San Francisco Bay Area Rapid Transit District

FISCAL YEAR 2006

Short-Range Transit Plan & Capital Improvement Program

FY06 THROUGH FY15

D R A F T

November 2005

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CHAPTER

1 Introduction

The Short Range Transit Plan (SRTP) and Capital Improvement Program (CIP) together are BART's definitive source for financial forecasting and capital planning information in support of BART's mission to provide safe, clean, reliable and customer-friendly transit service to the San Francisco Bay Area.

Although producing both the SRTP and CIP is a regulatory mandate, BART has historically emphasized the utility of these documents far beyond compliance requirements and has chosen to expand the forecasting, analysis and textual content in both, presenting them as one document. The District has adopted this development approach to provide the reader with a comprehensive understanding of the history and scope of the District's operating and capital plans as well as a prospective look at financial opportunities and constraints BART faces in fulfilling its strategic vision and functional requirements.

The following sections of this chapter set out BART's accomplishments and challenges since the last adopted FY05 SRTP/CIP, changes from that document, and the SRTP/CIP's relationship to other BART documents.

1.1 BART's Recent Accomplishments and Challenges

The year since the adoption of the FY05 SRTP/CIP has been one of significant accomplishment and challenge. Major changes have occurred in the areas of the operating budget, capital program development, earthquake safety, and system expansion. Although we continue to face challenges on the operating side, BART was fortunate to have resolved several major operating budget issues in FY05. This now permits us to direct greater focus on our considerable long-term capital needs. The FY06 SRTP/CIP introduces the concept of an expansive second generation renovation program, and describes program elements that are currently under development. As the overall program achieves greater definition, it is important to note that many elements require a commitment that will be necessary well beyond the timeframe of this document.

Notable highlights of the District's recent successes include:

- Concluding labor negotiations in July, without the need for a "cooling off" period
- Eliminating a four-year deficit in the operating budget through targeted expense reductions, introduction of expanded parking charges, and development of an effective budgetary response designed to fund the District's retiree medical benefits
- Securing passage of the $980 million General Obligation Bond in the three BART counties to fund a major portion of BART's Earthquake Safety Program
- Continuing to meet patrons' expectations for safe and reliable service, despite several consecutive years of budget cuts
- Making steady progress in implementing the Business Advancement Plan, which will replace all of BART's legacy administrative computer systems

However, daunting challenges appear on the horizon, including:

- Securing the necessary funding to meet the District's multitude of security needs
- Maintaining balanced budgets in an environment of limited revenue growth while facing uncertainties such as future power costs, capital needs, security requirements, and added costs of maintaining a complex and aging system
- Developing a comprehensive improvement program and funding strategy for the second generation renovation program, which will likely emerge as the most ambitious, complex and costly capital undertaking by BART since the construction of the original system.

BART also continues to grapple with other long-standing challenges. The District's operating budget has been significantly impacted by the prolonged economic slump, which has only recently shown signs of abating. Over the past four years, BART has been forced to contend with the most precipitous decline in revenue in its history and has balanced successive operating budgets by introducing a combination of budget cuts, fare increases, parking charges, and the use of funds from one-time revenue sources. While these actions have allowed BART to make substantial progress towards stabilizing the long-term financial picture, the outlook for the near future shows continuing economic pressures.

On the capital side of the budget, BART's fiscal challenges are equally formidable. The recently adopted update of the 25-year Regional Transportation Plan (RTP) by the Metropolitan Transportation Commission

(MTC) acknowledges a significant shortfall in meeting transit capital needs; in effect, it is a statement that the region cannot maintain the infrastructure is presently has. As federal and state funding for transportation and transit continues to stagnate, BART is in even greater need of getting access to capital funding to address the increasing renovation needs of an aging system. While BART has an excellent track record of using local and self-help sources for categorical capital funding needs, it is clear that the District will need a significant external funding commitment beyond what it is capable of generating to achieve renovation goals within and beyond the timeframe of this document.

1.2 Changes from Previous SRTP/CIP Documents

The MTC, the principal regulatory agency requiring the SRTP/CIP, has encouraged transit agencies to move to producing the document every two years, with minor updates if necessary in alternating years. For FY05, the District adopted a complete SRTP/CIP update and is doing so again for FY06 in order to align its adoption cycle with the cycles of other Bay Area transit agencies.

The FY06 SRTP/CIP has been reformatted as follows:

- The operating and capital portions are in separate chapters
    - The SRTP/operating material is covered in Chapters 2-4.
    - The CIP/capital portion, including program areas and financial outlook, is consolidated into Chapter 5
- The District's Strategic Plan goals and objectives are incorporated throughout the SRTP/CIP
- Discussion of station-related information, plans, programs and projects are in ***Appendix B*** for easy access. ***Appendix B*** contains an overview, the Station Access Inventory and Station Ridership Trends figures, and the latest Station Status Report.

As in previous full updates, the FY06 SRTP/CIP provides a complete analysis of all SRTP/CIP elements and highlights new and updated information as compared to the adopted FY05 SRTP/CIP. It also extends the operating forecast and capital project needs and funding availability projections out to FY15. The CIP portion includes a complete update of the database associated with the BART District's capital planning efforts. Database assumptions can be found in ***Appendix D***.

It is anticipated that in the near future MTC will update the rules and guidelines governing SRTP/CIP content, and subsequent updates of the BART SRTP/CIP will incorporate those new guidelines.

1.3 Setting the Context: The SRTP/CIP's Relationship to Other BART Documents

Annual Operating and Capital Budgets

The BART Board of Directors adopted the Preliminary Operating and Capital FY06 Budgets in May 2005 for the fiscal year beginning July 1, 2005. The Board adopted Revised Operating and Capital FY06 Budgets in September 2005 that took into account the tentative labor contract agreements with most of the District's unions, as well as several other budget issues for which better information had become available in the interim months.

The FY06 Budget is the basis for the operating and financial outlook for the next ten years, which in turn allows the District to make future year budget decisions within a long-term context. The SRTP includes a detailed analysis of the annual operating budget's revenue and expense components. The adopted Operating and Capital FY06 Budgets will be posted online at www.bart.gov as soon as they are available.

Strategic Plan

BART's Strategic Plan provides a framework for the decision-making and planning processes that direct the SRTP and CIP as well as the annual budget. The Strategic Plan has seven areas of focus, some of which build on the fundamental principles that have always guided BART's decision-making, such as the District's commitment to customer service and its employees, dedication to fiscal prudence, and optimization of transit travel demand. Other Strategic Plan focus areas reconfirm goals that have become prominent over the past decade as the system has matured, such as ongoing reinvestment in the existing BART system. In recent years, land use, station area development and partnership-building activities have also been elevated in their importance.

An update on the District's progress in meeting the goals of the seven Strategic Plan focus areas is excerpted in Chapter 3, with the full update in *Appendix C*. The Strategic Plan and subsequent Status Reports are available online at www.bart.gov.

Station Access, Capacity and Comprehensive Plans

Since the start of FY02, BART staff has been engaged in specific planning activities at several BART stations. Station Access Plans, Capacity Plans and Comprehensive Station Plans are described further in *Appendix B*.

Thirty-Year Capital Plans

Given the ridership growth in the late 1990s, the age of the system's infrastructure, and continued pressure to expand the BART system, BART embarked in FY01 on three coordinated 30-year capital planning studies that focus on system reinvestment, system capacity, and long-range expansion planning efforts. Study results are part of this update of the CIP.

The System Reinvestment Study culminated in a plan for life-cycle based renovation and replacement of BART's existing capital plant. These life cycle renovation needs are being refined and will form the basis for the next generation renovation program described in more detail in Chapter 5. This study's key question is what resources will be necessary to simply maintain and operate the existing BART system safely and reliably over the next thirty years?

The System Capacity Study examines the bottlenecks in the system that limit capacity; the study is currently in the process of identifying targeted investments for optimal capacity benefit. The study's goal is to determine which investments will be necessary to accommodate continued ridership growth, while maintaining reliable operations and improving the system's ability to quickly recover from service disruptions. Another study component involves station capacity issues, as described in *Appendix B*.

The third 30-year study covers the District's long-range expansion planning efforts and is in two sections:

- Strategic Opportunity Assessments, pursued by BART in collaboration with external agency partners, that examined the potential for expansion through infill stations and system extensions as well as the potential impacts of expansion to the existing system.
- The Regional Rail Study, a long-range expansion effort now underway in which BART is one of the management team partners; this effort is described in more detail in Chapter 5.

Fleet Management Plan

The BART Fleet Management Plan (FMP) sets out the District's detailed plans for acquisition, maintenance and use of its revenue vehicle fleet over an extended planning horizon through FY25. During FY04, as a continuation of

the ongoing 30-Year System Capacity Study, BART developed a draft update of the 1999 FMP. The 2004 FMP work covered a number of complex issues that required resolution before an effective plan could be developed. A revised FMP is expected to be developed by the end of FY06. That update will be fully incorporated into future SRTP/CIPs.

1.4 Setting the Context: External Agency Relationships

Federal and State Agencies

Federal Transit Administration

The Federal Transit Administration (FTA) is the primary federal entity with which BART interacts. The FTA has review authority over the federal environmental documentation produced on BART projects. The FTA regularly conducts reviews of the BART District to ensure compliance with federal regulations, such as Americans with Disabilities Act and Title VI. The results of those reviews are included in Chapter 3. In addition to acting as a review authority, a large portion of the capital grant funding programmed to BART passes through the FTA's accounts. Many of these programming decisions are made at a regional or county level (see below) with follow up applications and paperwork sent to the FTA. For example, State Transportation Improvement Program (STIP) funds are split into two segments, 11.5% of which is from state funds and 88.5% from federal sources. The federal portion of the funds is generally transferred to BART via the FTA, as opposed to the Federal Highway Administration (FHWA). There are a few exceptions to this rule, however, such as FHWA being the federal agency involved with the BART Earthquake Safety Program. More information about the United States Department of Transportation (USDOT) can be found on their web page at www.dot.gov. Similarly, the FTA web page is at www.fta.dot.gov.

California Transportation Commission

At the State level, the primary decision making body on the funding of capital projects is the California Transportation Commission (CTC), although the Governor and the State Legislature occasionally have a direct impact on the funding of transportation projects. The CTC was created in 1978 and is responsible for the programming and allocating of funds for the construction of highway, passenger rail and transit improvements throughout California. The CTC adopts the STIP on a biannual basis. The STIP consists of 75% of the funds programmed decided on at the regional or county level and 25% decided on at the state level (commonly referred to as the Inter-regional

Transportation Improvement Program (ITIP)). More information can be obtained about the CTC on their web site at www.catc.ca.gov.

Caltrans

The California Department of Transportation (www.dot.ca.gov), otherwise known as Caltrans, acts as the staff to implement the actual programming, transfer and monitoring of grant funded projects decided upon by the CTC. Caltrans programs are administered regionally through numerous geographic districts. BART is located within Caltrans District 4.

Regional Agencies

Association of Bay Area Governments

The Association of Bay Area Governments (ABAG) is owned and operated by the cities and counties of the San Francisco Bay Area. It was established in 1961 to protect local control, plan for the future, and promote cooperation on area-wide issues. Since 1973, ABAG has been producing economic and demographic projections every two years. Projections 2003, the most recently produced forecast document, is the first to incorporate a series of proactive policy assumptions regarding land use. These policy assumptions were developed over a two-year period, culminating in March 2002 with the release of the Regional Smart Growth Vision. Essentially, the intention of these policy assumptions is to promote sustainable growth, which is best described by ABAG as "development that revitalizes central cities and older suburbs, supports and enhances public transit, promotes walking and bicycling opportunities, and preserves open spaces and agricultural lands". The Projections 2003 document assigns growth potential to local jurisdictions following approximately the pattern that the Smart Growth Vision intended. BART uses ABAG's population and employment projections for ridership forecasting and station area planning. More information about ABAG's programs can be found at www.abag.ca.gov.

Bay Area Air Quality Management District

The Bay Area Air Quality Management District (BAAQMD) was the state's first regional agency dealing with air pollution and was created by the California Legislature in 1955.

The BAAQMD's mission is to achieve clean air to protect the public's health and the environment. The BAAQMD's major goals include attaining and maintaining air quality standards and increasing public awareness of positive air quality choices. The BAAQMD jurisdiction encompasses all of seven counties - Alameda, Contra Costa, Marin, San Francisco, San Mateo,

Santa Clara and Napa, and portions of two others - southwestern Solano and southern Sonoma.

The BART District occasionally receives capital and operating funds for various projects from the BAAQMD, including funds for a unique campaign initiated during the summer of 2004 and continued in the summer of 2005 providing free morning rides on BART for the first five weekdays declared "Spare the Air" days. More information about the BAAQMD can be found on their web page at www.baaqmd.gov.

Metropolitan Transportation Commission

The MTC is the transportation planning, coordinating and financing agency for the nine-county San Francisco Bay Area. Created by the state Legislature in 1970, MTC functions as both the regional transportation planning agency -- a state designation -- and for federal purposes, as the region's metropolitan planning organization (MPO). As such, it is responsible for the Regional Transportation Plan (RTP), a comprehensive blueprint for the development of mass transit, highway, airport, seaport, railroad, bicycle and pedestrian facilities. The Commission also screens requests from local agencies for state and federal grants for transportation projects to determine their compatibility with the plan. The Transportation Improvement Program (TIP), a comprehensive listing of transportation projects eligible to receive federal funding or subject to a federally required action, is updated for the Bay Area by MTC.

The RTP has historically been updated every three years and has several subset documents that are relevant to BART and are updated less frequently, such as the Regional Transit Expansion Plan (RTEP). The most recent version of the RTP, Transportation 2030, was adopted by the MTC in February 2005. The most recent version of the RTEP (current MTC Resolution No. 3434), was updated as part of the 2001 RTP update, and was adopted by the Commission in FY02. Those updates are available on the MTC's web page, www.mtc.ca.gov, and are incorporated into this FY06 BART SRTP/CIP. The next RTEP update, as a follow up to Transportation 2030, is underway during the winter of 2005-6. The schedule is for the next RTP update to be adopted by MTC in 2009/10, according to the new four-year cycle enacted with the adoption of the reauthorization of federal transportation legislation in August 2005.

In addition to those various planning activities, predominantly directed towards funding capital projects, MTC also manages certain State funds used for transit operations, such as State Transit Assistance (STA) and

Transportation Development Act (TDA) funds. These sources are addressed further in the Operating Financial Plan in Chapter 4 of this document. Since 1997, MTC has also administered the base $1 toll from the Bay Area's seven state-owned toll bridges. MTC is also the administering agency for the third dollar collected on Bay Area bridges as a result of the March 2004 approval of Regional Measure 2. STA, TDA and Bridge Toll funds are also occasionally used in BART capital projects.

