

SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT
300 Lakeside Drive, P. O. Box 12688, Oakland, CA 94604-2688

AGENDAS FOR BOARD AND COMMITTEE MEETINGS

October 23, 2008

9:00 a.m.

A regular meeting of the Board of Directors and regular meetings of the Standing Committees will be held on Thursday, October 23, 2008, commencing at 9:00 a.m. All meetings will be held in the BART Board Room, Kaiser Center 20th Street Mall – Third Floor, 344 – 20th Street, Oakland, California.

Members of the public may address the Board of Directors and Standing Committees regarding any matter on these agendas. Please complete a “Request to Address the Board” form (available at the entrance to the Board Room) and hand it to the Secretary before the item is considered by the Board. If you wish to discuss a matter that is not on the agenda during a regular meeting, you may do so under General Discussion and Public Comment.

Any action requiring more than a majority vote for passage will be so noted.

Items placed under “consent calendar” and “consent calendar addenda” are considered routine and will be received, enacted, approved, or adopted by one motion unless a request for removal for discussion or explanation is received from a Director or from a member of the audience.

Please refrain from wearing scented products (perfume, cologne, after-shave, etc.) to these meetings, as there may be people in attendance susceptible to environmental illnesses.

BART provides service/accommodations upon request to persons with disabilities and individuals who are limited English proficient who wish to address BART Board matters. A request must be made within one and five days in advance of Board/Committee meetings, depending on the service requested. Please contact the Office of the District Secretary at (510) 464-6083 for information.

Kenneth A. Duron
District Secretary

Regular Meeting of the
BOARD OF DIRECTORS

The purpose of the Board Meeting is to consider and take such action as the Board may desire in connection with:

1. CALL TO ORDER

- A. Roll Call.
- B. Pledge of Allegiance.
- C. Introduction of Special Guests.

2. CONSENT CALENDAR

- A. Approval of Minutes of the Meetings of October 9, 2008 (Regular), and October 15, 2008 (Special).* Board requested to authorize.
- B. Agreements with American Express Travel Related Services Company, Inc., to Provide Acceptance of the American Express Card in the District’s Credit/Debit Fare Program and to Provide for Marketing Funds.* Board requested to authorize.

- C. Fiscal Year 2009 First Quarter Financial Report.* For information.

RECESS TO STANDING COMMITTEES

Immediately following the Standing Committee Meetings, the Board Meeting will reconvene, at which time the Board may take action on any of the following committee agenda items.

ALL COMMITTEES ARE ADVISORY ONLY

ADMINISTRATION COMMITTEE

Immediately following the Board Meeting recess

Director Franklin, Chairperson

- A-1. Authority to Negotiate and Award Contract No. 15QD-110, for Lighting Improvements at 16th Street Mission and 24th Street Mission Stations, under the Association of Bay Area Governments (ABAG) Energy Watch Direct Install Lighting Program, Pursuant to California Government Code Section 4217.12.* Board requested to authorize.
- A-2. Fiscal Year 2009 Budget Revision.* Board requested to authorize.
- A-3. General Discussion and Public Comment.

ENGINEERING AND OPERATIONS COMMITTEE

Immediately following the Administration Committee Meeting

Director Fang, Chairperson

- B-1. Agreement with American Medical Response (AMR) to Provide Ambulance and Paramedic Services between West Oakland and the Downtown Oakland Stations.* Board requested to authorize.
- B-2. General Discussion and Public Comment.

PLANNING, PUBLIC AFFAIRS, ACCESS, AND LEGISLATION COMMITTEE

Immediately following the Engineering and Operations Committee Meeting

Director Ward Allen, Chairperson

- C-1. (CONTINUED from September 25, 2008, Planning, Public Affairs, Access, and Legislation Committee Meeting)
Strategic Plan Update.* Board requested to adopt.
- C-2. General Discussion and Public Comment.

RECONVENE BOARD MEETING

3. CONSENT CALENDAR ADDENDA

Board requested to authorize as recommended from committee meetings above.

4. REPORTS OF STANDING COMMITTEES

A. ADMINISTRATION COMMITTEE

A-1. Authority to Negotiate and Award Contract No. 15QD-110, for Lighting Improvements at 16th Street Mission and 24th Street Mission Stations, under the Association of Bay Area Governments (ABAG) Energy Watch Direct Install Lighting Program, Pursuant to California Government Code Section 4217.12.* Board requested to authorize.

A-2. Fiscal Year 2009 Budget Revision.* Board requested to authorize.

B. ENGINEERING AND OPERATIONS COMMITTEE

B-1. Agreement with American Medical Response (AMR) to Provide Ambulance and Paramedic Services between West Oakland and the Downtown Oakland Stations.* Board requested to authorize.

C. PLANNING, PUBLIC AFFAIRS, ACCESS, AND LEGISLATION COMMITTEE

C-1. (CONTINUED from September 25, 2008, Planning, Public Affairs, Access, and Legislation Committee Meeting)
Strategic Plan Update.* Board requested to adopt.

5. GENERAL MANAGER'S REPORT

A. Review of the Draft Agenda for the Capitol Corridor Joint Powers Board Meeting of November 19, 2008.* For information.

6. BOARD MATTERS

A. Roll Call for Introductions.

7. GENERAL DISCUSSION AND PUBLIC COMMENT

8. CLOSED SESSION (Room 303, Board Conference Room)

A. CONFERENCE WITH REAL PROPERTY NEGOTIATOR:

Property:	Oakland Airport Connector
District Negotiators:	Teresa E. Murphy, Assistant General Manager – Administration; and Kathleen Mayo, Deputy Executive Manager – Transit System Development
Negotiating Parties:	Port of Oakland and San Francisco Bay Area Rapid Transit District
Under Negotiation:	Price and Terms
Government Code Section:	54956.8

B. PUBLIC EMPLOYEE PERFORMANCE EVALUATION:

Titles:	General Manager
Gov't. Code Section:	54957



EXECUTIVE DECISION DOCUMENT

GENERAL MANAGER APPROVAL: <i>Wanda deKruif</i>		GENERAL MANAGER ACTION REQ'D:		
DATE: c <i>10/17/08</i>		BOARD INITIATED ITEM: No		
Originator/Prepared by: Michaela Morales Dept: Scott Schroeder, Controller/Treasurer	General Counsel <i>Andrea Koval</i> <i>10/17/08</i>	Controller/Treasurer <i>[Signature]</i> <i>10/17/08</i>	District Secretary	BARC
Signature/Date:			[]	[]

TITLE:

AGREEMENTS WITH AMERICAN EXPRESS TRAVEL RELATED SERVICES COMPANY, INC.

NARRATIVE:

PURPOSE:

To authorize the Controller-Treasurer to execute an Agency Participation Agreement and a Letter of Understanding with American Express Travel Related Services Company, Inc. to provide acceptance of the American Express Card in the District's Credit/Debit Fare Program and to provide marketing funds for the program.

DISCUSSION:

The District began accepting credit/debit card transactions on its ticket vending machines in July 1996. Visa, MasterCard and Discover have been participants in our program since inception. American Express has contacted the District periodically during the past expressing an interest in providing their card services however, each program proposal contained fees which were not comparable to those of the existing companies.

In recent discussions with American Express we were informed about a contract agreement between American Express Travel Related Services Company and the State of California (the State Agreement). Provisions contained in this agreement provide that political subdivisions of the State, such as cities, counties, special districts, etc. may participate in the State Agreement provided they meet certain requirements. Participation in the State Agreement provides the same Merchant Discount Fee to the District as that provided to the State, currently 2.15%, which is a rate competitive with the other District card providers. The State Agreement is up for renewal every year. The Merchant Discount Fee has been stable since the original State Agreement was executed in May of 2002. The proposed Agency Participation Agreement will terminate if the State Agreement is terminated.

During the month of September 2008 credit/debit sales at the ticket vending machines totaled approximately \$8 million. Recently many commuters switched from use of automobile transportation, impacted by the expense of higher fuel costs, to public transportation such as BART. By offering a larger selection of cards that can be used on the system we are hopeful that these new BART users will find it convenient to utilize the credit/debit method of purchasing their fare tickets. Purchase of a higher value ticket by a single card entry will not only be time

saving for the customer but will reduce the wear on the equipment by eliminating frequent purchases of small dollar value. Customer service will also be enhanced for our existing credit/debit users by offering the same increased selection for their card usage.

