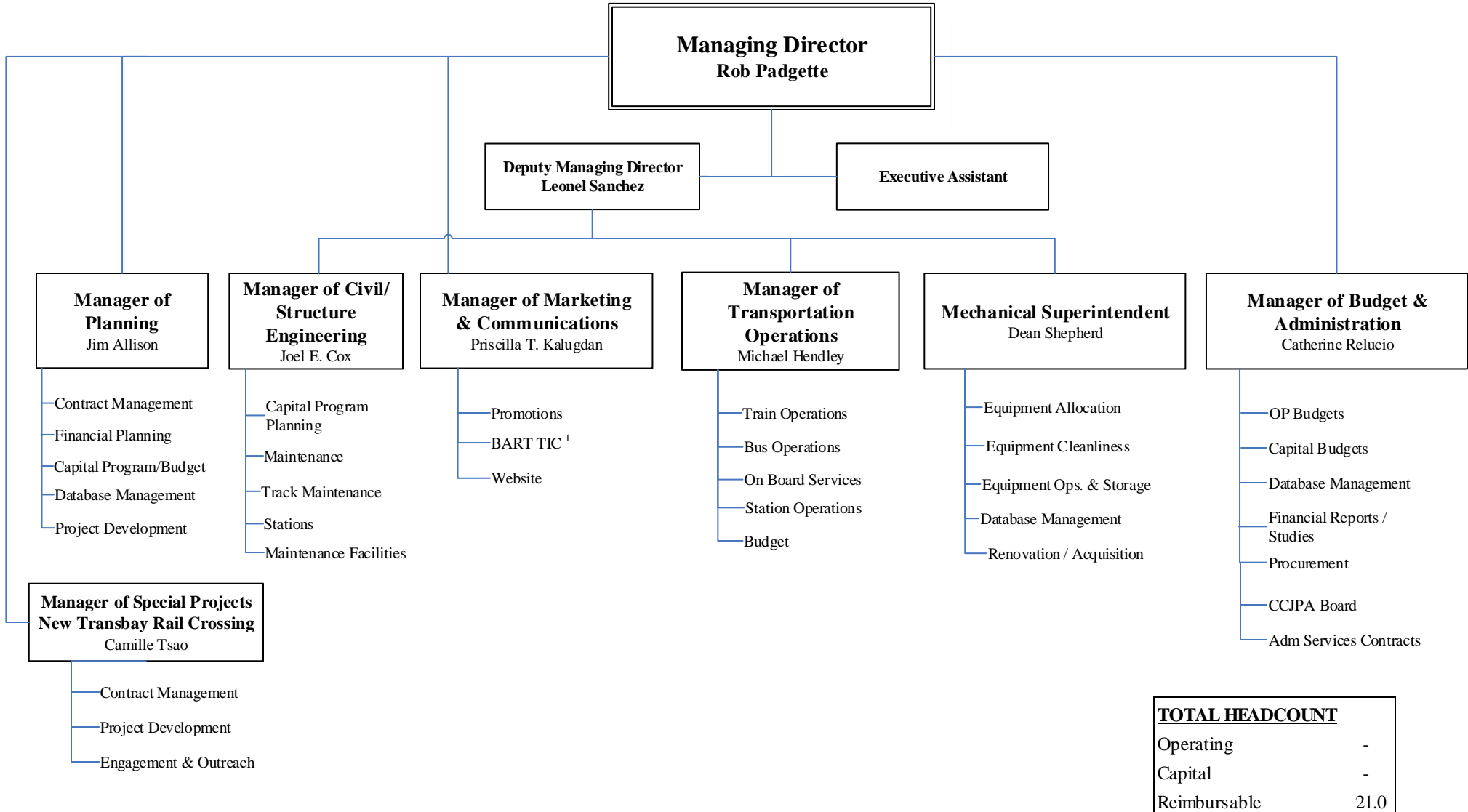
OCIO	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Applications Division									
Ensure Availability of Maximo						99.9% Uptime			
Ensure Availability of Oracle Business Intelligence Enterprise Edition (OBIEE)						99.9% Uptime			
Ensure Availability of the SharePoint Site								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	
Customer Service & Web Services									
Ensure Availability of the BART.gov Website					99.9% Uptime				
Ensure Availability of Salesforce CRM					99.9% Uptime				
Manage the Salesforce Help Desk & Meet Service Level Agreement (SLA) Goals								80% within SLA	
Ensure Policy Upgrades Timely								Timely Upgrades	
Ensure availability of Open Data Portal and ability to update quarterly					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

Departmental Four-Year Workplan: OCIO

OCIO	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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	
Project Portfolio Management Division									
Maintain & Manage Integrated Project Portfolio with Finance								80% within SLA	
Provide Peripheral Support Upgrades Timely								Timely Upgrades	
Process & Review Submitted Projects for the Knowledge Management Governance Group								>90% Intake	
Administer Annual Project Management Training & Development Program								≥10 Classes	