County Agencies: Congestion Management Agencies /Transportation Authorities

Passed by California voters in 1990, Proposition 111 added nine cents per gallon to the state fuel tax to fund local, regional and state transportation projects and services. It also required urban counties to designate a congestion management agency, whose primary responsibility is to coordinate transportation planning, funding and other activities in a congestion management program. Thus were created the county-level Congestion Management Agencies (CMAs). In addition, the 'self-help' counties, which voted for sales tax measures to contribute to transportation funding, created 'Transportation Authorities" to manage the expenditure of those transportation sales tax dollars collected. Some CMAs completely combined their functions with the functions of that county's Transportation Authority, while others did not. For example, the San Francisco County Transportation Authority (SFCTA) holds both the CMA functions and the sales tax management authority. Alameda County, on the other hand, has a separate transportation authority to manage the sales tax projects and programs, and a Congestion Management Agency to hold CMA functions such as creating a Countywide Transportation Plan and recommending programming State Transportation Improvement Program dollars.

While county transportation sales tax expenditure plans are developed at varying times, depending in part on when existing transportation sales taxes expire, Countywide Transportation Plans are updated on cycles similar to the MTC's Regional Transportation Plan. Most of the CMAs' last adopted Countywide Plan Updates in 2004, in conjunction with MTC's Transportation 2030 regional transportation plan update. The process will begin again with the Congestion Management Agencies updating their Countywide Plans just prior to the next regional transportation plan update adoption by MTC in 2009-10.

In general, Countywide Transportation Plans address capital project funding only, while transportation sales tax expenditure plans can also address transit operating subsidies, such as paratransit funding. During 2003, MTC

transferred some of its responsibility for programming "smart growth" related funding to the individual CMAs. Individual agency web pages for CMAs and Transportation Authorities, with which the BART District has frequent interactions, include the following:

- Alameda County Congestion Management Agency (ACCMA) www.accma.ca.gov
- Alameda County Transportation Authority and Transportation Improvement Authority (ACTA/ACTIA) www.acta2002.com
- Contra Costa Transportation Authority (CCTA) www.ccta.net
- San Francisco County Transportation Authority (SFCTA) www.sfcta.org
- Santa Clara Valley Transportation Authority (VTA) www.vta.org
- San Mateo County Transportation Authority www.smcta.org

Other Transit Districts/Transportation Providers

BART often forms short and long term partnerships with other transit districts and transportation providers in order to reach common goals. Each of these partnerships has unique funding and responsibility arrangements. These partnerships have been formed to complete the construction of smaller capital projects, such as the AC Transit/BART intermodal facilities at several BART stations, and to orchestrate the construction and/or operations of larger BART-related projects, such as with the two agreements described in the following paragraphs. Generally partnerships between BART and other transit districts and transportation providers have occurred within the confines of the BART District. Since 1990, however, BART has entered into extensive agreements to provide service to two counties outside of the District.

The two main agreements with transportation providers outside the BART District are with San Mateo County Transit District (SamTrans) in San Mateo County and the Santa Clara Valley Transportation Authority (VTA) in Santa Clara County. The development of both agreements was the result of extensive negotiations driven by the desire to complete BART rail facilities to important traveler destinations outside of the existing BART District. In the case of SamTrans, the agreement covers the extension to the San Francisco Airport and four other stations in San Mateo County. In the case of VTA, the agreement covers the proposed extension to San Jose and other cities in Santa Clara County.

The 1990 BART-SamTrans Comprehensive Agreement, and its subsequent amendments, covers the service being provided to San Mateo County. The general details of the agreement include the following: passenger fares are

used for operating expenses calculated per the terms of the Comprehensive Agreement; SamTrans is responsible for paying BART any operating costs not covered by passenger fares; fare revenue in excess of operating costs will be credited first towards SamTrans' remaining capital funding obligations under the Comprehensive Agreement and then towards repayment of a MOU advance made to the project by BART, SamTrans and MTC. Once those obligations have been covered, passenger revenue in excess of expense will be split equally by BART and SamTrans (see Chapter 4 for more detail).

The 2001 BART/VTA Comprehensive Agreement was formed to cover the extension of BART services to San Jose and Santa Clara County. Unlike the agreement with SamTrans, the intent of the new agreement is that VTA will, for the most part, own and be responsible for all capital and operating expenses of the extension. BART will operate and maintain the extension at levels consistent with overall BART service levels, standards and practices. The VTA will cover all costs associated with extension operations and maintenance, including impacts to stations and facilities on BART's core system from extension riders.

More information on many of these funding agency relationships and an extensive number of grant programs can be found in MTC's guide Moving Costs: A Transportation Funding Guide for the San Francisco Bay Area published in Spring 2000.

1.5 Setting the Context: External Agency Audits

BART is regularly reviewed by a number of entities that provide funding to the District. The FTA and MTC regularly review BART in three year cycles to monitor compliance with specific requirements and performance standards. Caltrans also periodically audits BART's compliance with Caltrans and Federal Highway Administration requirements.

FTA Reviews

The Federal Transit Administration (FTA) reviews BART for compliance with the provisions of FTA Grant Agreements, and performs periodic reviews of specific functional areas, such as procurement or financial capacity, and inspections of "key stations" within the District for compliance with the Americans with Disabilities Act (ADA). The most recent FTA Key Station Assessment took place in 2004. In the event that the District is not compliant with any ADA-related FTA requirements, the District establishes a compliance plan with the FTA and pursues every avenue towards resolving non-compliance.

The FTA's most recent Triennial Review, dated October 2003, was conducted to assess District compliance with federal statutory and administrative requirements as a recipient of Urbanized Area Formula Grants. FTA found BART was not deficient with Federal requirements in any of 23 review areas.

Title VI compliance is one of the areas covered in the FTA Triennial Review. BART submits a report to the FTA that assesses compliance with Title VI and a description of the process used to assure this compliance. The basic Title VI requirement is that the grantee (BART) must ensure that no person in the United States shall, on the ground of race, color, or national origin, be excluded from participating in, or be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance. The grantee must ensure that federally supported transit service and related benefits are distributed in an equitable manner. After both desk and site reviews by the FTA, a final report was issued in October 2003 that found BART was in compliance with the Title VI requirements.

MTC Triennial Performance Audit

In FY05 the MTC conducted its Triennial Performance Audit of BART for the fiscal years 2002 through 2004. The California Public Utilities Code (CPUC) requires a performance audit every three years of each public transit provider in California that receives Transportation Development Act (TDA) funds to assure that the funds are being used efficiently and effectively. MTC is responsible for the audits of Bay Area transit providers. The audit evaluated a wide range of subjects including compliance with TDA data collection and reporting requirements, operating performance indicators and trends, compliance with relevant parts of the CPUC, status of prior audit recommendations, review of BART's goals and objectives, and evaluation of functional area indicators.

The report of the audit resulted in three recommendations. BART is working to implement two recommendations to address daily train on-time and peak customer on-time performance, and to more closely align the SRTP with BART's Strategic Plan. BART does not consider the third recommendation to correct the 0.7 percent decrease in the answered information call rate (from 96.7 percent to 96.0 percent) to be a problem.

Caltrans Audits

Caltrans periodically performs pre-award, interim, and post audits of BART's compliance with Caltrans Fund Transfer Agreements and costs billed to the State for reimbursement under Caltrans funded projects.

CHAPTER 2

Overview of the BART System

Chapter 2 begins with a brief history of the District and an outline of the District's governance and organizational structures. The chapter goes on to detail the service BART provides and the areas it serves, the fares for this service, and the extensive physical infrastructure that is required to provide it.

2.1 Brief History

In 1957, the California State Legislature created the San Francisco Bay Area Rapid Transit District (BART) in response to Bay Area growth and transportation needs. In 1962, voter approval of a $792 million general obligation bond issue in San Francisco, Alameda, and Contra Costa counties provided the initial funding base and authorization to begin construction of the original 71-mile system. This bond was fully paid off and retired in 2000. BART was the first new rail transit system to be built in the United States in over 60 years and the first rail system to make large-scale use of computer technology.

BART began service in September 1972. BART's 43 stations opened in order in the following years:

Station	Year Opened
12 stations from MacArthur to Fremont	1972
6 stations from Richmond to Ashby	1973
6 stations from Concord to Rockridge	
8 stations from Montgomery Street to Daly City	
Transbay service begins	1974
Embarcadero	1976
North Concord/Martinez	1995
Colma	1996
Pittsburg/Bay Point	
Castro Valley and Dublin/Pleasanton	1997
SFO Extension line stations: South San Francisco, San Bruno, SFO, and Millbrae	2003

2.2 Governance

The District is governed by a board of nine publicly elected directors, one of three transit systems in the country with an elected board. Each board member represents approximately 352,000 residents in one of nine election districts within the three-county District. Board members serve four-year terms.

The Board of Directors provides the strategic and policy guidance necessary to meet the District's mission of providing "safe, clean, reliable, and customer-friendly regional public transit" to Bay Area residents. The Board, representing diverse constituencies, takes a leadership role by working with a broad range of stakeholders throughout the region, state, and nation to promote effective transit policies and political support for regional transit initiatives.

The current Board of Directors is as follows:

BART Board of Directors	Counties Represented	Term Ends in December
Joel Keller, *President*	Contra Costa	2006
Carole Ward Allen, *Vice President*	Alameda	2006
Thomas M. Blalock	Alameda	2006
James Fang	San Francisco	2006
Bob Franklin	Alameda/Contra Costa	2008
Zoyd Luce	Alameda/Contra Costa	2008
Gail Murray	Contra Costa	2008
Tom Radulovich	San Francisco	2008
Lynette Sweet	Alameda/Contra Costa/San Francisco	2008

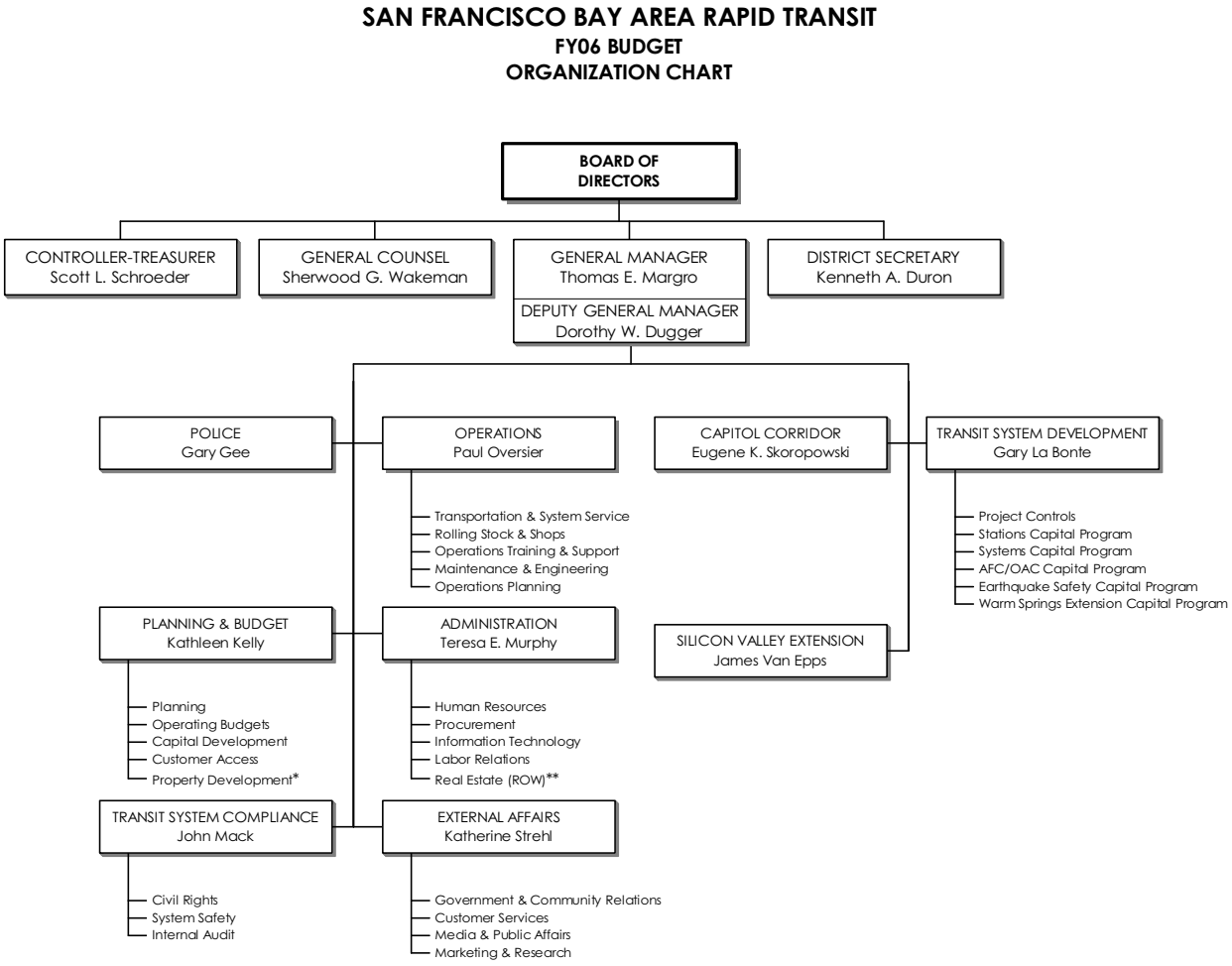
2.3 Organizational Structure

BART's number one resource is its dedicated, hardworking staff. For FY06, 3130 (3095 full-time and 70 part-time) full-time-equivalent employees are part of the District's operating and capital budgets. As of mid-2005, the typical BART employee has been with the District 12.9 years and earns just over $70,345 per year. Seventy-four percent are male, and 26% female. The youngest employee is 20 years old, the oldest is 75, and the overall average age is 47.9 years. Minority representation on the workforce is high, and representative of the Bay Area population, with 40.4% white, 22.4% black,

23.1% Asian or Pacific Islander, 13.2% Hispanic, and 0.9% American Indian (the Federal Transit Administration uses these racial categories and category names). The longest employed person was hired in February 1968, nearly four years before the first revenue train was put into service. The District currently has approximately 1,745 retirees.