The success of the EZ Rider Smart Card Pilot Program demonstrates that payment by credit/debit card is a popular choice of the District's riders, therefore, the expansion of the credit/debit card base with the addition of American Express would appear to be a timely action.

American Express has further committed to provide \$50,000 to the District for use in marketing their card to the District's ridership. The Marketing and Research Division of the External Affairs Department has reviewed as to substance and the Office of the General Counsel has approved as to form a Letter of Understanding with American Express to acknowledge this commitment. The Marketing and Research Division will serve as liaison for the District in working with American Express on mutually agreed upon promotional programs.

FISCAL IMPACT:

Every credit or debit card transaction generates a "Merchant Discount Fee" – payable to the Card Company generating the transaction – and "Bank Processing Fees" – payable to our processing bank, Wells Fargo. We anticipate that the early users of the American Express Card will be current riders who already carry the card and who elect to switch from use of a Visa, MasterCard or Discover card. As the District is currently paying a "Merchant Fee" and "Bank Processing Fees" on these debit or credit card transactions there will be no impact on our operating expenses. Those customers using cash for ticket purchases who change to either American Express or any of the other cards will increase the District's operating costs. There is no way to determine with certainty the amount of a fiscal impact at this time but it is anticipated that any change would be gradual without a sudden detrimental cost increase.

American Express estimates that annual sales activity will be \$420,000. The following example illustrates the fiscal impact of the purchase of a \$40.00 ride ticket.

$\$40.00 \times 2.15\% =$ $\$.86$ Payable to American Express
Bank Processing Fee = $\$.10$ Payable to Wells Fargo
 $\$.96$ District's Expense

The Agency Participation Agreement has been reviewed and approved as to form by the Office of the General Counsel.

ALTERNATIVE:

The alternative is to not authorize the Controller-Treasurer to enter into the Agreements and reject acceptance of the American Express Card. Three other credit/debit cards are already offered and rejection of American Express would not be problematic.

RECOMMENDATION:

AGREEMENTS WITH AMERICAN EXPRESS TRAVEL RELATED SERVICES COMPANY, INC.

It is recommended that the Board adopt the following motion:

MOTION:

The Controller-Treasurer is authorized to execute both an Agency Participation Agreement to provide acceptance of the American Express Card in the District's Credit/Debit Fare Program and a Letter of Understanding to provide marketing funds with American Express Travel Related Services Company, Inc.

SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT

MEMORANDUM

TO: Board of Directors
FROM: General Manager
SUBJECT: FY09 First Quarter Financial Report

DATE: October 16, 2008

The FY09 First Quarter Financial Report (see attached) shows that after three months, the District's net operating result is slightly unfavorable, but within \$2M of budget. Operating revenue was favorable as a result of high ridership that exceeded budget projections. Expenses were slightly over budget in both labor and non-labor, with some of that expense due to Hayward incident repairs that will be reimbursed by insurance later in the year. Overall, the operating budget remains tight and will be closely monitored.

However, the signs of a declining economy are beginning to appear and in all likelihood will adversely impact our financial performance for the remainder of the year. In particular, sales tax and interest revenues for the first quarter were below budget, and ridership growth, while positive for the quarter, slowed as the quarter progressed. The majority of economists forecast that national and regional financial conditions will continue to worsen, including employment, which traditionally impacts ridership. We are currently at a point in the economic slowdown where future results are extremely difficult to predict, and we are taking the necessary internal steps needed to manage costs and to have the ability to react to future changes.

Operating Sources

Ridership was favorable to budget for the quarter, but showed signs of slowing. Total system ridership was 2% over budget for the quarter, but dropped from 4.9% favorable in July to 2.2% in August, and dropped further to 0% in September. Average weekday ridership for the quarter was 375,316, with the growth rate over last year falling from 7.4% in July to 4.4% in September.

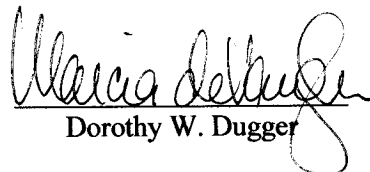
Sales Tax proceeds were \$1.8M below budget for the first quarter of FY09, a 1.6% decrease compared to the same period in FY08. Overall, the FY09 budget was based on 2% growth.

State Transit Assistance was reduced by \$8.7M in the final FY09 state budget. Revenue of \$0.3M carried over from FY08 reduces this loss to \$8.4M. This diversion of state funds generates a budget shortfall, which will be addressed in the upcoming budget revision.

Operating Uses

Expenses were 3.1% over budget, or \$4.0M unfavorable. Labor expenses were 2.6% over budget primarily due to overtime and staff time dedicated to the repair and maintenance of the Hayward yard. The first quarter non-labor unfavorable expense variance is driven by car maintenance cost and materials for to the Hayward fire. Electric power was \$1.0M of the unfavorable variance. High first quarter power market prices have moderated, and we should be able to purchase remaining FY09 power at or below budgeted rates.

Although the financial results for the first quarter of FY09 are only slightly negative to date, the current economic turmoil means BART must be prepared if the economy continues to falter. Therefore, we will keep a close watch on all areas of the budget and pursue cost containment initiatives as a way to hedge against further declines in revenue.


Dorothy W. Dugger

cc: Board Appointed Officers
Deputy General Manager
Executive Staff

**First Quarter FY09
BUDGET PERFORMANCE REPORT EXECUTIVE SUMMARY**

M=million

REVENUE

- Average weekday ridership was 375,316, 3.2% over budget. However, average weekday growth rates for both core and SFO are slowing. Core growth rates slowed from 5.5% in July to 3.1% in September and SFO slowed from 25.3% to 16.8% during the same period. Of the YTD \$3.9M positive net passenger revenue variance, \$2.2M is core system and \$1.7M is due to SFO Extension trips.
- Unfavorable Other operating revenue of \$0.5M is mainly due to under budget interest revenue (lower rates).

EXPENSE

- Net Labor results were unfavorable by \$2.4M (2.6%) primarily due to staff efforts at the Hayward yard and for overtime due to high ridership.
- Electric Power was 9.7% unfavorable to budget because the actual cost of market and short-term firm power was higher than budgeted.
- Other Non-Labor was essentially on budget finishing (0.9%) favorable due to timing of actual expenses vs. the budget.
- Total operating expense was \$4.0M unfavorable (3.1%) primarily because of the labor results.

OPERATING DEFICIT

- Favorable operating revenues and slightly over-budget expenses resulted in an Operating Deficit of \$41.0M, \$0.6M more than budgeted.

TAX & FINANCIAL ASSISTANCE

- Sales tax was 3.5% under budget, decreasing 1.6% compared to 1Q08.
- The over budget variance in Property Tax, STA and Other Assistance is related to booking San Mateo Co. funds of \$1.6M for SFO Extension as Financial Assistance and timing of \$0.4M in property tax payments.
- Variance in Allocation from SFO Reserve reflects funds budgeted to come from the reserve but booked as Financial Assistance.
- The \$0.7M over budget variance in Debt Service is due to better than budget SFIA Premium Fare. The over budget amount will be refunded to BART at the end of the fiscal year.
- The \$0.3M over budget variance in Capital Allocations is due to unbudgeted funds for an electrical substation repair that will be covered by insurance in the operating budget.

NET OPERATING RESULT

- The net operating result for the quarter was \$2.0M unfavorable due to increased passenger revenue, which only partially offset the negative results in operating expenses and other operating revenue and net financial assistance. Future sales tax results remain a concern.

SYSTEM OPERATING RATIO/RAIL COST PER PASSENGER MILE

- Over budget operating revenue more than offset under budget operating expense, resulting in a favorable operating ratio (operating revenue divided by operating expense).
- Rail cost per passenger mile was better than budget, because favorable ridership produced over budget passenger miles.