CAPITOL CORRIDOR OFFICE – 14

FY21 Adopted Budget



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		≤ \$33,201,000							
Minimize Mechanical Delays per 10K Train Miles		≤ 60							
% of Customers Highly Satisfied		≥ 92.5%							
Revenue		≥ \$37,500,000							
Minimize Operator Delays per 10K Miles		< 325							
Stations On Time Performance		≥ 90%							
End-Point On Time Performance		≥ 90%							
Total Operating Cost Per Passenger Mile		< .58 (cents)							
System Operating Ratio (Train & Feeder Bus)		≥ 52%							
Passenger Miles		117,994,000							
Route Ridership		1,759,000							

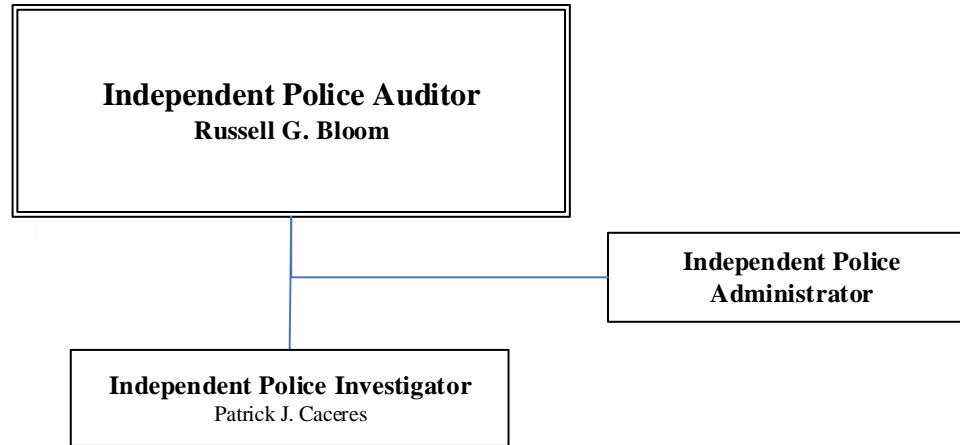
Unmet or Unmeasured due to COVID-19

Mission Target was Met

Mission Target was Unmet










INDEPENDENT POLICE AUDITOR – 17

FY21 Adopted Budget



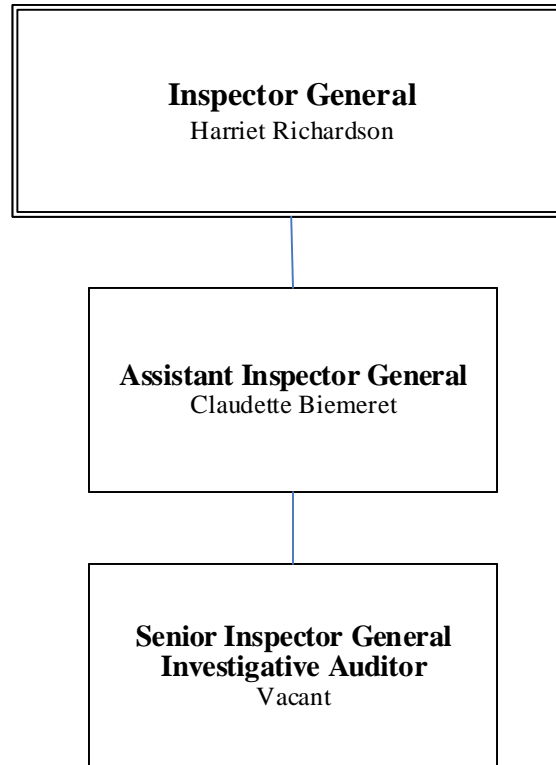
TOTAL HEADCOUNT	
Operating	3.0
Capital	-
Reimbursable	-