The District has five employee and collective bargaining agreements representing 87% of the District's workforce. Based upon positions budgeted for FY06, Service Employees International Union Local 790 has 1,470 employee members, the Amalgamated Transit Union Local 1555 has 820 members, and the American Federation of State, County and Municipal Employees Local 3993 has 199 members. Two police unions (BART Police Managers Association and the Service Employees International Union, Local 1008, BART Police Officers Association) represent 278 police officers and managers. The remainder of BART staff is non-represented.

Figure 1 BART FY06 Organization Chart shows the organizational structure



*Joint Development is a division-level unit reporting to the Planning & Budget Executive Office.
**Real Estate (Right of Way) is a division-level unit reporting to the Administration Executive Office.

of the District as budgeted for FY06. There are four Board-appointed positions within the District: General Manager, General Counsel, Controller-Treasurer, and District Secretary. BART is unique among transit districts in that it has its own police department that provides a full range of law enforcement services within the District.

2.4 Services Provided and Areas Served

Fixed Rail Service

Rail service is provided between 4 a.m. and midnight, Monday through Friday; 6 a.m. to midnight on Saturdays; and 8 a.m. to midnight on Sundays and major holidays. The last trains depart each end of the line around midnight, so passengers can get anywhere in the system if they arrive at any station by midnight. Closing times for individual stations are coordinated with the schedule for the last trains.

Figure 2 summarizes the rail service provided by route on weekdays and weekends. Depending upon demand, holiday rail service is operated on a full or modified weekday schedule, or a Saturday or Sunday schedule. BART service is also coordinated with major Bay Area events. Additional rail service for special events is provided by either lengthening regularly scheduled trains, placing additional trains in service, or providing

Figure 2 BART Rail Headways and Hours of Service

	Pittsburg/Bay Point-Daly City	Richmond-Daly City/(Colma)	Fremont-Daly City	Dublin/Pleasanton-SFO/Millbrae	Richmond-Fremont
HEADWAY (minutes)					
WEEKDAYS					
Peak Hours	15.0 (5.0)	15	15	15	15
Midday	15	15	15	15	15
Night	20	(a)	(a)	20	20
SATURDAY					
Day	20	20	20	20	20
Night	20	(a)	(a)	20	20
SUNDAY					
Day/Night	20	(a)	(a)	20	20
SERVICE HOURS (c)					
Weekday	4 am-12 am	5 am-7 pm (b)	5 am-7 pm (b)	4 am-12 am	4 am-12 am
Saturday	6 am-12 am	9 am-6 pm (b)	9 am-6 pm (b)	6 am-12 am	6 am-12 am
Sunday	8 am-12 am	(a)	(a)	8 am-12 am	8 am-12 am

a) Route not in service during identified time periods. Travel is accommodated on other routes with one transfer in downtown Oakland.
b) Earlier and/or later service is available on other routes. Travel is accommodated on other routes with one transfer at Bay Fair or MacArthur stations.
c) Closing of individual stations is timed with the schedule for the last train beginning at approximately midnight. BART website and/or printed schedules contain exact times.

revenue operations at times when the system is normally closed (e.g., early Sunday morning opening for the annual Bay-to-Breakers footrace in San Francisco).

Levels of service are periodically reviewed and adjusted, if necessary, to meet varying levels of ridership demand. Changes can include lengthening or shortening trains, adding or removing trains scheduled on a route, or even changing a route's service hours or terminal stations.

Rail service consists of five routes of which four operate through the Transbay Tube under the San Francisco Bay and one operates from Richmond to Fremont in a north-south direction in the East Bay. Currently, the Pittsburg/Bay Point route in central and eastern Contra Costa County operates through San Francisco to Daly City in San Mateo County. During peak periods (defined as approximately 6 a.m. to 9 a.m. and 4 p.m. to 7 p.m.), the Richmond route provides service from western Contra Costa County through San Francisco to Colma. During non-peak periods, the Richmond trains terminate at Daly City in San Mateo County.

The Fremont-Daly City and Dublin/Pleasanton-Daly City routes run from southern and central Alameda County, respectively, through San Francisco to Daly City. For the Dublin/Pleasanton route, service continues to Millbrae via the SFO (San Francisco International Airport) station.

Demand Responsive Service

BART complies with the Americans with Disabilities Act (ADA) requirement to provide paratransit service comparable and complementary to the BART system. Federal regulations define the ADA paratransit service area as a 0.75-mile radius around each BART station. BART participates in a regional ADA eligibility process followed by the principal transit operators in the San Francisco Bay Area. Paratransit service is available to persons who have been certified as being unable to access and ride BART because of their disability. In addition, BART, along with other transit agencies in the Bay Area, participates in efforts to coordinating regional travel by paratransit through the Partnership Transit Coordinating Committee and its Accessibility Committee.

To provide effective paratransit service in its widely dispersed service area, BART has established a variety of partnerships with other transit operators. In the areas of joint service with AC Transit, BART and AC Transit together fund and administer the East Bay Paratransit Consortium (EBPC). Service is provided through contractors. BART assumes 31% and AC Transit 69% of the costs based on their proportionate areas of responsibility.

In San Francisco, BART has entered into a Memorandum of Understanding (MOU) with the San Francisco Municipal Railway (Muni) whereby Muni provides service to meet BART's obligation and BART reimburses Muni for 8.8% of the net cost of paratransit service to all San Francisco riders.

Elsewhere, BART has financial agreements with Contra Costa County Transit Authority (County Connection), Eastern Contra Cost Transit Authority (TriDelta), Western Contra Costa Transit Authority (WestCAT), and Livermore Amador Valley Transit Authority (Wheels). These agencies provide paratransit service on behalf of BART at the same time as they provide for their own paratransit service obligation. BART's share of the service provided by these operators is small compared to that provided by East Bay Paratransit and Muni.

BART plans no changes in the method of providing service in FY06. Efforts of BART and partner operators will focus on providing all ride requests to eligible recipients while at the same time controlling costs.

2.5 Fares

The components of BART's fare structure are summarized in ***Figure 3***, with station-to-station fares for the 43-station system shown in ***Figure 4***. The following text presents information on BART fares for rail and ADA paratransit service.

Rail Fares

BART rail fares are computed using a distance-based formula. Surcharges apply to Transbay travel and trips originating from or destined to stations located in San Mateo County (San Mateo County is not a full participating member of the BART District). A premium fare is charged for trips to or from SFIA station. An additional speed-premium adjustment is made to fares, based on the scheduled speed of a trip compared to the systemwide average.

Effective January 1, 2006, fares will increase 3.7%, in accordance with the Board-approved productivity-adjusted CPI-based fare increase program. Also effective January 1, 2006, a $0.10 capital surcharge will be applied to trips made within the three-county BART District (including Daly City); the San Mateo County surcharge valued at $1.14 will be applied to trips between San Mateo County stations (except Daly City) and San Francisco stations and to trips between SFIA station and San Mateo County stations (except Millbrae).

BART's minimum fare, currently $1.25 for the shortest trips within downtowns and other local areas, will become $1.40. The highest rail fare will be $7.65 for the 51.5 mile Transbay trip between SFIA and Pittsburg/Bay

Point stations. ***Figure 3 BART Fare Components and Ticket Prices as of January 1, 2006*** describes the District's various fare media, including discounted tickets and transfers.

The BART "Tickets To Go" program pays a commission to retail vendors and community outlets to sell BART discounted tickets described in ***Figure 3***. These discounted tickets are available at over 300 locations throughout the greater San Francisco Bay Area and through BART's "Tickets By Mail" program or online at www.bart.gov. Regular tickets can be purchased in BART stations.

ADA Paratransit Fares

The ADA limits the fare that can be charged for ADA paratransit service to twice the full adult fare for a comparable fixed route trip. Fares for paratransit services in which BART participates vary widely, due to the range of fare structures on BART and local bus agencies. Fares for paratransit service provided through the joint BART/AC Transit East Bay Paratransit Consortium (EBPC) are distance-based and range from $3.00 for trips less than eight miles to a maximum of $7.00 for very long trips. Paratransit travel within San Francisco is provided by Muni paratransit. Taxi vouchers cost riders slightly more than 13% of the meter rate. Lift van service for wheelchair users and group van monthly passes are available for $10 from Muni. Ambulatory riders use vans by reservation for $1.65 per ride. Paratransit fares in BART's other service areas range from $1 to $6 per trip.

TransLink

The Metropolitan Transportation Commission (MTC) and the region's transit operators made a joint decision in late 2003 to proceed with a systemwide Phase II regional rollout of the TransLink program at all Bay Area transit properties. TransLink offers a single fare instrument that will eventually be usable on all transit in the region. It gives customers a secure, fast and convenient payment method that also has the option of registration for balance protection and the ability to "autoload" value from a designated credit or debit (checking) account. The contactless interface means there is no search for change or insertion of fare media into fareboxes and fare gates, and acceptance for both intra-operator and inter-operator travel will provide a "seamless" means of paying for travel on all public transit in the Bay Area region.

Implementation at BART included a field retrofit of new Automatic Fare Collection (AFC) equipment that was completed as of December 2003. TransLink implementation for fare gates and ticket vending machines will be

completed on a schedule to be determined, as is the case for all TransLink participants.

Figure 3 BART Fare Components and Ticket Prices as of January 1, 2006

TRIP LENGTH	Minimum Fare: Up to 6 miles ($1.30 + $0.10 Capital Surcharge)	$1.40
	Between 6 and 14 miles[1]	$1.61 + 11.8¢/mile
	Over 14 miles	$2.55 + 7.1¢/mile
SURCHARGES	Transbay	$0.79
	Daly City[2]	$0.91
	San Mateo County[3]	$1.14
	Capital[4]	$0.10
	Premium fare applied to trips to/from SFIA	$1.50
SPEED DIFFERENTIAL	Charge differential for faster or slower than average trips, based on scheduled travel time	±4.5¢/minute
RESULTING FARES	Range [5]	$1.40 to $7.65
	Average fare (before discounts) [6]	$2.74
	Average fare paid (after discounts) [6]	$2.51
RAIL FARE DISCOUNTS & SPECIAL FARES[7]	Children under 5	Free
	62.5% Discount: Children 5 through 12 Persons 65 and over Persons with a qualifying disability	$9 ($24 ticket value)
	Students 13 through 18: 50% discount [8]	$16 ($32 ticket value)
	Regular adult: 6.25% discount	$30, $45 & $60 ($32, $48 & $64 ticket value)
	Excursion (entry/exit, same station) [9]	$4.65
SEMI-MONTHLY RAIL/BUS PASS	BARTPlus (w/ $15 to $50 BART value) [10] (6.25% discount, last ride bonus)	$38 to $71 (8 denominations)
MONTHLY RAIL/ MUNI PASS [11]	Fast Pass -- (within San Francisco, unlimited monthly use of BART & SF Muni)	$45
ONE-WAY TRANSFERS: FROM BART TO [12] (issued at rail stations)	The County Connection	$0.75 ($1.50 base fare)
	Tri-Delta Transit	$0.50 ($1.00 base fare)
	Union City Transit	$0.50 ($1.25 base fare)
	VTA	Fare reduction equal to local credit
	Wheels	$0.60 ($1.25 base fare)
TWO-WAY TRANSFERS: FROM BART/ TO BART[12]	AC Transit	$1.50 ($1.75 base fare)
	SF Muni, within San Francisco	$1.25 ($1.50 base fare)
	SF Muni, Daly City Station	Free ($1.50 base fare)
ADA SERVICE	East Bay Paratransit Consortium[13]	$3.00 to $7.00
	All other areas	See ADA Paratransit section

NOTES: BART FARE COMPONENTS AND TICKET PRICES

1. Trips over 6 miles within East Bay Suburban Zone (certain station pairs between Pittsburg/Bay Point and Orinda, Fremont-Bay Fair, Richmond-Ashby and Dublin/Pleasanton-Bay Fair) are priced at the fare indicated for trips under 6 miles.
2. The Daly City surcharge is applied to trips between Daly City station and San Francisco stations; it does not apply to Transbay trips or San Mateo County surcharge trips.
3. The capital surcharge is applied to trips that begin and end in the 3-county BART District including Daly City; the Board approved this surcharge in May 2005 to be used to fund capital projects within the 3-county BART District including Daly City.
4. The San Mateo County surcharge is applied to trips between San Mateo County stations (except trips between SFIA station and Millbrae station for which only the Premium Fare is charged); it does not apply to Transbay trips.
5. BART rail fares are computed by automatic fare collection equipment and are rounded to the nearest 5¢. The range of fares is based on the adopted fare resolution for the fare increase effective January 1, 2006. Prior fare increases occurred on January 1, 2004, January 1, 2003, April 1 of 1997, 1996, and 1995, January 1, 1986, September 8, 1982, June 30, 1980 and November 3, 1975.
6. The average rail fare before and after discounts includes rail passenger revenue from all fare instruments. The figures shown are based on FY05 actual data.
7. Discounted tickets are sold at outside retail and community outlets through BART's Tickets-To-Go program. Retail and contractor operated in-station sales booths sell discounted tickets at Civic Center, Colma, Embarcadero, Montgomery, Powell, and Walnut Creek BART stations. BART's Customer Service Center at Lake Merritt sells all ticket types and processes Tickets by Mail orders.
8. Tickets include a last ride bonus.
9. There is a three-hour limit on the excursion fare.
10. The BART Plus ticket became available on April 1, 1991 and is good for one-half month beginning either on the first day or 16th day of the month. It has a stored value like an adult BART blue ticket that allows travel on BART up to the amount of the stored value during the valid one-half month period. In addition, patrons may use the BART Plus ticket as a flash pass for unlimited rides on the following bus operator systems during the valid one-half month period: The County Connection, Dumbarton Express, Muni (City and County of San Francisco), SamTrans, Santa Clara Valley Transportation Authority (VTA), Tri Delta Transit, Union City Transit, WestCAT, and Wheels.
11. BART began accepting the regular adult Muni Fast Pass for BART travel within San Francisco on April 1, 1983 (discounted Fast Passes are not valid on BART). The BART/Muni Fast Pass allows unlimited rides on Muni and BART within San Francisco. The price of the monthly Fast Pass is currently $45. Muni reimburses BART $0.87 (effective January 1, 2004) for each Fast Pass trip on BART. Muni Fast Passes are sold at stores, places of employment and other outlets in San Francisco.
12. One-way and two-way transfers are issued free of charge from vending machines located inside the paid area of BART rail stations. Additional fares, if required, are paid upon boarding the connecting carrier. This additional fare is shown in the right-hand column. The prices shown in parentheses correspond to the connecting carrier's base fare (the full adult price when not using a transfer). The fare savings with the transfer are equal to the base fare less the additional fare paid to the connecting transit system.
13. BART and AC Transit have formed the East Bay Paratransit Consortium (EBPC), which provides service to eligible BART customers in service areas that overlap with AC Transit.