CURRENT QUARTER			(\$Millions)*	FISCAL YEAR-TO-DATE		
Budget	Actual	Var.		Budget	Actual	Var.
REVENUE						
80.4	84.3	4.9%	Net Passenger Revenue	80.4	84.3	4.9%
7.0	6.5	-7.2%	Other Operating Revenue	7.0	6.5	-7.2%
87.4	90.8	3.9%	Total Net Operating Revenue	87.4	90.8	3.9%
EXPENSE						
94.9	97.3	-2.6%	Net Labor	94.9	97.3	-2.6%
0.3	1.0	-207.4%	OPEB Unfunded Liability**	0.3	1.0	-207.4%
9.7	10.7	-9.7%	Electric Power	9.7	10.7	-9.7%
3.6	3.7	-1.3%	Purchased Transportation	3.6	3.7	-1.3%
0.0	(0.3)	-	Lakeside Lease Accrual	0.0	(0.3)	-
19.2	19.1	0.9%	Other Non Labor	19.2	19.1	0.9%
127.8	131.8	-3.1%	Total Operating Expense	127.8	131.8	-3.1%
(40.4)	(41.0)	-1.5%	OPERATING DEFICIT	(40.4)	(41.0)	-1.5%
TAX & FINANCIAL ASSISTANCE						
52.4	50.6	-3.5%	Sales Tax	52.4	50.6	-3.5%
1.4	3.4	140.0%	Prop Tax, STA, Other Assistance	1.4	3.4	140.0%
1.6	0.0	-100.0%	Allocation from SFO Reserve	1.6	0.0	-100.0%
(17.5)	(18.2)	-4.3%	Debt Service	(17.5)	(18.2)	-4.3%
(8.0)	(8.3)	-3.4%	Capital and Operating Allocations	(8.0)	(8.3)	-3.4%
(0.1)	(0.1)	0.0%	Other Reserve Allocations	(0.1)	(0.1)	0.0%
0.0	1.0	-	OPEB Unfunded Liability Offset	0.0	1.0	-
29.9	28.5	-4.9%	Net Financial Assistance	29.9	28.5	-4.9%
(10.5)	(12.5)		NET OPERATING RESULT	(10.5)	(12.5)	
68.4%	68.9%	0.5%	System Operating Ratio	68.4%	68.9%	0.5%
33.7 ¢	33.7 ¢	0.1%	Rail Cost Per Passenger Mile	33.7 ¢	33.7 ¢	0.1%

* Totals may not add due to rounding to the nearest million.

- No Problem
- Caution: Potential Problem/Problem Being Addressed
- Significant Problem

**The Other Post Employment Benefits (primarily retiree medical) is a non-cash expense to recognize the difference between actual retiree medical funding and the full Annual Required Payment, and does not affect the Net Operating Result.



EXECUTIVE DECISION DOCUMENT

GENERAL MANAGER APPROVAL: <i>Wanda Delaney</i>		GENERAL MANAGER ACTION REQ'D: Approve and Place on October 23, 2008 Administration Committee Agenda		
DATE: 10/17/08		BOARD INITIATED ITEM: No		
Originator/Prepared by: Frank Schultz Dept: Operating Budgets and Analysis <i>Frank Schultz</i> Signature/Date: 10/17/08	General Counsel <i>Marcus</i> Signature/Date: 10/16/08 []	Controller/Treasurer <i>[Signature]</i> Signature/Date: 10/17/08 []	District Secretary []	BARC <i>[Signature]</i> Signature/Date: 10/16/08 []
Status: Routed		Date Created: 09/28/2008		

TITLE:

Lighting Improvements at 16th and 24th Street Mission Stations

NARRATIVE:

PURPOSE

To authorize the General Manager to negotiate and award Contract No.15QD-110 to LINC Lighting & Electrical Group to provide lighting improvements at the 16th and 24th Street Mission stations under the Association of Bay Area Governments (ABAG) Energy Watch Direct Install Lighting Program along with other related lighting work.

DISCUSSION

Energy conservation through efficient lighting upgrades is one of the most cost effective ways to reduce electricity consumption and reduce the District's carbon footprint. New lighting technology makes it possible to provide higher quality light and equivalent illumination levels while significantly lowering energy usage and reducing maintenance costs. A major strategy of the District's Strategic Energy Plan is to implement energy conservation measures to reduce the District's power consumption.

As the first step in assessing the energy savings opportunities throughout the system, the District enrolled in the ABAG Energy Watch Partnership (a collaboration between Pacific Gas and Electric Company (PG&E) and ABAG). The Partnership evaluates opportunities for savings and presents a mechanism through which work may be done. The Energy Watch service is free to local governmental agencies and special districts that enroll in the Partnership. The costs of the services provided are paid for by the Public Purpose Programs surcharge levied on the electrical bills for PG&E service.

ABAG Energy Watch, with the assistance of District staff, evaluated District property based on which locations would benefit most from energy conservation measures. The collaborative effort identified two District stations that were still using older T12 fluorescent lamp and magnetic ballast lighting technology. They are the 16th and 24th St. Mission Stations. This energy conservation measure can be addressed by one particular offering of the ABAG Energy Watch -- the Direct Install Lighting Program. By participating in the Direct Install Lighting Program, the District will maximize the PG&E rebate/incentives. The Direct Install Lighting Program rebate is four (4) times the normal PG&E rebate amount for lighting retrofit projects. The program expires on March 31, 2009 and qualifying projects must be installed by that time.

An ABAG Energy Watch lighting contractor worked with District staff to engineer the proposed lighting design. The lighting design will feature new state of the art, efficient fixtures and the latest T8 fluorescent lamp and electronic ballast technology. In addition, there will be maintenance savings as the new T8 lamps have at least a 20 percent longer lamp life than the current lamps. The lighting design will maintain District mandated lighting levels and should improve station appearance through more uniform lighting levels. The lighting design was approved by the District Architect.

In addition to the lighting improvements under the ABAG Direct Lighting Install Program, this project also includes (1) demand response equipment that will permit remote programming of the station lighting and (2) providing emergency lighting ballasts in approximately one-third of the station's fixtures.

To help meet the deadline for the Direct Install Lighting Program rebates, this procurement is being made under Section 4217.10 et seq. of the Government Code. This section provides public agencies an exception from statutory competitive bidding requirements for public works for energy service contracts related to energy conservation. The public hearing required under these provisions of law was held at the Board's October 9th meeting. The public agency also must find that the energy service contract will cost less than its normal source of power supply. As described more fully in the Fiscal Impact section, the installation of energy efficient lighting will yield savings to the District.

The contract will be approved as to form by the Office of the General Counsel.

FISCAL IMPACT

ABAG has pre-qualified vendors under its Direct Install Lighting Program. These vendors have a record of successful installations. LINC Lighting & Electrical Group, a pre-qualified vendor, would provide the District's lighting improvements.

The total project cost is estimated to be not more than \$1,095,000 of which \$313,000 will be funded from a Direct Install Lighting Program rebate. This will reduce the net cost to the District to not more than \$782,000. This requested authority is for a not to exceed amount. A final engineering estimate will be developed to ensure that the contractual award amount is competitively priced.

Funding for this \$782,000 contract award is included in the total project budget for 15QD, Relamp Stations. The Office of the Controller/Treasurer certifies that funds are currently available to meet this obligation.

FY07-11 Capital Allocation

51W

\$782,000

As of the period ending September 28, 2008, \$1,100,000 is available for commitment from this fund source for this project and \$280,894 has been committed to date by BART. There are no pending commitments in BART's financial management system. This action will commit a

maximum of \$782,000, leaving an uncommitted minimum balance of \$37,106.

There is no fiscal impact on available unprogrammed District capital funds.

The projected annual energy cost savings from the lighting improvements and lighting controls is \$167,000. At that rate, the District will recover the project cost of \$782,000 in approximately 4.5 years.

ALTERNATIVE

The Board could not approve the proposed project. Since the rebates offered under the Direct Install Lighting Program expire, if this work is performed at a later date it will, in all likelihood, cost significantly more.

RECOMMENDATION

It is recommended that the Board adopt the following motion.

MOTION

1. That the Board finds pursuant to the provisions of Section 4217.12 of the Government Code that the anticipated cost to the District for electrical energy will be less than the anticipated marginal cost for electrical energy that would have been consumed by the District in the absence of the installed energy conservation measures.
2. That the Board authorizes the General Manager to negotiate and award Contract No.15QD-110 to LINC Lighting & Electrical Group to install lighting improvements at the 16th and 24th Street Mission stations under the Association of Bay Area Governments (ABAG) Energy Watch Direct Install Lighting Program and related lighting control and emergency lighting capabilities at a cost not to exceed \$782,000.