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						

INSPECTOR GENERAL – 19

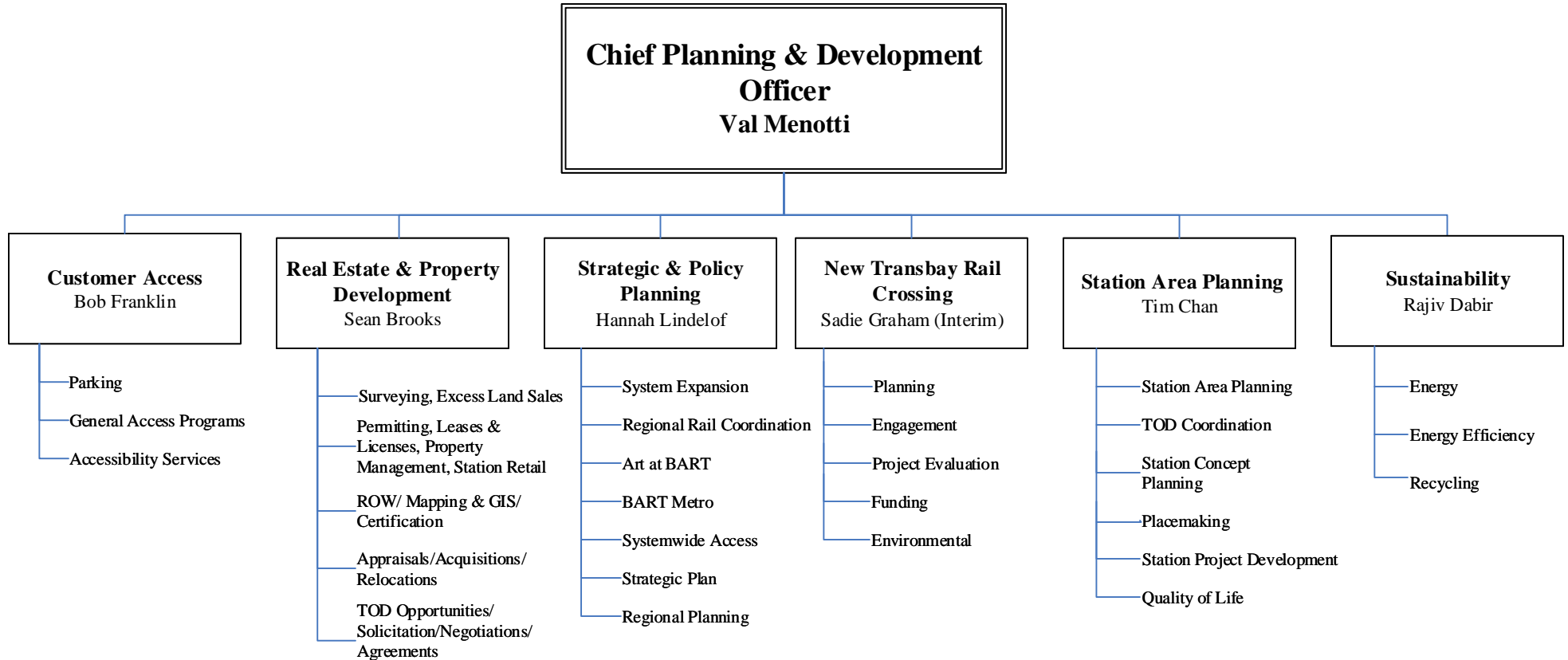
FY21 Adopted Budget



TOTAL HEADCOUNT	
Operating	-
Capital	-
Reimbursable	3.0










PLANNING & DEVELOPMENT – 20

FY21 Adopted Budget












TOTAL HEADCOUNT	
Operating	34.4
Capital	18.7
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 Real Estate Services for BART Facilities								-	
Administer Ongoing Building Services for Corporate Headquarters								-	
Administer Right-of-Way and Project Surveying for District-Wide Needs							-		
Support Capital and Operating Projects with Right-of-Way Activities							-		
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					-				
Implement Strategy for Station Access Funds Consistent with Measure RR					-				
Administer the Station Modernization Program					-				
Administer the Station Brightening 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 
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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 
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Accessibility Services

Administer BART Accessible Services Program			-						
Administer ADA Paratransit Program			-						
Administer the ADA Access Program Capital Improvement Plan			-						
Provide ongoing access mitigation options when elevators are out of service			-						
Prepare for relocation of East Bay Paratransit offices			-						

Bicycle Program

Administer Bicycle Access Program				-					
Administer the Bicycle Program Capital Improvement Plan				-					

Parking Program

Administer BART Parking Programs									-
Provide Parking Analysis and Forecasts									-
Monitor BART Parking Enforcement Program					-				
Manage Care Share Operations and Address Complaints					-				
Provide Parking Customer Service and Respond to Rider Inquiries					Met				
Manage Allocations of Parking Permits to Maximize Revenue									Met

Transit Access and Curb Use Program










Administer Curb Use Access Program					-				
Coordinate with other Department to Improve Wayfinding, Circulation, and Operational Signage Related to Customer Access					-				
Coordinate with transit agencies and shuttles on operations at stations						-			

Unmet or Unmeasured due to COVID-19

Mission Target was Met

Mission Target was Unmet

Departmental Four-Year Workplan: PLANNING & DEVELOPMENT - CUSTOMER ACCESS

CUSTOMER ACCESS	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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Transit Access and Curb Use Program

Develop/maintain contacts and relationships with transit operators and shuttles						-			
Review and Approve Design Changes and Proposed Mitigations for all Projects that Impact Bus and Curb Use Facilities and Pedestrian Access at All Stations						100%			
Administer Transit Access Program				-					