Figure 4 BART Station-to-Station Fare Matrix Effective January 1, 2006

	Millbrae	SF Airport	San Bruno	South San Francisco	Colma	Daly City	Balboa Park	Glen Park	24th St Mission	16th St Mission	Civic Center	Powell St.	Montgomery St.	Embarcadero	West Oakland	Oakland City Ctr/ 12th St.	19th St/Oakland	MacArthur	Rockridge	Orinda	Lafayette	Walnut Creek	Pleasant Hill	Concord	N.Concord/Martinez	Pittsburg/Bay Point	Ashby	Downtown Berkeley	North Berkeley	El Cerrito Plaza	El Cerrito del Norte	Richmond	Lake Merritt	Fruitvale	Coliseum/ Oakland Airport	San Leandro	Bay Fair	Hayward	South Hayward	Union City	Fremont	Castro Valley	Dublin/Pleasanton
Millbrae	1.50	2.45	2.45	2.45	2.45	2.45	2.30	2.30	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40	1.40
SF Airport	3.95	3.95	3.95	3.95	3.95	3.95	3.50	3.50	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05
San Bruno	4.35	4.35	4.35	4.35	4.35	4.35	3.90	3.90	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40
South San Francisco	4.50	4.50	4.50	4.50	4.50	4.50	4.05	4.05	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70
Colma	3.15	3.15	3.15	3.15	3.15	3.15	2.80	2.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80
Daly City	3.35	3.35	3.35	3.35	3.35	3.35	3.00	3.00	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05	2.05
Balboa Park	4.00	4.00	4.00	4.00	4.00	4.00	3.50	3.50	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15
Glen Park	4.20	4.20	4.20	4.20	4.20	4.20	3.70	3.70	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20
24th St Mission	4.65	4.65	4.65	4.65	4.65	4.65	4.20	4.20	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40
16th St Mission	5.00	5.00	5.00	5.00	5.00	5.00	4.55	4.55	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70
Civic Center	5.10	5.10	5.10	5.10	5.10	5.10	4.65	4.65	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90
Powell St.	5.25	5.25	5.25	5.25	5.25	5.25	4.80	4.80	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05
Montgomery St.	5.40	5.40	5.40	5.40	5.40	5.40	4.95	4.95	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15
Embarcadero	5.55	5.55	5.55	5.55	5.55	5.55	5.05	5.05	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35
West Oakland	5.90	5.90	5.90	5.90	5.90	5.90	5.40	5.40	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60
Oakland City Ctr/ 12th St.	6.30	6.30	6.30	6.30	6.30	6.30	5.85	5.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85
19th St/Oakland	4.20	4.20	4.20	4.20	4.20	4.20	3.75	3.75	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20
MacArthur	4.65	4.65	4.65	4.65	4.65	4.65	4.20	4.20	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45
Rockridge	5.10	5.10	5.10	5.10	5.10	5.10	4.65	4.65	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90
Orinda	5.25	5.25	5.25	5.25	5.25	5.25	4.80	4.80	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05
Lafayette	5.40	5.40	5.40	5.40	5.40	5.40	4.95	4.95	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15
Walnut Creek	5.65	5.65	5.65	5.65	5.65	5.65	5.20	5.20	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35
Pleasant Hill	6.00	6.00	6.00	6.00	6.00	6.00	5.55	5.55	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70
Concord	6.30	6.30	6.30	6.30	6.30	6.30	5.85	5.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85
N.Concord/Martinez	4.20	4.20	4.20	4.20	4.20	4.20	3.75	3.75	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20
Pittsburg/Bay Point	4.65	4.65	4.65	4.65	4.65	4.65	4.20	4.20	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45
Ashby	5.00	5.00	5.00	5.00	5.00	5.00	4.55	4.55	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70
Downtown Berkeley	5.15	5.15	5.15	5.15	5.15	5.15	4.70	4.70	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90
North Berkeley	5.25	5.25	5.25	5.25	5.25	5.25	4.80	4.80	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05
El Cerrito Plaza	5.40	5.40	5.40	5.40	5.40	5.40	4.95	4.95	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15
El Cerrito del Norte	5.65	5.65	5.65	5.65	5.65	5.65	5.20	5.20	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35
Richmond	6.00	6.00	6.00	6.00	6.00	6.00	5.55	5.55	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70
Lake Merritt	4.20	4.20	4.20	4.20	4.20	4.20	3.75	3.75	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20
Fruitvale	4.65	4.65	4.65	4.65	4.65	4.65	4.20	4.20	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45
Coliseum/ Oakland Airport	5.00	5.00	5.00	5.00	5.00	5.00	4.55	4.55	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70
San Leandro	5.15	5.15	5.15	5.15	5.15	5.15	4.70	4.70	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90	2.90
Bay Fair	5.25	5.25	5.25	5.25	5.25	5.25	4.80	4.80	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05	3.05
Hayward	5.40	5.40	5.40	5.40	5.40	5.40	4.95	4.95	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15	3.15
South Hayward	5.65	5.65	5.65	5.65	5.65	5.65	5.20	5.20	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35
Union City	6.00	6.00	6.00	6.00	6.00	6.00	5.55	5.55	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70
Fremont	4.20	4.20	4.20	4.20	4.20	4.20	3.75	3.75	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20
Castro Valley	4.65	4.65	4.65	4.65	4.65	4.65	4.20	4.20	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45	2.45
Dublin/Pleasanton	5.00	5.00	5.00	5.00	5.00	5.00	4.55	4.55	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70

2.6 Physical Infrastructure

Rail Cars

BART's 669-car fleet consists of three types of vehicles: 59 control-equipped A2-cars, 380 non-control B2-cars and 230 control-equipped C-cars. ***Figure 5 BART Rail Vehicle Inventory*** summarizes information related to the different car types. BART recently renovated all 439 A-and B-cars.

Trains are operated from the lead A- or C-car. Computers located along the right-of-way automatically control train movements. BART's train control computer at the Operations Control Center (OCC) provides system train supervision. Train operators aboard each train can override the automatic system should the need arise. Train lengths range from three to ten cars. The three-car minimum train length is a California Public Utilities Commission requirement and the ten-car maximum corresponds to station platform lengths. Vehicle performance specifications include a maximum 80-mile per hour speed; however, revenue service is based on a 70-mile per hour maximum speed, with an average of 34-miles per hour speed for revenue service, including station stops.

Figure 5 BART Rail Vehicle Inventory

Car Type	Manufacture Date	Renovated Date	Number in Fleet	Size	Seats Available	Characteristics
A2 (control-equipped)	1971 to 1975	1995 to 2002	59	75 feet long x 10-1/2 feet wide	68	Can only be used as a lead or trail vehicle on each train
B2 (non control-equipped)	1971 to 1975	1995 to 2002	380	70 feet long x 10-1/2 feet wide	68	Can only be used as mid-train vehicles
C1 (control-equipped)	1987 to 1990	N/A	150	70 feet long x 10-1/2 feet wide	68	Can be used as lead, mid-train or trail vehicles
C2 (control-equipped)	1995 to 1996	N/A	80	70 feet long x 10-1/2 feet wide	68	Can be used as lead, mid-train or trail vehicles

Track and Right-of-Way

BART is powered by an electric third rail at 1,000 volts DC. The rail right-of-way is fully protected and has no grade crossings. The 104 miles of the rail system revenue track are of continuously welded, double-mainline, 66-inch gauge track. Tracks are routinely inspected and maintained to insure structural integrity and smooth operating surfaces. Special track geometric and rail flaw detection vehicles are routinely used to assure that safety standards are met and ride quality is maintained. Track maintenance is scheduled and performed during non-revenue hours.

Yards and Shops

Both planned preventive and unscheduled maintenance on transit vehicles are performed in accordance with schedules and specifications at four facilities, three of which are located in the East Bay (Concord, Hayward and Richmond) and one in the West Bay (Daly City). In addition to scheduled and unscheduled maintenance, BART's Hayward Shop also performs accident damage, component, and heavy repairs. A fifth maintenance facility, the Oakland Shops, is located between Lake Merritt and Fruitvale Stations and provides wayside maintenance.

Stations and Access

The BART system has 43 stations, 16 of which are subway, 14 elevated, and 13 at grade. All stations have platform lengths of approximately 700 feet to accommodate BART's maximum train length of ten cars. On average, stations are spaced between one-half to one mile apart within and near San Francisco, Oakland and Berkeley downtown areas and two to ten miles apart in suburban areas.

Access within BART stations is provided by stairways, elevators and escalators that link with various connecting local transit, pedestrian, bicycle pathways and parking areas at the station street level. AFC equipment is located in each station to vend and process passenger tickets. Automated train destination signs on the platform level of each station provide visual displays of an arriving train's destination and other information. All stations have special displays on the platform and concourse levels to provide additional information on train schedules, local area destinations, connecting transit, and other information to assist BART riders. A public address system linked to BART's OCC is used to provide additional passenger information. Station agents also use this system to make announcements in stations.

Station access facilities at the street level can include dedicated bus lanes and berths, bus stop shelters, passenger drop-off zones, transit information centers, regional transit ticket outlets, transfer dispensers, signed access routes for pedestrians and bicycles, bicycle racks and lockers, and parking (see ***Appendix B*** for more details). BART also allows bicycles on board trains, except for those periods that are “blacked out” on the schedule.

BART also coordinates with local transit providers and shuttle operators to provide access to its stations. Over 19 million trips annually access BART stations by transit or shuttles, and BART financially assists the local transit operators in return for the provision of this service. There are over 20 shuttles operating to and from BART stations. The AirBART shuttle, which serves the Oakland Airport and is operated by BART in partnership with the Oakland Airport, carries over 80,000 riders a month.

Administration/Operations Control Center

The majority of the District's administrative staff is located in downtown Oakland. BART's central train control computer provides overall systemwide supervision of train movements 24 hours a day. Trains are automatically controlled by wayside equipment located along the trackway and stations; however, train controllers and other BART certified personnel located in the OCC monitor train movements and can override the automatic system should the need arise. A two-way radio system provides voice communication between the OCC and all train operators, station agents and most maintenance staff. A telephone system provides voice communication to station agents. Remote cameras located at key points allow the OCC personnel to visually monitor train movements and activities in and around stations. Each station has radios for direct contact to the OCC in the event of emergencies, delays, problems or other events.

CHAPTER

3 System Evaluation

Chapter 3 describes how BART establishes, updates and applies goals, performance measures, and benchmarks to evaluate its performance. Through regular evaluation, the District responds to issues as they arise, for example, by adding more cars when ridership increases or making financial adjustments to account for changes in sales tax revenue received. The District also highlights performance goal achievement, as this confirms the successful efforts of its workforce. The last section of this chapter details ridership, a key measure of the District's success.

3.1 BART's Strategic Plan: Establishing Goals, Performance Measures, and Benchmarks

BART's mission to deliver safe, reliable, customer-oriented transportation has remained the same throughout its history. This mission was incorporated into BART's Strategic Plan together with the District's vision, which was developed as part of the District's strategic planning process:

> BART's Mission
> To provide safe, clean, reliable, and customer-friendly regional public transit in order to increase mobility and accessibility, strengthen community and economic prosperity, and preserve the environment in the Bay Area.
>
> BART's Vision
> To be respected as a quality regional public transportation resource and leader, with unique competencies in regional rail, indispensable to the livability and vitality of the Bay Area community.

Adopted by the Board in 1999, the BART Strategic Plan was developed based on extensive data analysis, assessment of past trends and future projections, and considerable input from BART's stakeholders, including employees and transit customers. In its Strategic Plan, BART identifies seven key issues, referred to as focus areas. These focus areas are closely interrelated, and all point the way to maintaining and improving BART service, responsiveness,

and efficiency. Each focus area has a vision statement and goals designed to implement that vision.
The seven focus areas are:

- **The BART Customer Experience**: Listening to our customers and responding to their needs for efficient, integrated transit services.
- **Building Partnerships for Support**: Focusing on partnerships with other transit agencies to support customer-focused transit initiatives and increased transit use.
- **Transit Travel Demand**: Maximizing transit use by encouraging off-peak and reverse commute travel and improving station access.
- **Land Use and Quality of Life**: Partnering with local communities to integrate transit services with development, improve access, and enhance quality of life in surrounding areas.
- **People of BART**: Providing appropriate training and development for all employees and breaking down barriers to effective teamwork.
- **Physical Infrastructure**: Sharpening our focus on the repair, maintenance, and renovation of our system to reduce system failures and improve service and reliability.
- **Financial Health**: Protecting the Bay Area's investment in rapid transit through long-term financial planning and strategic initiatives.

In spring 2003, the Board renewed the District's commitment to strategic planning by adopting an updated fine-tuned Plan that included a new focus on implementation. As part of this effort, the District also produced Strategic Plan Status Reports that set out **performance measures** and **benchmarks** for each focus area. The District uses these measures and benchmarks to identify which focus areas meet or exceed District standards and which require improvement. BART's use of these measures and benchmarks to evaluate the system is described in this chapter.

The Strategic Plan also includes strategic initiatives—both policies and programs—that have multiple links to the seven focus areas and provide definitive implementation strategies. The two policies that are most relevant to the SRTP/CIP are System Expansion and Financial Stability. The System Expansion Policy involves enhancing regional mobility and generating new ridership on a cost-effective basis in partnership with the communities served. The Financial Stability Policy is designed to ensure long-term operating and capital financial stability.

The District has another important assessment tool, the biennial Customer Satisfaction Survey, and a number of the Strategic Plan Status Report's performance measures are taken from this survey.

3.2 Performance Measures and Benchmarks: Review and Application

In its Strategic Plan, BART has set high standards for systemwide performance. The Strategic Plan Status Report measures performance achievement with benchmark data. This highlights for the District which areas are experiencing success and which require more attention. On a near-term basis, every three months through the District's Quarterly Financial and Performance Reports, the Board and staff can evaluate the status of certain Strategic Plan Status Report measures, along with other service measures. The Strategic Plan Status Report includes those quarterly performance indicators that are sufficiently broad in scope to measure achievement of a Strategic Plan focus area's goals. In addition, the Board is kept apprised quarterly of the District's financial situation through Budget Performance Reports, which include two key performance measures from the Financial Health focus area. Thus, the Strategic Plan is supported by both near-term and long-term measurement and evaluation processes.