EXECUTIVE DECISION DOCUMENT

GENERAL MANAGER APPROVAL: <i>Marcia Delaney</i>		GENERAL MANAGER ACTION REQ'D:		
DATE: c <i>10/17/08</i>		BOARD INITIATED ITEM: No		
Originator/Prepared by: Robert Umbreit Dept: Operating Budgets and Analysis	General Counsel <i>Andrew Kwas</i> 10/17/08	Controller/Treasurer <i>[Signature]</i> 10/17/08	District Secretary <i>[Signature]</i> 10/17/08	BARC <i>[Signature]</i> 10/17/08
Signature/Date: <i>R. Umbreit 10/17/08</i>				

TITLE:

Fiscal Year 2009 Budget Revision

NARRATIVE:

PURPOSE: To amend the Fiscal Year 2009 (FY09) Annual Budget

DISCUSSION: Board approval is requested for amendments to the FY09 operating budget to address the net \$8.4 million (M) reduction in State Transit Assistance (STA) resulting from the adopted state budget. Staff recommendations to balance the budget are to increase revenues \$0.8M, cut operating expenses \$2.4M, reduce allocations to capital by \$2.5M, and use operating reserves of \$2.7M. These proposed actions are included in the attached Sources and Uses Detail (Attachment 1) and Budget Resolution.

The decline of the economy is of serious concern, and indications are that sales tax will continue to underperform and ridership growth will slow, and then will likely decline due to softening in the Bay Area job market the rest of the year. However, the extent of the decline is difficult to predict at this stage of the economic slowdown, and with only one quarter of the fiscal year completed. In addition to the overall economic concerns, state fiscal problems are mounting and the possibility of the state further reducing or delaying transit funds has surfaced, which could put some or all of our remaining state funds at risk. There has been discussion of a special session of the legislature in late 2008 or early 2009 to deal with the state's financial issues.

The budget strategy recommended is to adjust the budget for the known STA reduction now and implement measures to control labor and non-labor spending. It appears likely that we will need to revise the budget further at approximately mid-year when we have better information on FY09 operating results, the extent of the economic decline, and state funding. To date, District operating results are slightly unfavorable, as favorable results in passenger revenue have so far only partially offset below budget performance in sales tax and interest revenue. First quarter sales tax was down 1.6% from last year (\$1.8M below budget) and core system total ridership slowed in September to 1.3% below budget and has stayed below budget the first two weeks of October.

Budget Revision

The FY09 State Transit Assistance reduction was \$8.7M, but that was partially offset by \$0.3M of carry-forward STA funding from FY08, for a net budgetary impact of \$8.4M. The following outlines the budget revision items that offset this reduction.

- Expense reductions of \$2.4M: A reduction of \$1.6M (3%) in the non-labor budget is recommended, with the impact spread to all departments to minimize the effect of the reduction. An additional \$700 thousand (\$700K) in savings is proposed by reducing two

FY09 budget initiatives, reducing the emerging projects fund by \$200K and lowering an increase to Rolling Stock and Shops for material from \$2.5M to \$2.0M, a \$500K savings. The District has received a refund of \$430K for retiree medical insurance payments from FY06, which will help offset some of the cost of the \$14.6M "catch-up" retiree medical trust contribution that is being paid in FY09. Increased expenses of \$293K related to the parking programs are included in the budget revision, for moving parking equipment and vendor fees for long-term parking.

- Capital allocations reduction of \$2.5M: Eliminate \$960K in planned inventory build-up. It has been determined that the current inventory level will suffice to meet baseline needs this year without affecting service. In addition, the planned allocation of \$5.4M to the Stations and Facilities Renovation Program can be lowered to \$4.3M, because there is a one-time availability of federal grants to fund \$1.1M of the program needs for FY09. Finally, \$466K can be eliminated by deferring a new initiative which would have added this amount of funding to a communications power supply project. This increment of funding can be deferred with no impact on service in the near term.
- Parking revenue increase \$0.8M: Included is the reinstatement of daily parking fees at South San Francisco, San Bruno and Millbrae stations, which were temporarily suspended for promotional purposes. The program could be implemented by approximately February 2009, after parking fare machines are available due to the implementation of the EZ Rider Card parking program, resulting in approximately \$376K in revenue for FY09. In addition, a revenue increase of \$256K is generated by increasing fees from \$2 to \$3 at Daly City and from \$1 to \$2 at Colma in accordance with existing parking policy. Finally, also in accordance with existing policy, expansion of reserved parking availability at a number of stations by December 2008, and implementation of daily paid parking at San Leandro and Castro Valley by April 2009, would increase the revenue budget an additional \$201K.
- Use of operating reserves increase of \$2.7M: Using reserves is the final piece of the budget balancing proposal. The FY08 budget added \$12.1M to reserves for retiree medical catch-up payment if needed. The FY09 budget only used \$5.8M of this reserve amount to help fund the one-time retiree medical catch-up trust contribution of \$14.5M. This revision increases the use of reserves by \$2.7M to a total of \$8.5M, leaving a balance of \$28.6M in the main operating reserve account, compared to the policy goal of \$27.9M (5% of the annual operating budget). As discussed at the FY08 year-end budget revision, the reserve includes \$3.0 million that was set aside to help fund the Hayward incident insurance deductible, if needed. It is unlikely the full amount will be necessary because some of the expense in the FY08 operating results may be counted toward meeting the deductible, however this will not be known until negotiations with the insurance companies are completed.

FISCAL IMPACT: The revenue, expense and allocation items described above are summarized in Attachment 1 and the attached budget resolution. The effect of the state STA reduction was offset by a combination of increased revenue, reductions in expense and allocations, and use of reserves. These revisions produce a balanced budget for FY09.

ALTERNATIVES: This revision represents staff's recommendations to balance the District budget with the least impact on service to our customers, while maintaining reserves to the extent possible. By taking a balanced approach without major impacts to service or fares, it also

preserves options for further actions to address a potential second budget revision later in the year, that could be the result of a faltering economy and its impacts on ridership and financial assistance. Alternatively, the Board may request staff to develop different proposals to balance the budget, which might include increasing revenues, further expense reductions, or increased use of reserves.

RECOMMENDATION: Approval of the motion below.

MOTION: Adoption of the attached resolution.

ATTACHMENT 1
Fiscal Year 2009 District Operating Budget
Sources and Uses Detail

SOURCES	FY09 ADOPTED	Increase / Decrease	FY09 REVISED
Rail Passenger Revenue	\$ 322,746,131	\$ -	\$ 322,746,131
ADA Passenger Revenue	585,000	-	585,000
Parking Revenue	10,446,840	833,215	11,280,055
Other Operating Revenue	21,504,311	-	21,504,311
Sub-Total Operating Revenue	355,282,282	833,215	356,115,497
Sales Tax Proceeds	206,777,346	-	206,777,346
Property Tax Proceeds	30,718,800	-	30,718,800
STA & TDA State Assistance	17,406,507	(8,446,548)	8,959,959
Measure B	2,060,688	-	2,060,688
Federal 5307 Preventive Maintenance (SMP Grant)	5,298,260	-	5,298,260
Federal 5307 Grant - Rail Car MTC Fund Swap	22,681,000	-	22,681,000
San Mateo County Financial Assistance	16,000,000	-	16,000,000
San Mateo County Measure A Sales Tax	653,700	-	653,700
San Mateo County STA Prop 42 TCRP Increment	801,024	-	801,024
Allocation from SFO Reserve Account	6,172,605	-	6,172,605
Millbrae Use, Operating & Maint. Agreement	721,000	-	721,000
Allocation from W. Dublin Project for Debt Service	3,130,964	-	3,130,964
Allocation from Operating Reserves	5,791,008	2,668,338	8,459,346
Sub-Total Financial Assistance & Allocations	318,212,902	(5,778,210)	312,434,692
TOTAL SOURCES	673,495,184	(4,944,995)	668,550,189
USES			
Labor	388,023,977	(530,995)	387,492,982
OPEB Unfunded Liability	1,343,904	-	1,343,904
ADA Paratransit	11,538,678	-	11,538,678
Purchased Transportation	2,884,647	-	2,884,647
Power	38,328,000	-	38,328,000
Other Non-Labor	93,936,607	(1,907,000)	92,029,607
Extraordinary Expense - Rail Car Fund Swap	22,681,000	-	22,681,000
Sub-Total Operating Expense	558,736,813	(2,437,995)	556,298,818
Debt Service	63,601,999	-	63,601,999
MTC Loan Debt Service	6,260,000	-	6,260,000
Allocation - To SFO Reserves	17,454,724	-	17,454,724
Allocation - Capital Rehabilitation	27,880,552	(2,507,000)	25,373,552
Allocation - Access Programs	625,000	-	625,000
Allocation - SFO Ancillary Revenue Reserve	280,000	-	280,000
Sub-Total Allocations	116,102,275	(2,507,000)	113,595,275
TOTAL USES	674,839,088	(4,944,995)	669,894,093
OPEB Unfunded Liability	(1,343,904)	-	(1,343,904)
NET RESULT	\$ -	\$ -	\$ -