The District also sets its benchmarks, or standards, both in the near-term and long-term. In the near term, the quarterly reports on service and the budget permit adjusting a benchmark in a timely way to address any concern. For example, for service reliability (as shown by mean time between service delays) between FY04 and FY05 the District increased the standard by 100 hours to 1800 hours. This continues the trend toward creating a more rigorous standard: over the last five years, the standard has increased by 38%. For long-term evaluation purposes, many Strategic Plan Status Report benchmarks include both the current standard and the standard the District is working toward. For example, by 2010 the Transit Travel Demand performance measure benchmark for off-peak ridership is slated to increase from the current 44% of total ridership to 46%.

BART staff and the Board are currently discussing the process for updating the Strategic Plan, and options will be developed over the next year. This process will provide a venue for reviewing and updating goals, objectives, and standards. In the future, the District plans to coordinate production of both the SRTP/CIP and Strategic Plan documents so that the connection between them is firmly established.

For this SRTP/CIP, Strategic Plan Status Report performance measure benchmarks have been updated. ***Appendix C*** includes the complete updates for each Strategic Plan focus area as well as the focus area's vision, goals, and performance measures. Benchmark achievement status is reported from both the last Strategic Plan Status Report (February 2004) and for FY05,

with an evaluation column showing whether the benchmark is met or exceeded, merits watching, or is unmet. The summary below is taken from that complete update, showing achievements as well as areas that merit watching or require improvement.

Figure 6 BART Performance Measure & Benchmark Summary

Focus Area	Performance Measure Achievements	Performance Measure Merits Watching
The BART Customer Experience	A substantial 86% of BART's customers surveyed in 2004 reported their overall satisfaction with BART as very or somewhat satisfied. This exceeds the 80% benchmark and is a substantial increase from 80% recorded in the 2002 survey.	The District continues to work to increase the transit access mode share to BART which, based on the latest data available, is 20.5% compared to the 21.5% benchmark to be achieved by FY05.
Building Partnerships for Support	The 2004 survey showed that 93% of BART's riders would definitely or probably recommend BART to a friend or guest. This exceeds the 90% benchmark and is evidence that BART's providing quality service has built strong support among its riders.	All performance measure benchmarks for this focus area were met or exceeded.
Transit Travel Demand	BART has existing or planned links with regional rail and airports to facilitate travel by regional residents both for employment and leisure.	Weekday off-peak ridership falls just short of the benchmark at 43% of the total share of ridership compared to the desired 44%. System utilization (passenger miles/revenue seat miles), however, at 31% is still beneath the benchmark of 35%.
Land Use and Quality of Life	In July 2005, the District's Board adopted a Transit-Oriented Development Policy to help guide BART in its TOD efforts, and work is underway or planned for several station areas.	The District continues to work toward achieving an average employment density of 33 jobs per acre by 2010 (per 1990 data, density is 26.2 jobs).

Figure 6 BART Performance Measure & Benchmark Summary

Focus Area	Performance Measure Achievements	Performance Measure Merits Watching
People of BART	Only 2% of employees leave BART for reasons other than retirement, substantially beneath the 4% benchmark.	The District could improve the number of internal promotions made. For FY05, 50% were internal promotions, compared to a benchmark of 55%.
Physical Infrastructure	BART's physical infrastructure has benefited greatly from the recent renovation program, with all equipment performing above benchmark. In addition, vehicle reliability continues to more than meet expectations, with a mean time between service delays of 2016 hours, compared to a benchmark of 1800 hours.	More investment in renovation is required. Investment in renovation between 2004 and 2014, with an amount benchmarked at $2.3B, stands at only $297M as of FY05.
Financial Health	BART's annual increase in operating costs continues to track below the ten-year average increase in inflation. For FY05, operating costs increased by 2.4% compared to 2.7% for inflation.	BART's operating ratio bears watching, although in FY05 it fell just short at 59.8% of the benchmark of 60% or higher. Board recently adopted ratio of 62% based upon past experience and future projections.

Each of the above seven Strategic Plan focus areas contributes to overall system success. Of particular relevance to the SRTP/CIP, however, are the focus areas of The BART Customer Experience, Transit Travel Demand, Physical Infrastructure, and Financial Health. Performance measures and benchmarks from these areas are thus referenced in Chapter 4, Operating Service Plan and Financial Plan.

3.3 Evaluating Ridership

BART provides a transportation service that can be measured by how many riders it carries. Ridership is tracked as passengers process their ticket when exiting BART fare gates. Upon this transaction, the station of origin, the exit station, the exit time, and type of ticket used are all recorded in BART's Data Acquisition System (DAS). After each revenue day, the transaction data is processed into electronic files for tabulation and monitoring. With the DAS information, BART is also able to determine the type of ticket used, revenue generated, time of entry and exit, and the distance traveled by each passenger.

All ridership figures reported in this document are linked trips. A linked trip is defined as one passenger equals one trip, regardless of whether the person transferred to another BART route to complete his or her trip. For some federal and local regulatory agencies, BART must report unlinked trips, which equal the number of boardings the rider makes. For example, a person traveling between stations in Walnut Creek and downtown Berkeley would board at Walnut Creek and have to transfer to another train at MacArthur station to reach Berkeley. These two train boardings made by the one rider would be counted as two unlinked trips (or one linked trip).

Figure 7 BART Rail Ridership shows average weekday, Saturday, Sunday, and total annual linked trips by fiscal year for the past ten years. Weekday ridership during this time period increased 25%. Ridership began to recover from the mid-1990s recession with the opening of five new stations between 1995 and 1997 and the addition of service through a new fifth route from Dublin/Pleasanton to San Francisco. Toward the late 1990s, the California economy began to expand at a record rate. Rising employment and the accompanying traffic congestion contributed to the substantial rise in BART ridership through FY01. The Bay Area economic slowdown began mid-way through FY01, and BART ridership declined until the opening of the SFO

Figure 7 BART Rail Ridership

Fiscal Year	Average Weekday Trips	Average Saturday Trips	Average Sunday Trips	Total Annual Trips (millions)
FY96	248,669	105,763	70,723	72.5
FY97	260,543	109,533	72,814	75.9
FY98	265,324	110,778	74,042	75.7
FY99	278,683	118,452	80,299	81.4
FY00	310,268	132,372	91,162	91.1
FY01	331,586	144,831	103,949	97.3
FY02	310,725	137,108	96,024	90.8
FY03	295,158	137,362	100,848	87.4
FY04	306,570	145,394	104,350	91.0
FY05	310,717	150,046	108,721	92.8

Extension and economic stabilization in FY04.

Over the ten-year period, average Saturday and Sunday trips grew at a much stronger pace than weekday trips, increasing 42% and 54% respectively. Reasons for this more rapid growth could include greater available capacity both on trains and in accessing the stations as compared to weekdays, as well as the growth and unpredictability of weekend roadway congestion. Additionally, the increasing number of special events and venues, such as SBC Park, and higher event attendance likely play a role. Lastly, the new SFO station has nearly as much ridership on weekends as on weekdays, due to the nature of air travel patterns.

For FY05, ridership continued to show modest improvement, with 92.8 million passenger trips provided. The core system, 38 stations not including the BART-SFO Extension, grew 1.2% over the prior year to 84.3 million trips. The second full year of the BART-SFO Extension saw a 9.1% in growth, to 8.5 million annual trips. FY05 weekend ridership continued to show greater improvement than weekdays: Saturday and Sunday trips increased by an average 3.2% and 4.2% respectively above FY04.

Ridership by Market Area

It is also useful to view BART's ridership by its three large market areas:

- Transbay: trips between the East Bay and the West Bay, including downtown San Francisco
- West Bay: trips made within the counties of San Mateo and San Francisco
- East Bay: trips made within Alameda and Contra Costa counties.

Figure 8 details the annual averages for each market area. It shows the important role of transbay trips, which for FY05 comprised about 47% of BART's total trips. Metropolitan Transportation Commission (MTC's) San Francisco-Oakland Bay Bridge travel data indicate that BART carries nearly

Figure 8 Average Weekday Trips by Market Area

Fiscal Year	Transbay	West Bay	East Bay
FY96	122,026	64,144	62,499
FY97	127,952	67,066	65,525
FY98	128,467	68,663	68,193
FY99	133,506	75,938	69,239
FY00	152,036	83,657	74,575
FY01	164,964	87,939	78,683
FY02	150,087	83,423	77,215
FY03	143,555	77,119	74,484
FY04	145,991	85,637	74,942
FY05	147,526	87,800	75,390

50% of the transbay morning and evening peak direction commute. It is also worth noting that transbay trips seem to be more sensitive to economic fluctuations. Between FY01, at the height of ridership before the most recent economic downturn began, and FY05, transbay trips decreased by 10.6%, while East Bay trips declined by 4.2%. Even with the opening of the SFO Extension in FY04, the number of West Bay trips has just returned to the FY01 ridership level.

BART Station Ridership Trends disaggregates BART's ridership by station and can be found in ***Appendix B.*** This figure ranks each station's average weekday exits during the past six fiscal years. The stations with the highest average weekday exits for FY05 are ranked as follows:

- San Francisco's four downtown stations
- 12th Street /Oakland City Center
- Balboa Park
- 24th Street
- Downtown Berkeley
- 16th Street

CHAPTER

4 Operating Service Plan & Financial Plan

Each year in the Short Range Transit Plan (SRTP) process, operating forecasts for the next ten years are developed to help guide BART's annual budget decisions and identify potential problems or opportunities in the years beyond the budget. This chapter details the rail service plans and financial forecast.

Based upon the FY06 budget and recent labor negotiations, the operating financial plans forecast for the next four fiscal years are nearly balanced, with only small annual deficits remaining. The labor negotiations dud eliminate the projected $100 million deficit for FY06 through FY09. However, updates in other forecast line items after negotiations concluded resulted in an approximate $8 million cumulative deficit over the next four years.

Beyond that, current forecasts indicate the District may have some capacity to allocate funds to build operating reserves back to District standard levels and also to fund a portion of the Earthquake Safety Program. Restoring and improving service, increasing security, and funding the Capital Program must also be a priority in funding decisions.

4.1 Operating Service Plan

To plan for BART's future, estimates of how many riders the system will serve over the next ten-years are required. Service is planned so that service levels will efficiently accommodate projected ridership. The District can then identify system opportunities (such as increasing efficiency by adjusting train lengths to match demand) and constraints (such as the physical limitations of headway capacity).

Ridership Forecasts

Forecasts of ridership are the starting point for determining the scope of BART's future operating and capital programs. While moderate ridership increases or decreases can usually be absorbed into existing capacity, larger changes require advance planning, often of five to ten years or more. Ridership forecasts can help identify needed near-term operating adjustments, such as resizing trains or staffing levels, or long-term capital investments, such as new car buys or station expansion.

BART uses a ridership forecasting model that incrementally factors a current station-to-station trip table to account for regional population and employment growth projections, extensions, BART fare and service changes, and changes in competing travel markets (e.g., auto travel times and costs). The ridership forecast assumes funding and maintenance of the system at current levels. That is, the same high level of customer and train on-time performance that the District currently achieves.

The base for BART's current set of ridership forecasts is weekday origin-destination matrix from September 2003, factored up to fall 2005 ridership levels.

As shown in ***Figure 9***, average weekday trips are projected to grow from an estimated 317,400 in FY06 to 373,900 by FY15. Weekday trips at the five stations that are part of the BART-SFO Extension project (including the Colma station opened in 1996) are projected at 30,000 in FY06, growing to 41,300 by FY15. Total systemwide annual ridership is projected to increase from 94.7 million trips in FY06, to 111.6 million trips by FY15.

Figure 9 BART Ridership Forecast

RIDERSHIP	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Avg Weekday Trips	317,400	324,400	331,900	338,100	344,000	349,900	356,100	361,900	367,900	373,900
Annual % Growth		2.2%	2.3%	1.9%	1.7%	1.7%	1.7%	1.6%	1.7%	1.6%
Annual Trips (millions)	94.7	96.8	99.1	100.9	102.7	104.5	106.3	108.0	109.8	111.6
Annual % Growth		2.2%	2.3%	1.9%	1.8%	1.8%	1.8%	1.7%	1.7%	1.7%
Annual Passenger Miles (millions)	1,286.0	1,319.0	1,353.0	1,381.7	1,409.4	1,435.4	1,462.6	1,488.5	1,514.8	1,541.5
Annual % Growth		2.6%	2.6%	2.1%	2.0%	1.9%	1.9%	1.8%	1.8%	1.8%

Over the next ten years, passenger trips are forecast to grow moderately, unlike the rapid double-digit percent growth experienced by BART in FY00 and FY01, and the nearly as large decline seen in FY02 and FY03. The growth for the core 38 stations, not shown in ***Figure 9***, is projected to average 1.6% over the ten years, starting with annual growth projected at 1.7% for FY06, slowing to 1.6% by FY15.

Service Planning

BART's Service Planning Model is used to forecast train and car counts and vehicle miles for the SRTP, the Fleet Management Plan, and other planning work, including some expansion projects. Service planning model results are based on ridership forecasts and operating constraints including car loading standards, minimum service headways, train route end-to-end run times, routes to be operated, and modular train sizing rules.

Using forecast ridership flows as primary inputs, the model allows users to quickly build operating scenarios to accommodate that ridership. Trains are grouped by time periods; however, the level of detail does not include each specific train to be operated, such as a schedule would. The service planning model was created to be quite accurate in forecasting vehicles and vehicle hours and miles required and to be appropriately sensitive to changes in system configuration or ridership. The model produces an operating plan for an entire weekday. Output measures include expected average car loads, headways, number of trains on each route, total cars required, control cars required, peak trains on line, number of cars in maintenance, car hours and miles, and train hours.

Ridership growth over the SRTP forecast period is projected to require some increase in service levels and efficiencies over those of today. ***Figure 10 BART Rail Service Forecast*** presents a preliminary overview of how BART might operate service to accommodate the projected 18% gain in ridership to 373,900 average weekday trips by FY15.

Figure 10 BART Rail Service Forecast

SERVICE PLANS	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Peak Vehicles	492	495	501	503	511	517	521	529	532	538
Peak Trains	60	60	60	60	61	61	62	62	62	62
Base Trains	51	51	51	51	51	51	51	51	51	51
Early/Late Trains	25	25	25	25	25	25	25	25	25	25
Total Car Miles (millions)	64.8	65.5	66.2	66.8	68.0	68.8	68.9	69.8	70.5	71.3
Total Car Hours (millions)	2.1	2.1	2.1	2.1	2.2	2.2	2.2	2.2	2.2	2.3
Route Headway	15	15	15	15	15	15	15	15	15	15
Transbay Pk Hour Trains	23	23	23	23	23	23	23	23	23	23

Currently, all forecast service plans base weekday headways at 15 minutes. Peak service requirements for the morning and evening rush periods are projected to increase from 492 cars and 60 trains online in FY06, to 538 cars and 62 trains by FY15. Transbay peak hour trains are forecast to remain at 23 per hour for the entire forecast period.

Base trains required to provide 15-minute headway service levels are projected to stay at 51 through FY15. Early/late trains, required for 20-minute headway service at the beginning or end of weekday service and on weekends, are estimated at 25 through the ten-year period. Total car hours and miles for these service plans are forecast to increase from 2.1 million and 64.8 million, respectively, for FY06 to 2.3 million and 71.3 million by FY15.

4.2 Operating Financial Plan

The Operating Financial Plan covers projected revenues, financial assistance, expenses, and capital allocations. Passenger revenue forecasts are calculated using output from the Ridership Forecast Model described previously. Expense forecasts are developed through a multi-step process, with output from the Ridership Forecast Model input to the Service Planning Model which forecasts service requirements. Service Planning Model results, ridership forecasts, and inflation assumptions are input into BART's Operating and Maintenance Cost Model, and this model produces expense forecasts.

Forecasts are, as much as possible, consistent with or based upon regional forecasts and historical trends. ***Figure 11 BART's Operating Financial History***, details the District's historical financial results for the previous ten fiscal years.

Figure 12 BART Operating Financial Forecast details the current ten-year outlook for the existing 43-station system, based upon the FY06 Revised Adopted Budget. Major categories of revenues and expenses are described in the following sections.

Forecast Assumptions

Growth assumptions for the major line items in the Operating Financial Forecast are summarized below, with additional detail provided in the following discussion. All line items are based upon the FY06 budget levels.

- Inflation: 3%, based upon long term Bay Area growth rates
- Passenger fares: growing by productivity-adjusted Consumer Price Index (CPI)-based fare increases (estimated at 5.5% every other year)
- Sales tax: growing by 4.8% annually, based upon long term growth rates of actual BART receipts
- Property tax: growing by 5.5% annually, based upon long term growth rates of actual BART receipts
- Labor costs: based upon the current labor contract, and specific forecasts for major benefits, otherwise growing by combined 2.5% annually
- Capital allocations: growing by 3% from the FY06 budget levels

Figure 11 BART Operating Financial History

($M)	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
Revenue										
Net Rail Revenue	122.2	148.0	162.4	173.1	193.8	212.9	193.4	190.9	219.9	233.1
Express Bus & ADA	1.5	1.5	0.7	0.4	0.4	0.3	0.3	0.5	0.5	0.5
Subtotal Net Passenger Revenue	123.7	149.5	163.1	173.5	194.3	213.3	193.7	191.4	220.4	233.7
Parking Revenue	-	-	-	-	-	-	-	1.7	4.3	3.8
Other Operating Revenue	13.2	14.7	13.8	17.8	18.8	24.1	20.9	17.5	11.1	13.3
Subtotal Non-Fare Revenue	13.2	14.7	13.8	17.8	18.8	24.1	20.9	19.3	15.5	17.1
Total Operating Revenue	**136.9**	**164.1**	**176.9**	**191.2**	**213.1**	**237.3**	**214.6**	**210.7**	**235.9**	**250.8**
Financial Assistance										
Sales Tax	126.1	135.0	144.7	151.8	170.9	191.6	172.8	167.4	170.6	178.4
Property Tax	12.5	12.8	13.4	14.4	15.5	17.0	18.7	20.3	21.4	22.4
STA & TDA Assistance	0.9	1.5	1.7	0.5	0.7	0.5	1.3	0.4	-	0.0
Measure B Paratransit	-	-	-	-	-	-	-	1.4	1.6	1.5
Millbrae UOM	-	-	-	-	-	-	-	-	0.4	0.5
SFO Operations-SamTrans	-	-	-	-	-	-	-	0.6	18.4	15.0
SamTrans Ancillary Revenue	-	-	-	-	-	-	-	-	(0.5)	(0.3)
Operating Reserve Allocation	-	-	2.5	-	2.6	-	-	-	-	12.0
Total Financial Assistance	**139.5**	**149.3**	**162.2**	**166.7**	**189.7**	**209.2**	**192.7**	**190.1**	**211.8**	**229.5**
Total Sources	**276.4**	**313.4**	**339.1**	**357.9**	**402.8**	**446.5**	**407.4**	**400.8**	**447.7**	**480.2**
Expenses										
Net Labor	166.5	189.1	213.4	215.7	226.9	239.6	246.8	247.6	275.1	313.1
Traction/Station Power	19.3	17.3	16.6	15.9	18.0	17.4	18.3	19.9	24.1	18.1
Other Non Labor	48.5	47.8	55.8	52.3	58.9	63.2	60.7	57.1	68.5	74.4
Subtotal Rail Operating Expense	234.3	254.3	285.9	283.9	303.9	320.1	325.9	324.5	367.7	405.6
Express Bus Service	7.4	7.8	2.3	1.9	1.6	2.7	0.1	2.5	2.5	2.5
Shuttle Service	0.0	0.1	0.1	0.1	-	(0.0)	(0.0)	-	(0.1)	(0.1)
Purchased Transportation	1.7	1.8	2.7	2.6	3.2	3.6	3.6	3.3	2.4	2.4
ADA Paratransit Service	0.8	3.8	5.3	5.6	6.1	7.7	8.8	8.9	9.4	9.1
Subtotal Non-Rail Expenses	10.0	13.4	10.3	10.1	10.9	14.0	12.5	14.7	14.2	13.9
Total Operating Expense	**244.3**	**267.7**	**296.2**	**294.1**	**314.8**	**334.1**	**338.4**	**339.3**	**381.9**	**419.5**
Debt Service and Allocations										
Bond Debt Service	28.4	29.9	27.5	42.2	46.1	48.1	56.7	59.2	59.4	59.5
Capital & Other Allocations	3.8	15.6	15.3	21.5	42.5	64.3	12.3	2.3	8.0	5.5
Total Debt Service & Allocations	**32.1**	**45.5**	**42.8**	**63.7**	**88.6**	**112.4**	**69.0**	**61.5**	**67.4**	**65.0**
Total Uses	**276.4**	**313.3**	**339.1**	**357.8**	**403.4**	**446.5**	**407.4**	**400.8**	**449.3**	**484.5**
Annual Financial Result	**(0.0)**	**0.1**	**0.0**	**0.1**	**(0.6)**	**-**	**(0.0)**	**-**	**(1.7)**	**(4.3)**
Rail Farebox Ratio	52%	58%	57%	61%	64%	67%	59%	59%	60%	57%
Farebox Ratio	51%	56%	55%	59%	62%	64%	57%	56%	58%	56%
Operating Ratio	56%	61%	60%	65%	68%	71%	63%	62%	62%	60%
Rail Cost/Passenger Mile	25.5¢	26.3¢	28.9¢	26.9¢	25.7¢	25.3¢	27.7¢	28.3¢	28.8¢	32.3¢

FY04 and FY05 negative financial results due to the Lakeside lease accrual - which is a book entry only and not budgeted.

Figure 12 BART Operating Financial Forecast

Financial Model	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Revenue										
Net Rail Passenger Rev	250.8	265.5	278.3	290.2	302.8	315.3	329.7	344.0	359.0	374.3
ADA Passenger Revenue	0.6	0.7	0.7	0.8	0.8	0.9	0.9	1.0	1.1	1.2
Subtotal Net Passenger Rev	251.4	266.2	279.0	291.0	303.6	316.2	330.6	345.0	360.0	375.5
Parking Revenue	5.3	8.8	8.9	9.0	9.1	9.2	9.3	9.4	9.5	9.6
Other Operating Revenue	15.8	15.5	16.0	16.3	16.4	16.6	16.8	17.3	17.5	17.7
Subtotal Non-Fare Revenue	21.1	24.3	24.9	25.2	25.5	25.8	26.1	26.6	27.0	27.3
Total Operating Revenue	272.5	290.5	303.9	316.2	329.1	342.0	356.7	371.7	387.0	402.8
Financial Assistance										
Sales Tax Proceeds	188.5	197.5	207.0	217.0	227.4	238.3	249.7	261.7	274.3	287.5
Property Tax Proceeds	23.1	25.2	26.6	28.0	29.6	31.2	32.9	34.7	36.7	38.7
STA/TDA/Other Assistance	3.0	3.0	3.0	8.0	8.1	8.2	8.3	8.4	8.5	8.6
Measure B Paratransit	1.5	1.6	1.6	1.7	1.8	1.8	1.9	2.0	2.1	2.1
SamTrans SFO - Operations	11.8	9.6	7.7	6.4	5.1	4.5	3.9	2.8	1.6	0.2
Total Financial Assistance	227.9	236.9	245.9	261.1	271.9	284.0	296.8	309.7	323.1	337.1
Total Sources	500.4	527.3	549.8	577.3	601.0	626.0	653.5	681.3	710.1	739.9
Expense										
Net Labor	314.8	324.7	333.4	344.9	359.7	372.2	384.5	396.6	408.8	421.4
Retiree Medical	8.3	9.7	20.8	39.7	27.0	30.2	33.6	36.6	41.1	42.5
Traction/Station Power	22.3	40.0	38.8	38.1	38.4	38.6	38.9	39.2	39.6	39.9
Other Non-Labor	66.8	71.7	74.5	77.1	78.7	81.6	83.1	86.2	87.9	91.1
Net BAP Savings	0.0	(5.1)	(7.2)	(9.7)	(9.9)	(10.2)	(10.4)	(10.7)	(11.0)	(11.2)
Subtotal Rail Operating Exp	412.2	441.0	460.3	490.2	493.7	512.5	529.7	547.9	566.4	583.6
Express Bus Service	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Purchased Transp	2.4	2.5	2.6	2.8	2.9	3.0	3.4	3.6	3.7	3.9
ADA Paratransit Service	10.0	10.7	11.4	12.3	13.1	14.0	15.0	16.1	17.2	18.4
Subtotal Non-Rail Expense	12.4	13.2	14.1	15.0	16.0	17.1	18.4	19.6	20.9	22.3
Total Operating Expense	424.6	454.2	474.3	505.2	509.7	529.6	548.2	567.5	587.3	605.9
Debt Service and Allocations										
Bond Debt Service	59.7	60.3	60.5	60.7	61.0	63.9	51.8	49.2	49.2	49.3
Alloc - Capital	14.8	15.2	15.7	16.2	16.6	17.1	17.7	18.2	18.7	19.3
Alloc - Earthquake Safety	0.0	0.0	0.0	0.0	0.0	0.0	12.5	12.5	12.5	12.5
Alloc - CAPRA	0.0	0.0	0.0	0.0	1.1	1.2	0.0	0.3	0.6	0.9
Alloc - Op Reserve	1.2	0.0	0.0	0.0	5.0	5.0	5.0	5.0	0.0	0.0
Alloc - Pkg Cap Repayment	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Total Debt Service & Allocatic	75.9	75.6	76.3	77.0	83.7	87.3	87.0	85.3	81.1	82.1
Total Uses	500.4	529.8	550.6	582.2	593.5	616.9	635.2	652.8	668.5	688.0
Annual Financial Result	**0.0**	**(2.5)**	**(0.9)**	**(4.9)**	**7.5**	**9.1**	**18.3**	**28.5**	**41.6**	**51.9**
Cumulative Balance *	**0.0**	**(2.5)**	**(3.4)**	**(8.3)**	**(0.8)**	**8.3**	**26.6**	**55.2**	**96.8**	**148.7**
Financial Performance Indicators										
Rail Farebox Ratio	61%	60%	60%	59%	61%	62%	62%	63%	63%	64%
Farebox Ratio	59%	59%	59%	58%	60%	60%	60%	61%	61%	62%
Operating Ratio	64%	64%	64%	63%	65%	65%	65%	65%	66%	66%
Rail Cost/Passenger Mile	$ 0.321	$ 0.334	$ 0.340	$ 0.355	$ 0.350	$ 0.357	$ 0.362	$ 0.368	$ 0.374	$ 0.379

* Funding priorities for potential surplus: Restoring and improving rail service, capital renovation, and security.

4.2.1 Operating Sources: REVENUE

Passenger Revenue

The rail ridership forecast is the basis for projecting rail passenger revenue. The ridership forecast for this SRTP is based upon recent actual ridership and reflects sustainable long-term growth rates.

Forecast generations of net rail passenger revenue include the additional revenue estimated to be generated by the future productivity-adjusted CPI-based fare increases, effective in January of every other year, beginning in 2006. The fourth and final increase of this Board adopted program is effective January 2012. For planning purposes, this document assumes a continuation of this program with an additional increase in January 2014. The fare formula accounts for changes in inflation, both nationally and locally, and is reduced by a productivity factor valued at 0.5% to account for increases in District labor and operating efficiencies. The changes in inflation would be measured over the preceding two-year period. In this forecast, CPI is estimated at 3.0% annually, resulting in 5.5% fare increases every two years.

Also effective January 2006 is a reduction to certain discount tickets and a ten-cent surcharge applicable to most trips. The discount amount offered to seniors, persons with disabilities, and children ages five and under will be reduced to 62.5% from the current 75% level. A new ten-cent surcharge will be applied to core system trips and will help offset the annual allocation to the capital program from the operating budget. This surcharge will also apply to certain trips made on the BART-SFO Extension and will help offset operating costs for SamTrans on that extension.

Although BART is studying revisions to its fare policy, the passenger revenue forecasts are based upon the current structure effective January 2006. Rail revenue shown is net of discounts from the various discount tickets offered on the system.

BART directly collects fare revenue from East Bay Paratransit Consortium trips. Paratransit revenue from this service is projected to keep pace with paratransit service expense growth.

Other Revenue

BART also generates operating revenue from many non-passenger sources and has focused in the past few years on increasing these revenues. Paid parking and telecommunication programs are among the largest of these revenue sources. Other sources include advertising contracts, interest earnings, concessions, parking fines and forfeitures. Categories not tied to contracts are forecast to keep pace with inflation.