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

In the matter of amending Resolution No. 5052
regarding Fiscal Year 2009 Annual Budget

Resolution No. _____

RESOLVED, that Resolution No. 5052 is amended by changing the following line items in Exhibit A thereof:

	<u>Current Amount</u>	Increase/ (Decrease) In This <u>Resolution</u>	<u>Amended Amount</u>
<u>Fund Source Line Item:</u>			
Operating Revenue	\$ 355,282,282	\$ 833,215	\$ 356,115,497
STA/TDA	\$ 17,406,507	\$ (8,446,548)	\$ 8,959,959
Allocations from Reserves	\$ 5,791,008	\$ 2,668,338	\$ 8,459,346
<u>Fund Use Line Item:</u>			
Net Labor Expense	\$ 389,367,881	\$ (530,995)	\$ 388,836,886
Non Labor Expense	\$ 146,687,932	\$ (1,907,000)	\$ 144,780,932
Allocations to Capital Rehabilitation	\$ 27,880,552	\$ (2,507,000)	\$ 25,373,552



EXECUTIVE DECISION DOCUMENT

GENERAL MANAGER APPROVAL: <i>Marisa Delaney</i>		GENERAL MANAGER ACTION REQ'D:		
DATE: 10/17/08		BOARD INITIATED ITEM: No		
Originator/Prepared by: Anita C Sanchez Dept:	General Counsel <i>Audrey Rivers</i> 10/17/08	Controller/Treasurer <i>[Signature]</i> 10/17/08	District Secretary	BARC <i>Faisal Gervio</i> 10/17/08
Signature/Date:	[]	[]	[]	[]
Status: Routed		Date Created: 10/09/2008		

TITLE:

Agreement to Provide Paramedic Services between West Oakland and the Downtown Oakland Stations

NARRATIVE:

PURPOSE: To request the Board to authorize the General Manager to execute a service Agreement to provide stand by emergency medical response staff and equipment to perform patient assessment and disposition as required for stations and underground trackway between West Oakland and the downtown Oakland Stations with American Medical Response for a term of three years with options for two additional one-year terms.

DISCUSSION: A pilot program initiating paramedic services at either end of the Transbay tube was implemented in FY08. The goal of the program is to keep the Train-On-Time metric at 94% by reducing train delays caused by the illness of passengers on board trains. Data suggested that historically passenger illness delays occurred most frequently at Embarcadero and West Oakland Stations. Favorable results from the pilot program prompted staff to issue a Request for Quotations in April. Only one bidder was found to be responsive with respect to the request for standby services for Embarcadero through Civic Center stations.

During this process, staff determined that American Medical Response (AMR) holds the exclusive franchise right to provide the paramedic emergency medical services in Alameda County. Staff is requesting authority to negotiate and enter into an Agreement with AMR to provide standby emergency medical services between West Oakland and Downtown Oakland Stations for the period November 1, 2008 through October 31, 2011 with the option to renew the Agreement for up to two additional years in an amount not to exceed \$769,691.00. The Agreement between AMR and Alameda County extends through October 31, 2009. In the event this Agreement between AMR and Alameda County is not renewed, the proposed Agreement between BART and American Medical Response will terminate allowing the District to seek a new Agreement with the franchised service provider.

The Office of the General Counsel will approve the Agreement as to form.

FISCAL IMPACT: Funding for this Agreement is available in the approved Transportation Department budget for FY2009 in Cost Center 700, in the amount of \$104,000. Funding for subsequent years will be provided in future operating budgets.

ALTERNATIVE: Do not authorize the proposed agreement with AMR and end the standby medical services currently being provided at West Oakland station.

RECOMMENDATIONS: Adoption of the following motion.

MOTION:

The General Manager is authorized to enter into negotiations and execute an agreement with American Medical Response to provide stand by emergency medical response staff and equipment to perform patient assessment and disposition as required for stations and underground trackway between West Oakland and the downtown Oakland Stations at a cost not to exceed \$769,691.00 over five years. The Agreement shall be for a term of three years with the option to extend for two additional one-year terms.

SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT

MEMORANDUM

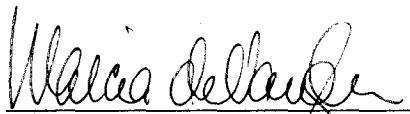
TO: Board of Directors **DATE:** October 17, 2008
FROM: General Manager
SUBJECT: BART Strategic Plan Update – 10/23/08 PPAAL Committee Meeting

The adoption of an updated BART Strategic Plan is scheduled for consideration at the October 23, 2008 meeting of the Board of Directors. The proposed Strategic Plan update (Plan) was previously considered at the Board meeting on September 25, 2008, and the revised Plan (attached) reflects comments and concerns that were made during that discussion.

A number of key changes have been made to the Plan, including a focus on system capacity and core system needs. A new Capacity strategy was added to put a sharper focus on our need to optimize the BART system to meet projected ridership increases; projects and programs were added to support this strategy. The System Expansion strategy was changed to more closely reflect the commitments that are currently in place through the existing BART System Expansion Policy, including a commitment to address the needs of the core system when the BART system expands outward.

It should also be noted that two new Projects and Program were added to the Customer Environment to address Universal Design and Accessibility Improvements. In addition to these key changes, completion dates were added throughout the plan whenever possible.

Please feel free to contact me directly or Marianne Payne at (510) 464-6140, if you have any questions or require additional information.


Dorothy W. Dugger

cc: Board Appointed Officers
Deputy General Manager
Executive Staff



EXECUTIVE DECISION DOCUMENT

GENERAL MANAGER APPROVAL: <i>Marcia delBue</i>		GENERAL MANAGER ACTION REQ'D:		
DATE: c <i>10/17/08</i>		BOARD INITIATED ITEM: No		
Originator/Prepared by: Marianne Payne Dept: Planning Department	General Counsel	Controller/Treasurer	District Secretary	BARC
Signature/Date: <i>Marianne Payne 10/16/08</i>	<i>MB 10/16/08</i>	<i>[Signature] 10/16/08</i>	[]	<i>[Signature] 10/17/08</i>

TITLE:

Adopt BART's Strategic Plan Update

NARRATIVE:

PURPOSE:

To adopt an updated Strategic Plan for the San Francisco Bay Area Rapid Transit District

DISCUSSION:

In 1999 the BART Board of Directors adopted the BART Strategic Plan to guide BART into the 21st Century. The plan focused on seven key areas that were identified as central to achieving the District's mission and vision:

- The BART Customer Experience
- Building Partnerships for Support
- Transit Travel Demand
- Land Use and Quality of Life
- People of BART
- Physical Infrastructure
- Financial Health

The plan was fine tuned in 2003 and a number of key policies and programs were added in order to provide more definitive strategies for Strategic Plan implementation.

The 2008 Strategic Plan update ("the Plan") addresses key long-term challenges and opportunities that have been identified through "strategic discussions" in the Board room, workshops and interviews with individual Board members and staff throughout the District. The Plan responds to Board direction for a more simplified, project-oriented plan in which implementation can be more readily tracked. The Plan now contains three primary goal areas related to our customers, our people and our future:

- A Quality Customer Experience
- A Mission & Value Driven Workforce
- A Stable, Sustainable System

The Plan identifies Implementing Strategies, Projects and Programs and Desired Outcomes within each of these key goal areas. Key Indicators are also identified that will be used to measure plan effectiveness.

Subsequent to Board adoption of the Strategic Plan, staff working groups will meet to continue the development of refined metrics for each of these Indicators and a streamlined reporting

Adopt BART's Strategic Plan Update

process for the Board. Staff will also conduct outreach on the Plan to staff throughout the District and will integrate the new Plan into upcoming budget processes.

FISCAL IMPACT

Adoption of the BART Strategic Plan update will not result in an expenditure of District funds. Implementation of the Plan, however, will have implications for BART's near and long-term financial plans.