4.2.2 Operating Sources: FINANCIAL ASSISTANCE

Sales Tax

Financial assistance to support BART operations comes from several local and state sources. The largest source is a dedicated 75% share of a one-half cent sales tax levied in the three District counties. After several years of declines, sales tax assistance has started to recover. Although still far short of the $191.6 million generated in FY01, sales tax grew 4.6% in FY05, reaching $178.4 million. Sales tax growth is expected to grow approximately 5.7% in FY06.

The long term forecast for sales tax in the Operating Financial Plan reflects a return to historical trends of annual 4.8% growth. While this growth rate is not reflective of the past several years of sales tax activity, it is indicative of long-term historical trends in District sales tax generations.

Sales tax revenues are used regularly to support bond sales on behalf of the District's Capital Improvement Program. Details related to this process are included in Chapter 5.

Property Tax

This permanent, dedicated property tax assessment in the three BART counties is estimated to be $23.1 million in FY06, a 3.1% increase over FY05 actual. Over the long term, property tax is forecast to return to an annual growth rate of 5.5%, closer to the District's historical average. This assessment is separate from two General Obligation Bonds paid by property tax assessment: the initial $792 million bond which funded construction of the original BART system and was fully retired in 2000, and the 2004 $980 million Earthquake Safety Program bond.

In FY06, the state budget included a second and final year of redirecting 3% of the District's property tax revenues to the Education Realignment Augmentation Fund (ERAF). This loss to BART is estimated at $0.7 million for each fiscal year.

STA/TDA

Transportation funding assistance from appropriations of State Transit Assistance (STA) and Transportation Development Act (TDA) is anticipated at $3.0 million of STA funds for FY06. BART has received preliminary estimates from Metropolitan Transportation Commission (MTC) that this level of assistance could be assumed for FY07 and FY08. However, it should be noted that this funding source is not consistent throughout the years (in the past few years, the District has received no STA/TDA funds).

The STA funds are based principally on operator revenues and population of service areas, but ultimately the State sets annual STA appropriation levels. Funds through TDA are generated by a one-quarter cent sales tax returned to each county based on sales tax generations. The collections fluctuate geographically and with the health of the economy. BART directs its STA and TDA funds first to East Bay operators that provide linkages to BART. About half the funds are transferred to AC Transit with the balance split, based on historical shares, between WestCAT, Wheels, County Connection and Tri-Delta. BART then claims any remaining funds.

Proposition 42, discussed further in Chapter 5, modified the programming of gasoline sales tax revenues by permanently dedicating them to transportation purposes beginning in FY04. Starting in FY09, 20% of the revenue will be allocated to public transportation, which will mean a second, larger increase in STA funds for transit. The combined increases in STA funds could amount to $9.0 million annually for BART. This assistance can be programmed for general operating expenses as well as BART's ADA paratransit program.

Alameda County Measure B

Alameda County's Measure B one-half cent sales tax provides approximately $1.5 million of annual funding for BART's paratransit service operations. This funding source forecast to grow by sales tax growth in Alameda County, or 4% annually.

SFO Operations - SamTrans

The SRTP Operating Financial Plan includes the impact of the Colma and BART-SFO Extension operating cost formulas contained in the 1990 BART-SamTrans Comprehensive Agreement (CA) and subsequent amendments, as well as the 1999 BART-SamTrans-MTC Memorandum of Understanding. In May 2004, BART and SamTrans refined administrative details and clarified issues that arose during the first year of service, resulting in an additional agreement governing operation of the extension.

Operating expenses are calculated using a fully allocated cost formula specified in the CA. Forecast operating costs reflect the September 2005 rail service schedule, which provides service to SFO and Millbrae on the blue Dublin-Pleasanton line, while achieving significant cost savings. [It should be noted that the service and costs do not reflect a small amount of additional service added in late September deemed necessary by passenger counts and SamTrans.] The CA stipulates that revenues include all base fare and San Mateo County surcharge revenue, as applicable, for trips either entering or exiting the Extension stations (Colma through Millbrae, and including SFO).

Under the terms of the CA, SamTrans will reimburse BART for any net operating deficits on the extension and the District will transfer any net operating surplus revenues generated from this service towards meeting SamTrans' remaining capital contribution obligations. Net revenues generated by ancillary programs, including parking or concessions such as advertising or pay phone revenues, are split equally with SamTrans.

With the fares listed above, the extension is projected to operate at a deficit until FY15, when a small surplus is forecast. When surpluses are generated, the net will accrue entirely to BART's Warm Springs Extension project until all of the SamTrans $145 million remaining buy-in commitment is liquidated. Annual surpluses thereafter will be used to repay loans made to the BART-SFO Extension per the BART-SamTrans-MTC 1999 Memorandum of Understanding. Once those obligations are complete, BART and SamTrans will split net operating surpluses equally. The implementation of the BART-SFO Extension, in accordance with the terms of the agreements, does not negatively impact the District's financial capacity to operate and maintain its core system.

As part of operating service to the joint BART/Caltrain station at Millbrae, Caltrain pays for operating and maintenance costs at the station applicable to Caltrain service and passengers. The current agreement has set fixed, increasing amounts for the first five years of service, FY04 through FY08. After this, in the SRTP the agreement costs are forecast to grow in a manner similar to the cost increase formula in the BART-SamTrans Comprehensive Service Agreement.

4.2.3 Operating Uses: EXPENSES

Forecasts of fiscal year operating expense were prepared using BART's Operating and Maintenance Cost Model. The model output was calibrated to the FY06 Revised Budget, with adjustments made to reflect non-linear expense items, anticipated revisions to unit costs, as well as new cost items not reflected in either the Cost Model or the current year budget.

Key inputs to the Cost Model include forecast annual passenger trips, route miles of track and number of routes, and number and configuration of stations (i.e., subway, at-grade, etc.). Additional parameters provided from the Service Planning Model include: peak online trains and cars, number of cars in the fleet, and annual car miles, car hours and train hours.

Additionally, the model input includes assumptions for forecast inflation rates, currently projected at 3.0%, for most categories. The forecast for operating expense is estimated to increase annually based on a combination

of system expansion, service changes, inflation growth, and agreements with other agencies and service providers.

Labor Expense

Labor expense reflects the wage, salary, and benefit increases included in the recently adopted FY06 through FY09 labor agreements. The negotiation process sought to eliminate the fairly large annual deficits projected for the four-year time frame, estimated at a cumulative $100 million. A major goal of the negotiations was to resolve issues related to employee and retiree medical insurance costs, particularly funding retiree medical on an actuarial basis.

Another key component of the negotiations was to rely upon savings and efficiencies brought about by implementing the District's Business Advancement Program (BAP). The BAP will replace all of the administrative business systems at BART. Phase 1 replaces the time keeping, human resources and payroll systems and will be complete in FY06, with labor savings in each of those areas. Some clerical positions will also be impacted. Some savings will also come from improved management of the District's benefit enrollment as well as labor efficiencies in foreworker, supervisor and manager performance.

Phase 2 will start following completion of Phase 1 (based on funding availability) and will take approximately two years, replacing the materials management, accounting, and Maris systems. Projected cost savings are based upon high-level industry standard assumptions and are deemed reasonable for the District's plans. Maximus, the systems integrator, will be providing specific information on projected savings for Phase 1. It is critical that the District have the flexibility necessary to fully implement the BAP components in order to achieve the savings of $22 million assumed in the four-year labor contract negotiations and total $86 million assumed over the ten-year period of the SRTP.

Benefit costs, particularly active employee and retiree medical insurance and retirement costs, have been and are expected to continue to grow faster than the CPI growth rate and are modeled separately. The annual wage increases for the four contract years are 0%, 2%, 2% and 3%. Combined labor and benefit costs that are not described separately below are estimated to grow at an annual rate of 2.5% beyond the contract period. Wages are forecast to grow at 2.0%. Benefits not forecast separately, such as vision, dental, and workers compensation insurance, are forecast to add another 0.5% to total labor cost growth.

Health insurance costs have risen rapidly for both active and retired BART employees. In particular, retiree health insurance has been an area of

concern. The Government Accounting Standards Board (GASB) has released guidelines that require government agencies such as BART to account for retiree medical and other post-employment benefits on an actuarial basis similar to pension funding in FY08. Beyond the accounting requirements, the District was determined to fund the benefit in order to ensure its long-term viability. However, the magnitude of the funding required for retiree medical presented a formidable financial challenge.

Maintenance of this benefit played a pivotal role in the labor negotiations, and a plan was developed to both sufficiently fund retiree medical and comply with the GASB standards, as outlined in the new labor contracts. One key aspect of the new funding plan is to gradually "ramp up" to full annual funding on an actuarial basis by FY13, by contributing gradually increasing funds into a Retiree Health Benefit Trust. Meanwhile, the District will continue to "pay as you go" for current retiree insurance premiums through FY13. After FY13 the funding plan for retiree medical will transition completely to an actuarially funded plan, with the premiums being paid out of the Trust. Another aspect of the plan was an increase in the premium contribution from retirees from $25 per month to $75 per month, with an annual 3% increase thereafter. In addition, the District does not have to make the FY06 and FY07 contributions until FY09. This funding plan relieved some of the immediate financial pressure on the District, as well as helping to ensure the financial viability of the benefit. The District's actuaries will adjust the percentages prospectively each year to ensure the District conforms to the GASB regulations.

Net labor expense also includes a substantial amount for active employee's health insurance costs, which are expected to continue to outstrip inflation for many years to come. In FY06 premiums increased 13%, with FY07 premiums expected to increase 11%, with future increases forecast to decline slightly each year. As with the retiree medical funding plan, the labor contracts also increased the premium contribution for current employees to $75, assisting the District in covering the cost of this increasingly expensive benefit.

The District contributes to California Public Employees Retirement System (PERS) for BART's retirement plan through an Employer contribution and an Employee contribution. The District pays both of these elements. Contribution rates for FY06 represent a substantial increase over FY05, due to changes in actuarial assumptions used by PERS, including BART wage increases from the prior labor agreements exceeding PERS standard assumptions.

If improving financial performance in the stock and bond markets translates into above average retirement investment returns by PERS going forward, some limited relief can be expected to begin impacting benefit costs favorably as early as FY08.

Traction and Station Power Expense

Electrical power costs constitute a sizable component of the District's operating budget. The District uses approximately 375,000 megawatt hours of electrical power annually, making BART one of the ten largest users in Northern California.

FY06 is the last year the District will be receiving most of its power supply from the federal Bonneville Power Administration (BPA) at lower cost-based rates. Anticipating the end of this supply source, the District obtained expanded statutory authority from the State Legislature in 2004, which permits BART to purchase power from municipal utilities as well as federal power marketing agencies. The District plans to make use of this expanded authority by purchasing market-priced power though the Northern California Power Agency (NCPA).

The transition to market-based supply will result in a substantial increase in the cost of electrical power to the District in FY07, of approximately 79%. The cost will, however, still be below the rates for service provided by Pacific Gas and Electric (PG&E). The estimate for the cost of power through FY09 is based on consensus industry forecasts, which anticipate a decline in the cost of power from current prices. The estimate for FY07 is preliminary, based on current natural gas and power price forecasts, and will change as we receive actual price bids and enter into new contracts, beginning in December 2005 to April 2006.

The District must purchase transmission and distribution services from PG&E to deliver its power supplies. These delivery costs are forecast to increase at the general rate of inflation, estimated at three percent. Costs for NCPA membership are estimated to increase as the District makes greater use of their services.

Other Non-Labor Expenses

Non-labor expenses include materials usage, rental and maintenance contracts, insurance, utilities other than traction and station power, professional and technical services and other miscellaneous expenses. Most categories are assumed to increase at the CPI rate.

Additionally, SFO requires the BART-SFO Extension to pay a $2.5 million annual rent at the airport. Required as a condition of operating rail service

into the airport, this obligation will continue for fifty years, until July 2051. Responsibility for the rent payment has been an ongoing issue between BART and SamTrans and the two agencies are working together to develop a plan to obtain mutually acceptable relief.

Express Bus Service

In accordance with agreements with the MTC and local bus operators serving BART's former express bus corridors, BART provides up to $2.5 million annually from its operating budget to local operators to offset net operating costs associated with providing passenger access to BART in these corridors. Due to increased availability of STA funds in the revised FY06 State budget, there is projected to be sufficient assistance available to cover both the local operator and BART's share of expense. The MTC estimates this reduction in expense could continue for the SRTP time frame.

BART is eligible for substantially more STA and TDA funds than it actually claims. In total for FY06, BART will contribute $9.5 million of STA/TDA funds for which it is eligible to local transit operators instead. Approximately $4.6 million will go to ACTransit, $2.2 million to WestCAT, $1.9 million to ECCTA, $0.6 million to CCCTA and $0.3 million to Wheels.

Purchased Transportation

In addition to the funds above provided to other operators, the Muni transfer payment expense is a reimbursement to Muni for providing feeder bus service to BART stations in San Francisco. This expense is budgeted at $2.6 million in FY06, and per agreement with Muni, changes by the rate of change in sales tax assistance collected by the District. Based upon actual receipts for the past several years, the forecast also anticipates annual net profits of about $0.2 million from the AirBART connecter bus service to the Oakland Airport until the Oakland Airport Connector (OAC) project opens in FY11.

ADA Paratransit Service

BART's paratransit program has been operating under full federal compliance since 1997. Expenses, which had been rapidly escalating during the program's early days, have started to stabilize. National experience suggests that annual expense growth rates are highly variable, but can range as high as 10% to 15%. BART's paratransit program will continue to look for ways to control costs while providing compliant service. The Operating Financial Plan forecasts an increase of approximately 10% for FY06 and then increases of 7% per year through FY15.

4.2.4 Operating Uses: DEBT SERVICE AND ALLOCATIONS

BART's base financial forecast includes fiscal obligations from operating sources for debt service, allocations to support the capital program, and other allocations as required by agreements with other agencies.

Bond Debt Service

BART first issued bonds backed by sales tax revenues in 1970 and has periodically sold additional bonds to finance or refinance the capital costs associated with constructing, improving, renovating and equipping the system. The current outstanding principal for all outstanding sales tax revenue bonds is approximately $700 million. BART's last bond sale was in 2005, with the issuance and refunding of bonds totaling $352.1 million. Annual debt service for all current bonds will decrease from $59.7 million in FY06 to $49.3 million by FY15, as debt service from earlier bond sales is retired. Currently, the District is planning to issue approximately $50 million of sales tax debt early next year for the West Dublin/Pleasanton Station project. Debt service is intended to be offset by project revenues, with no net impact to the operating results.