ALTERNATIVES

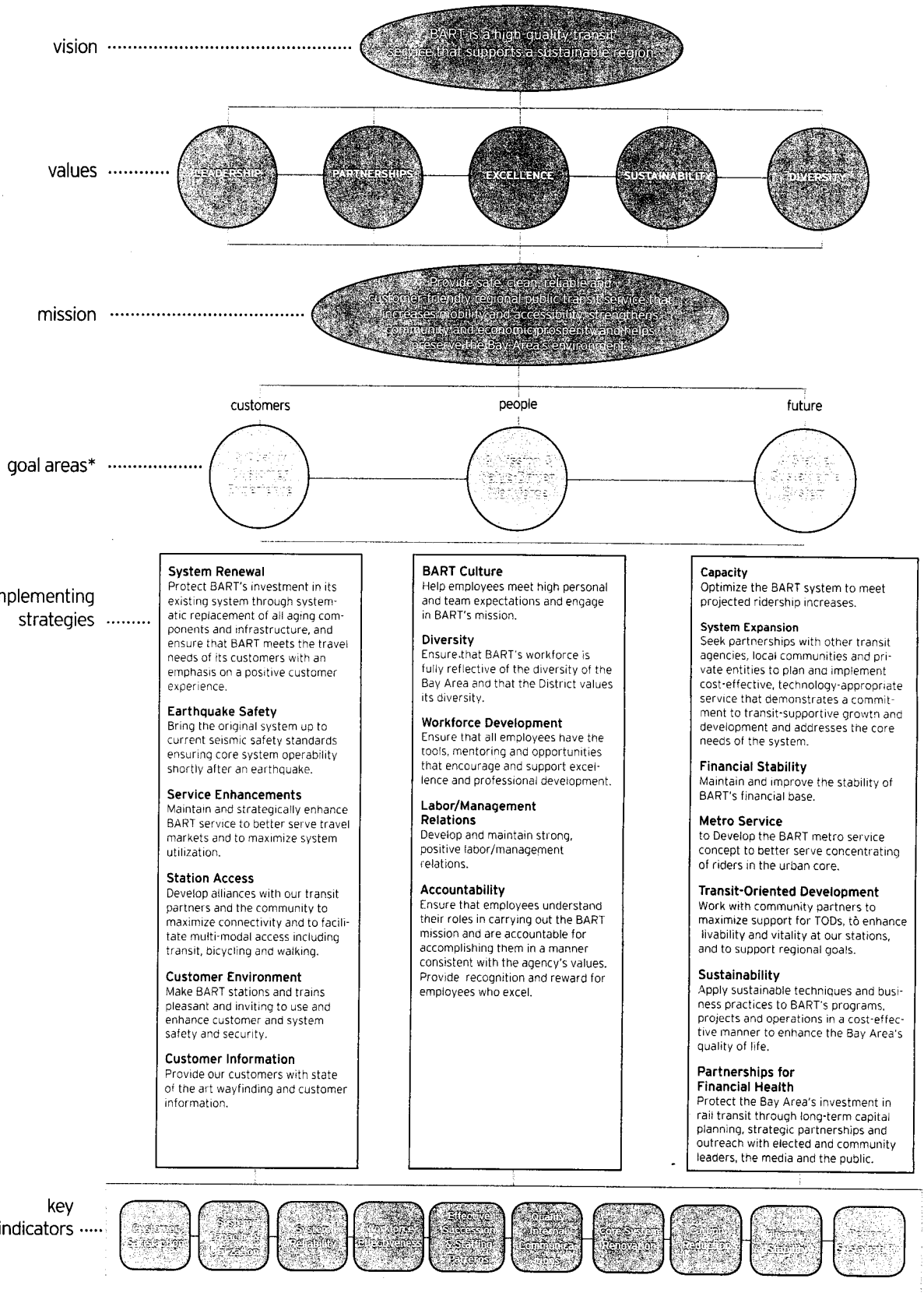
To continue to use the existing BART Strategic Plan (updated 2003) to guide the development of District plans and programs.

RECOMMENDATION:

Approve the following motion.

MOTION:

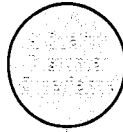
1. Adopt the proposed Strategic Plan (Attachment A)
2. Direct staff to use this Strategic Plan to:
 - develop "Metrics" and a streamlined reporting process for the Board;
 - conduct outreach on the Strategic Plan to staff throughout the District; and
 - integrate the new Strategic Plan into upcoming budget processes.



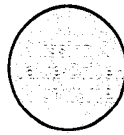
* Called "focus areas" in the current strategic plan document. The seven previous focus areas were combined to form the three goal areas.



Implementing Strategies	Projects & Programs		
<p>System Renewal Protect BART's investment in its existing system through systematic replacement of all aging components and infrastructure, and ensure that BART meets the travel needs of its customers with an emphasis on a positive customer experience.</p>	<p>System Renovation Plan: Develop a prioritized list of renovation projects with a funding plan, including implementation schedule, cash flow analysis and key milestones. Plan will include core infrastructure renovation, existing fleet renovation or replacement, security, mandatory service and capacity modifications and quality enhancement.</p> <p>Rail Vehicle Replacement Program: Replace all existing rail cars; purchase expansion vehicles as funding becomes available.</p> <p>Strategic Maintenance Plan (SMP): Utilize best-practices maintenance management principles Districtwide to improve system reliability, extend equipment service life, and gain maintenance cost and schedule efficiencies.</p> <p>Infrastructure Evaluation Study: Undertake a comprehensive evaluation of District infrastructure.</p> <p>District Operations Support Facilities Study: Perform a comprehensive analysis of facility requirements to support current and future operations.</p> <p>Business Advancement Plan Phase II: Develop functional requirements that underlie Maintenance and Material Management as well as Financial Management. Functional areas include: procurement, inventory management, asset management, budgeting, accounting and related reporting.</p>	<ul style="list-style-type: none"> Develop a prioritized system renovation plan, including a funding element, by 2010. Develop a phasing plan. Notice to Proceed (NTP) issued in 2010; full production commences in 2016; seven-year production phase anticipated. Implement a schedule-driven maintenance program designed to optimize component and system life to avoid end-of-life failures. Complete implementation in the secondary repair shops by December 2009. Complete 50% implementation in the primary shops by December 2010. Define vehicle level rebuild program by December 2009. Develop schedule and strategy by June 2009 to extend SMP to Maintenance and Engineering. Complete study by 2011; identify funding for additional phases. Complete study by 2010, if funding becomes available. Complete implementation of BAP Phase II 	
<p>Earthquake Safety Bring the original system up to current seismic safety standards ensuring core system operability shortly after an earthquake.</p>	<p>BART's Earthquake Safety Program: Retrofit core system to meet operability standards and retrofit remainder of system to meet Life Safety standards.</p>	<ul style="list-style-type: none"> Complete Earthquake Safety Program by January 2014. 	
<p>Service Enhancements Maintain and strategically enhance BART service to better serve travel markets and to maximize system utilization.</p>	<p>BART Core Services: Provide service levels that meet the needs of the customers while maintaining optimum system reliability.</p> <p>Demand Management: Optimize BART system to serve peak hour weekday riders.</p> <p>Smart Card Program: Implement an all smart card fare system to make it easier for customers to purchase, store and use fares.</p>	<ul style="list-style-type: none"> Maintain additional weekend and evening service. Increase weekday off-peak ridership (as a share of total ridership) to XX% by 2015. Maintain 95% on-time performance. Increase Mean Time Between Failures Conduct Transportation Demand Management study and develop plan for implementation by 2010. Phase out magnetic strip tickets as funding permits. 	
<p>Station Access Develop alliances with our transit partners and the community to maximize connectivity and to facilitate multi-modal access including transit, bicycling and walking.</p>	<p>Station Access Program: Develop a package of programs and projects to improve access to our stations by modes other than single occupant vehicles.</p> <p>Station Wayfinding Program: Implement wayfinding signage to and from BART stations and within the station, to aid the customer in navigating the BART system and in making connections to other transit and local destinations.</p>	<ul style="list-style-type: none"> Depending on Station Profile Survey, develop plan by 2010 to meet or exceed system-wide access targets specified in 2003 Station Access Guidelines: Pedestrian 24.5% Transit 22.0% Taxi 1.5% Carpool 5.5% Bicycle 3.0% Drop off/Pick up 12.5% SOV 31.0% Establish station specific access targets by 2010. Implement 4 model access stations by 2010. Implement a prototype signage improvement program by 2010. In collaboration with cities, develop and implement wayfinding signage directing customers to local BART stations, as funding becomes available. 	
<p>Customer Environment Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.</p>	<p>Station Modernization Program: Upgrade BART stations to improve lighting, pathways, and signage systems.</p> <p>Universal Design: Incorporate universal design principles into planning for BART renovation, expansion, and improvement.</p> <p>Accessibility Improvements: Develop and implement program of system-wide accessibility improvements as opportunities and funding become available</p> <p>BART Police Program: Staff and deploy a professional and well-trained police force.</p> <p>BART Security Programs: Focus on infrastructure protection and training front-line employees.</p> <p>Station Cleanliness Program: Adequately staff program to ensure that station and bathroom cleanliness meets the standards of BART passengers.</p> <p>Train Cleanliness Program: Adequately staff program to ensure that interior and exterior train cleanliness meets the standards of BART passengers.</p> <p>Train Interior Upgrade: Replace vehicle carpets with composite flooring designed for easier cleaning and maintenance.</p>	<ul style="list-style-type: none"> Award construction contracts for the replacement of 480 switches at 15 stations and modernization of 4 stations by June 2009. Develop specific guidelines on the inclusion of universal design concepts in BART facilities. Based on guidelines for universal design, and in consultation with the BART Accessibility Task Force and the disability community of the Bay Area, develop prioritized recommendations for specific projects to enhance and improve the accessibility of BART facilities. Maintain the rate of Part 1 crimes against persons at or below 2.00 crimes per million passenger trips per quarter. Identify and procure available local, state and federal grants to complete security projects. Maintain average emergency response time at 4 minutes or less. Maintain an overall police presence of at least 13% to 14% based on Passenger Environment Survey (PES) statistics. Current and future training opportunities are maximized through BART, state and federal programs Increase the rating of "station cleanliness" by BART customers. Increase the rating of "train cleanliness" by BART customers. Complete 100% installation of new composite floors by 2011. 	



Implementing Strategies	Projects & Programs	
<p>Customer Information Provide our customers with state of the art wayfinding and customer information.</p>	<p>Branding Initiative: A package of changes to BART communications, initiatives and services to position BART as "a better day for you and the environment."</p> <p>Real time information Program: Expand real time BART train and bus arrival and emergency information to aid customers.</p>	<ul style="list-style-type: none"> ▶ By 2009, develop and launch a uniform look, feel, and voice for BART communications, including enhancements to bart.gov. Develop a plan for companion initiatives to reinforce the brand position. ▶ Implement real time information through the interactive voice response system in the Transit Information Center and Trip Planning system on the BART website by 2009. Implement real time information pilot program at a minimum of 3 stations by 2010. Expand program to 10 additional stations by 2013, as funding permits. <div style="text-align: right; margin-top: 10px;"> </div>



Implementing Strategies	Projects & Programs		
<p>BART Culture Help employees meet high personal and team expectations and become engaged in BART's mission.</p>	<p>Policy and Procedure Program: BART will strive to have well-articulated, clearly understood and accessible communication as to matters of rights, benefits, decision-making that affect employees.</p> <p>Communication Program: BART will ensure input from stakeholders in development and training for initiatives involving BART employees generally, and in specific areas of BART or life in the BART workplace.</p> <p>Applicant Assistance and Feedback Program: Assistance to applicants for employment is readily available and internal applicants not selected in a hiring process can request and receive feedback to assist in future preparations.</p> <p>Customer Service Program: Institute a comprehensive program to promote customer-friendly service from all staff.</p> <p>Internal Customer Service Program: Develop and implement measures of service satisfaction among internal stakeholders at BART.</p> <p>Emerging Workforce Program: Ensure that BART is prepared for and can effectively utilize all sectors of a changing workforce.</p>	<ul style="list-style-type: none"> ▶ Fully develop and update HR manual by 2009. ▶ Conduct training on HR manual and associated values for all non-rep and managers by 2011. ▶ Involve employees in developing programs and projects that affect their work. ▶ Provide feedback and advice to 100% of internal applicants who request it by 2011. ▶ Encourage the extension of customer service as a priority for "back office" BART functions; modify procedures and provide training as appropriate. ▶ Develop internal customer service survey as companion to external survey to provide data on service quality by non-ops groups within BART. Develop baseline data by 2010. ▶ Research and understand the work ethics, goals and aspirations of the several generations that will be in the workforce over the coming years in order for BART to attract and effectively use all sectors. 	
<p>Diversity Ensure that BART's workforce is fully reflective of the diversity of the Bay Area and that the District values its diversity.</p>	<p>Employment Outreach Program: Ensure that all recruiting is defined in through utilization statistics and that there is outreach to all communities in the BART district.</p> <p>Diversity Awareness Program: Ensure that all employees are knowledgeable about the benefits and challenges of working in a culturally diverse environment.</p>	<ul style="list-style-type: none"> ▶ Use utilization statistics to support recruiting decisions in 100% of job requisitions by 2010. ▶ Expand and maintain scope of recruiting to include varied communities by 2010. ▶ Achieve annual improvement in statistics on utilization in all major EEO classifications in areas where BART is currently underrepresented by 2010. ▶ Complete basic Diversity Awareness Workshops for 100% of District employees by 2011. 	
<p>Workforce Development Ensure that all employees have the tools, mentoring and opportunities that encourage and support excellence and professional development.</p>	<p>Leadership Development Program: Provide management development opportunities through rotational work assignments. Continue to refine the Leadership Symposium Program including addition of academic framework.</p> <p>Informational Training Programs: Provide a variety of short courses for managers on issues that are secondary aspects of their jobs.</p> <p>Career Mobility Program: Establish guidelines for flexibility in filling positions internally to include lower initial knowledge/experience requirements coupled with specific development plans.</p>	<ul style="list-style-type: none"> ▶ Ensure that BART maintains a strong, qualified pool of internal candidates. ▶ Provide a regular curriculum of at least 10 half-day courses by FY 2011. ▶ Ensure that at least 10 mobility options are created and utilized by managers by FY 2010. Increase internal promotions by 5% by FY 2011. 	
<p>Labor/Management Relations Develop and maintain strong, positive labor/management relations.</p>	<p>Labor/Management Relationship Program: Conduct a series of meetings between union leaders and executive management to foster communication and a greater understanding of issues and concerns.</p> <p>Management Training: Conduct agency-wide training to foster greater understanding among management of contract terms provisions.</p>	<ul style="list-style-type: none"> ▶ Negotiate new labor contracts in 2009. ▶ 100% of managers will receive training on contract interpretation and administration by 2010. 	
<p>Accountability Ensure that employees understand their roles in carrying out the BART mission, and are accountable for accomplishing them in a manner consistent with the agency's values. Provide for recognition and reward of employees who excel.</p>	<p>Performance Planning and Evaluation Program: Measure performance against the mission and values of the District through annual performance evaluations.</p>	<ul style="list-style-type: none"> ▶ Initiate steps by 2010 to support a process whereby ratings for individuals are correlated with the overall performance of the work group of which they are a part. ▶ Establish baseline data of performance quality measures during 2010. ▶ Initiate performance-based compensation on a limited or trial basis, to include a team component, in 2011. 	



Implementing Strategies	Projects & Programs		
<p>Capacity Optimize the BART system to meet projected ridership increases.</p>	<p>SVRT Core Modification Study: Complete comprehensive analysis of system and station capacity needs required to accommodate the Silicon Valley Rapid Transit (SVRT) project by 2009.</p> <p>Car Modifications: Increase train car capacity.</p>	<ul style="list-style-type: none"> ▶ Complete station capacity plans for 9 stations by 2009. ▶ Implement train car modification program as a near-term strategy for enhancing capacity by 2011 if funded. ▶ Purchased replacement fleet with higher capacity. 	
<p>System Expansion Seek partnerships with other transit agencies, local communities and private entities to plan and implement cost-effective, technology-appropriate service that demonstrates a commitment to transit-supportive growth and development and addresses the core needs of the system.</p>	<p>eBART Project: Expand BART rail service to eastern Contra Costa County.</p> <p>Warm Springs Project: Extend BART service over five miles in Fremont.</p> <p>Silicon Valley Rapid Transit (SVRT) Project: Extend BART service over 16 miles into Santa Clara County.</p> <p>Livermore Project: Extend BART service to Livermore.</p> <p>West Dublin/Pleasanton Station: Add infill station along L line.</p> <p>Oakland Airport Project: Connect the Oakland Airport to the BART system.</p>	<ul style="list-style-type: none"> ▶ Begin eBART revenue service by 2015. ▶ Complete Warm Springs by 2014. ▶ In partnership with the Santa Clara Valley Transportation Authority, assist in the implementation and completion of the Silicon Valley extension by 2018. ▶ Adopt EIR and select preferred alternative for Livermore project by 2009. ▶ Complete in 2009. ▶ TBD 	
<p>Financial Stability Maintain and improve the stability of BART's financial base.</p>	<p>Productivity-Adjusted CPI-based Fare Increases: Continue biennial productivity adjusted CPI-based fare increases.</p> <p>Planning for a Fiscally Sound Future: Develop financial forecasts to identify and plan for future revenue needs and expenditures, and allocations to capital and reserves.</p> <p>Revenue Generation: Implement a variety of programs to increase non-farebox revenues, including advertising, transit-oriented development and concessions.</p> <p>Strategic Energy Plan: Procure low-cost, clean and reliable electricity for the BART system and continuously reduce the District's use of electricity.</p>	<ul style="list-style-type: none"> ▶ Maintain an operating ratio of 62% or above. ▶ Maintain 67% of survey respondents rating BART as a good value for the money. ▶ Maintain the annual increase in operating costs per passenger miles at or below the 10-year rate of inflation. ▶ Develop and adopt a balanced annual budget. ▶ Develop and adopt a Short-Range Transit Plan and Capital Improvement Program in accordance with MTC Guidelines. ▶ Maintain operating reserve of at least 5% of total annual operating expenses. ▶ Develop and adopt a District debt policy. ▶ Increase the percentage of non-farebox revenues as a part of total BART revenues. ▶ Quadruple advertising revenue within 10 years. ▶ Maintain cost of independent power supply arrangements at less than cost of comparable PG&E service. ▶ Develop and maintain a portfolio of diversified market supply. ▶ Invest in efficient generation facilities to reduce reliance on market supply. ▶ Participate in ABAG Energy Watch Program to reduce District energy use. ▶ Continue to procure cost-effective renewable energy supplies. 	
<p>Metro Service Develop the BART Metro service concept to better serve concentrations of riders in the urban core.</p>	<p>Core System Service: Provide more frequent service in the urban core ("show up and go") to meet the travels demands of the market.</p> <p>Expansion of Rail Through Linkages: Serve suburban and exurban markets by strategic linking to other systems.</p>	<ul style="list-style-type: none"> ▶ Define service plan to provide more service in the core during the times most needed while maintaining adequate levels for suburban communities. ▶ Through the Regional Rail Plan, define a plan to create linkages with other systems to expand service beyond BART's core service area. 	
<p>Transit-Oriented Development Work with community partners to maximize support for TODs, to enhance the livability and vitality at our stations, and to support regional goals.</p>	<p>Station Planning Program: In cooperation with cities and local communities, conduct station planning to determine the appropriate level of development on and near BART station property. These plans will also include prioritized access improvements and funding plans.</p> <p>TOD Station Development Program: Working with cities and local communities, implement approved development projects.</p>	<ul style="list-style-type: none"> ▶ Complete 6 station area plans by 2011. ▶ Obtain development approvals at six station areas by 2013. ▶ Complete construction of transit-oriented developments at eight BART stations by 2013. 	
<p>Sustainability Apply sustainable techniques and business practices to BART's programs, projects and operations in a cost-effective manner to enhance the Bay Area's quality of life.</p>	<p>Transit Sustainability Guidelines: Build consensus among transit operators for reducing greenhouse gas emission, and utilizing sustainability techniques.</p> <p>Greenhouse Gas Emissions Targets: Reduce GHG emissions per BART vehicle mile.</p> <p>Bay Area VMT Reduction Target: Contribute to Bay Area reduction in VMT.</p> <p>BART Water Consumption Target: Reduce District water consumption.</p>	<ul style="list-style-type: none"> ▶ Develop Transit Sustainability Guidelines by 2009. ▶ Implement guidelines through pilot projects such as Station Modernization Program, and New Car Procurement specifications by 2010. ▶ Sustainability Committee to establish targets in 2009/10. ▶ Work with Bay Area transportation and air quality agencies to reduce vehicle miles traveled (VMT) per capita in the Bay Area. ▶ Sustainability Committee to establish target in 2009/10. 	



Implementing Strategies	Projects & Programs		
<p>Partnerships for Financial Health Protect the Bay Area's investment in rail transit through long-term capital planning, strategic partnerships and outreach with elected and community leaders, the media and the public.</p>	<p>Ridership Development Plan: Develop and execute a Ridership Development Plan to build commute, off-peak and reverse ridership.</p>	<ul style="list-style-type: none"> ▶ Complete plan to achieve ridership projection and system utilization by 2009. 	
	<p>Legislative and Community Outreach Program: Develop and implement a federal, state and local legislative and community outreach program to increase funding and community support for key BART initiatives.</p>	<ul style="list-style-type: none"> ▶ Increase BART's share of federal funding through formula and program changes during reauthorization of the surface transportation law. Seek new sources of funding through any federal climate change legislation or other state and local initiatives. 	
	<p>Media Relations Public Awareness Program: Nurture positive relationships with media outlets and shape media and public opinion to build support for BART's initiatives and reputation.</p>	<ul style="list-style-type: none"> ▶ Visit each major Bay Area newsroom once per year. ▶ Add two new media contacts each month. ▶ Meet with editorial boards and place at least six op-ed pieces per year. ▶ Identify new media for communicating with customers and public. 	
	<p>Employer Transit Forum: Recognize and cultivate a closer relationship with the employers we serve.</p>	<ul style="list-style-type: none"> ▶ Recruit 20 businesses per year to participate in an annual forum to build ridership, support for BART initiatives, and loyalty with our customers. 	



CAPITOL CORRIDOR JOINT POWERS AUTHORITY
MEETING OF THE CAPITOL CORRIDOR JOINT POWERS BOARD
Wednesday November 19, 2008

City Council Chambers
Suisun City Hall
701 Civic Center Blvd., Suisun City, CA
(see attached map)

DRAFT AGENDA

- I. Call to Order
- II. Roll Call and Pledge of Allegiance
- III. Report of the Chair
 1. Election of Chair and Vice-Chair (2-Year Term: 2009-2010)
- IV. Minutes of September 17, 2008, 2008 Meeting *Action*
- V. Consent Calendar *Action*
 1. Annual Performance Report (FY 08)
 2. Proposition 1B – FY 09 Transit Security Intercity Passenger/Commuter Rail Projects
 3. 2009 CCJPA Board Meeting Schedule
- VI. Action and Discussion Items (Executive Director)
 1. Amtrak Request on Behalf of CCJPA to UPRR: Added Capitol Corridor Placer County Trains *Action*
 2. Legislative Matters *Action*
 3. FRA FY 09 Intercity Rail Application – San Jose-Newark Track Improvement Project *Action*
 4. Purchase of UPRR Oakland Subdivision Right-of-Way for Dumbarton Rail Project *Action*
 5. Fremont/Cisco A's Ballpark Village (presentation by City of Fremont) *Discussion*
 6. Results of July 2008 On Board Surveys *Discussion*
 7. Managing Director's Report (Status of Service Performance) *Info*
 8. Work Completed
 - a. October 27, 2008 Timetable Change *Info*
 - b. Marketing Activities (June – August 2008) *Info*
 9. Work in Progress
 - a. Prop 1B FY 08 Transit Safety/Security Improvement Projects *Info*
 - b. Prop 1B Intercity Rail Project Allocations: Bahia Crossover, Emeryville Track Upgrades *Info*
 - c. Yolo Causeway West Crossover Project Design/Engineering and Access Agreement *Info*
 - d. CCJPA FY 2009-10 – FY 2010-11 Business Plan Update *Info*
 - e. CCJPA FY 08 Independent Audit *Info*
 - f. Upcoming Marketing Activities *Info*
- VII. Board Member Reports
- VIII. Public Comment
- IX. Adjournment. Next Meeting Date: 10:00 a.m., February 18, 2009 at City Council Chambers, Suisun City Hall, 701 Civic Center Blvd., City of Suisun City, CA

Notes:

Members of the public may address the Board regarding any item on this agenda. Please complete a "Request to Address the Board" form (available at the entrance of the Boardroom and at a teleconference location, if applicable) and hand it to the Secretary or designated staff member before the item is considered by the Board. If you wish to discuss a matter that is not on the agenda during a regular meeting, you may do so under Public Comment. Speakers are limited to three (3) minutes for any item or matter. The CCJPA Board reserves the right to take action on any agenda item.

Consent calendar items are considered routine and will be enacted, approved or adopted by one motion unless a request for discussion or explanation is received from a CCJPA Board Director or from a member of the audience.

The CCJPA Board provides services/accommodations upon request to persons with disabilities who wish to address Board matters. A request must be made within one and five days in advance of a Board meeting, depending on the service requested. Call (510) 464-6085 for information.