Other Allocations

In FY97, the District initiated a program of planned reinvestment from annual revenues into the capital program. These annual allocations are used for many critical capital projects that do not qualify for grant funding or for which other funding sources may not be available. Representative use of allocations includes station renovation and reinvestment, purchase of capitalized tools, inventory parts and non-revenue vehicles, as well as local match for grant funds. Additional allocations, made when funds are available during good economic times, have supported automatic fare collection equipment improvement and expansion, seismic engineering work, C-1 Car reliability improvements, and station and shop improvements. Projects relying on capital allocations support significant District employment. Due to fiscal constraints, allocations for the past three fiscal years have been substantially reduced or funded by one-time sources. In FY06, planned allocations from operating to capital total $14.8 million. Beyond FY06, the allocation to capital grows at 3% inflation annually.

BART is required to fund $50 million as part of the $1.3 billion "Systemwide Safety, Core System Operability" portion of the Earthquake Safety Program. Allocations to this project from operating sources totaling $50 million are planned between FY12 and FY15.

Pursuant to the 1999 amendment to the BART-SamTrans Comprehensive Agreement, Premium Fare revenue from the SFIA station will be allocated to a capital reserve account (CAPRA) for the BART-SFO Extension.

The District has typically held about 5% of its operating costs in an operating reserve, as dictated by its Financial Stability Policy. Over the past several years, the need to balance annual budgets has substantially reduced the reserve. In this financial forecast, allocations to the operating reserve totaling $21 million are planned when forecast operating results allow, mainly between FY10 and FY13.

Parking revenue generated by the West Bay Parking Program (currently fees are charged only at the Colma station) is allocated first to pay back program-required capital equipment costs and then to operating uses once the equipment costs are paid back. Net revenues are split equally between BART and SamTrans.

4.3 Long-Term Outlook

The District has spent much of the past several years balancing the largest operating deficits in its history. This required BART to reduce staffing and certain programs such as car and station cleaning, to operate more efficiently, increase fares, and adopt parking fees. Finally, over the past year as the regional economy began to stabilize and the Board adopted additional expense reduction and revenue increase actions, the District began to see the stabilization of its financial picture. The recent labor negotiations allowed BART to further stabilize its expense base.

Therefore, the next four years are nearly balanced. In the years beyond, the District can start to rebuild the operating reserves, which have been depleted by the past several years of deficits. This will allow the District to adhere to the Financial Stability Policy of building reserves to at least 5% of total annual operating expenses. The District also has an obligation to fund $50 million in allocations to the Earthquake Safety Program. In addition to those programs, the focus must turn to restoring and improving service, increasing security, and funding the Capital Program, including Phase 2 of the BAP.

With regard to service, the upcoming focus will be on restoring train and station cleanliness to prior levels, as well as adding service where passenger growth dictates. The current levels of service and cleaning meet the minimum needs of the passenger, but additional funding will be needed to restore the cleanliness standards in place prior to the budget cuts. The current operating and financial forecasts include moderate annual service increases, as discussed earlier in this chapter. Should ridership grow more

than forecast, additional service may need to be added. Today's operating environment also requires more attention to security, which would come with increased operating costs.

The next chapter describes the District's Capital Program and emphasizes the need to fund the next generation of renovation projects, including allocations from operating revenues.

4.4 System Expansion: Operating Financial Plans

The MTC's Resolution 3434 requires that expansion project sponsors demonstrate the financial capacity to operate and maintain the expanded service programmed in the RTP. To that end, operating financial forecasts for BART's expansion projects through the SRTP time frame are detailed in *Figure 13 BART Operating Financial Forecast: Expanded System*. These projects are the West Dublin Station, the OAC, and the East Contra Costa Rail Extension (eBART). Additional project details are discussed in the System Expansion section of Chapter 5. The opening date for the Warm Springs project is projected to be beyond the FY15 time frame of this document, therefore, the project is not included in *Figure 13*.

Figure 13 BART Operating Financial Forecast: Expanded System

($ M)	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
43-STATION SYSTEM										
Total Sources	500.4	527.3	549.8	577.3	601.0	626.0	653.5	681.3	710.1	739.9
Total Uses	500.4	529.8	550.6	582.2	593.5	616.9	635.2	652.8	668.5	688.0
Net Operating Result	**0.0**	**(2.5)**	**(0.9)**	**(4.9)**	**7.5**	**9.1**	**18.3**	**28.5**	**41.6**	**51.9**
West Dublin										
Passenger Revenue				4.9	5.8	7.2	7.7	8.4	8.6	8.9
Operating Expense				2.1	2.2	2.2	2.3	2.4	2.5	2.5
Bond debt service				2.7	3.6	4.9	5.4	6.0	6.2	6.4
Net Operating Result				**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**
Oakland Airport Connector										
Passenger Revenue						8.3	10.0	11.2	12.8	13.8
Operating Expense						7.1	7.3	7.5	7.7	7.9
Bond debt service						1.2	2.7	3.7	5.1	5.9
Net Operating Result						**0.0**	**0.0**	**0.0**	**0.0**	**0.0**
eBART										
Revenue: Fares						11.2	11.6	12.0	12.3	12.7
Revenue: Parking						0.6	0.7	0.7	0.7	0.8
Revenue: TOTAL						11.8	12.3	12.7	13.0	13.5
Operating Expense						15.3	15.9	16.5	17.0	17.6
Net Operating Result						**(3.5)**	**(3.6)**	**(3.8)**	**(4.0)**	**(4.1)**
NET OPERATING RESULT	**0.0**	**(2.5)**	**(0.9)**	**(4.9)**	**7.5**	**5.6**	**14.7**	**24.7**	**37.6**	**47.8**

The District clearly recognizes the need to balance the operating budgets for the current system before undertaking operations of any expanded service. However, as the previous section indicates, BART has balanced prior budgets using strategies that also improve the long-term outlook.

West Dublin/Pleasanton Infill Station

This project consists of an infill station in the median of I-580, between Castro Valley and Dublin/Pleasanton stations. The mixed use project includes residential, hotel, office and parking facilities and is projected to open in FY09. This project was included in the 2001 RTP, but as it has received all required public funds for construction, it will not be included in the current RTP.

Oakland Airport Connector

The OAC project will provide a high quality link between BART's Coliseum Station and the Oakland Airport using a direct and exclusive aerial guideway for transit vehicles. The OAC is projected to open for revenue service in FY11. The 3.2-mile connector would provide a transit alternative to driving individual automobiles and the overall airport traffic situation would benefit from reducing the number of cars on the road. Depending upon the technology, trains are forecast to operate at a maximum 8.2 minutes headway during the peak hour and could be as frequent as every 3 minutes. Peak hour ridership is expected to grow from 1,400 passengers in 2011 to 3,900 passengers by 2030.

East Contra Costa BART Extension

The eBART extension project consists of a 23-mile, six-station extension eastward from the Pittsburg/Bay Point Station. eBART would provide rail service for the Contra Costa communities of Pittsburg, Antioch, Oakley, Brentwood and Byron/Discovery Bay. The system is scheduled to be in service within five years of initiation of the environmental clearance, with revenue service currently projected for FY11. In July 2005, the environmental review for the project was initiated. Concurrent tasks include preliminary engineering, preliminary right of way work, support of the local jurisdictions on enhancing ridership at the stations and community outreach. Further detail is provided in Chapter 5 in the System Expansion section.

CHAPTER

5 Capital Improvement Program

This chapter will provide an overview of the recent history of BART's capital funding and program activities, an outline of planned capital improvements identified within discrete program areas, and current information on project funding status. Information is also provided which identifies and describes BART's capital priorities during the timeframe covered by the document. Projects identified as priorities also include expanded discussion of funding developments, including advocacy efforts to address funding shortfalls.

Capital improvements are addressed within specific program areas. These program areas are as follows, accompanied by a synopsis of current status:

System Reinvestment – This program area is emerging as BART's preeminent priority in the form of the "Next Generation" Renovation Program. Although the specific scope of the renovation program is presently in the final stages of development, there is no question that this program will represent one of the most ambitious and costly capital undertakings since the construction of the original system. Because of its significance to both BART and the region, discussions have already been initiated with the Metropolitan Transportation Commission (MTC) and others to lay the groundwork for securing the necessary funding to undertake the program. Although many elements of the program will extend beyond the ten-year time frame of the CIP, the document captures $2.5 billion in needs from 2006-2015, with 43% of this amount projected to be available from customary sources.

Earthquake Safety – With the passage of the General Obligation (GO) bond for the Earthquake Safety program, BART is well on its way to the construction phase of the program. Investigative soils and geotechnical work on the Transbay Tube is in progress, and design work on other critical elements of the program is underway. The CIP identifies a total need of $1.64 billion, with 82% of funding needs met, largely through the GO bond.

Security – Despite the near universal recognition of the need for enhanced security on public transit, there has not been a corresponding commitment of adequate funding to transit for security purposes. Although BART has been relatively successful competing for the fragmented grants available for security, need far outstrips available funding. While the District continues to compete for these scarce funds, BART is working in concert with other transit operators to promote the establishment of dedicated funding sources in order

to implement the most critical security needs. Of the identified $267 million in needs over the next decade, only 6% of this has been secured.

Service and Capacity Enhancement – Projects falling within this program area include all system and station capacity increasing projects, station enhancements and upgrades, station access projects and transit oriented development projects. The station-related projects are discussed in greater detail in ***Appendix B.*** Nearly all of these projects rely upon grant funds for implementation. As discretionary grant funds for such projects are usually programmed as part of perpetually over-subscribed competitive processes, only 9% of the funding for the $3.1 billion of needs in the Service and Capacity Enhancement program area have been identified.

System Expansion – With the completion and pending close-out of the project phase of the San Francisco Airport Extension, the District's focus turns to other important projects and cooperative studies. Looking east, the proposed East Contra Costa BART Extension (eBART) in Contra Costa County is moving forward in cooperation with affected jurisdictions, and the West Dublin /Pleasanton Infill Station is moving closer to construction. Projects grappling with funding shortfalls include the Oakland Airport Connector (OAC), for which we are looking at alternative delivery options to move forward, and the Warm Springs Extension. Additionally, BART is leading the Regional Measure 2 (RM 2) funded Regional Rail Study, which will attempt to define the passenger rail network in the Bay Area.

The two program areas with the largest number of projects, System Reinvestment and Service and Capacity Enhancement, are further divided into subprograms based on types of capital assets. Those subprograms are Rolling Stock, Mainline, Stations, Controls and Communications, Facilities and Work Equipment. Projects are divided into two funding categories. Track One projects are fiscally constrained and inclusion in Track One implies, without any guarantee, that a reasonable expectation exists that the project will be funded over the ten-year time frame of this document. Track Two projects are not fiscally constrained and do not have any identified potential fund sources at the time this document is adopted. The ***Appendix D: FY06 Capital Improvement Program Database*** at the end of this document lists overall assumptions, individual project titles, expected project costs, and, if they are located within the Track One portion of the database, the year in which funding might be expected.

5.1 System Reinvestment Program

The System Reinvestment Program consists of numerous infrastructure renovation and replacement projects. These projects will directly improve the transit experience of BART riders and will move riders more quickly through the BART system. The following is an illustrative list of the System Reinvestment subprograms with an example project that would fall under that category: Rolling Stock (car renovation), Mainline (track rail replacement), Stations (escalator renovation), Controls & Communications (automatic train control), Facilities (cash handling building renovation), and Work Equipment (non-revenue vehicle replacement).

"Original" Renovation Program

In 1995, BART undertook a billion-dollar campaign of reinvestment in its infrastructure in order to ensure continued high service reliability with a physical plant that was beginning to show signs of age. As additional needs became apparent and additional funding was identified, the Track One reinvestment program grew in scope and cost to approximately $1.5 billion. Virtually all of the projects in this program have been successfully completed. Projects in the Original Renovation Program covered all subprogram areas and included the following: A/B Car Renovation, Automatic Fare Collection Equipment replacement, initial phases of Advanced Automatic Train Control, and station Escalator and Elevator Repair and Replacement. Complete descriptions for each of the elements of the Original Renovation Program can be found in the District's Capital Improvement Program from prior fiscal years.

"Next Generation" Renovation Program

All elements contained within a rail system have a useful life, after which deterioration of that element will negatively affect the performance, safety and customer satisfaction measures of the District. Reinvestment must occur in an ongoing fashion. Recognizing this fact, there are assumptions in the Rail Operating Plan that there will be a continuing level of investment into the District's existing capital infrastructure such that acceptable reliability can be maintained. The original renovation program was initiated at the time the District was approaching its 25th anniversary of revenue service, and it represented BART's first coordinated systems renovation effort. Although the completion of the first generation renovation program represents a significant achievement for which BART and its funding partners can be justifiably proud, there remains the formidable challenge of funding and implementing a second or next generation renovation program, which, by necessity, will go much deeper into the physical plant of the system. By the time the second-generation program is underway, BART will be celebrating

its 35th year of service. Many of the major "legacy" sub-systems which the District relies on to provide the regular safe and reliable service expected by our patrons will have been in continuous use for the entirety of those 35 years, with many components well beyond their designed service life. Consequently, a major portion of the second-generation program will focus on renovation or replacement of many basic train systems, including traction power distribution, train control electronics and hardware, communications, and other mechanical and structural elements of the system.

Adding further to the challenge, the second-generation program also includes the phased renovation or replacement of the entire fleet of BART's revenue vehicles, which adds to the complexity of program implementation from both a funding and logistical perspective. Although staff is presently developing the scope and cost of program elements, overall program costs are presently estimated to be in the range of $1.5 to $2 billion. While the costs will likely be spread over the better part of a decade to match delivery schedules, the potential impact of this program on currently available funding sources requires that that every possible internal and external funding source must be pursued in order to achieve success. To that end, staff has engaged MTC in funding strategy discussions on those components of the program for which scope and cost estimates have been developed, and will continue this dialogue with MTC and other partners on program costs as they are developed.

Preliminary findings from recent studies indicate that Track One funding commitments in the FY06 CIP are not adequate to meet the investment demand required to reinvest in the essential systems, infrastructure and revenue vehicles of the District even within the limited timeframe of the CIP. Track Two funding projections illustrate the funding shortfall over the next ten years. Many crucial subsystems built for the original system, or second-generation components that again are due for replacement or renovation are not funded in the Track One grant forecast. Without Track Two funding, operational impacts will increase as the operating plant and fleet deteriorates due to lack of investment. And, as the capital planning timeframe is increased beyond the ten year CIP period to capture the expected duration of the next generation renovation program, the shortfall becomes even greater.

The 30-Year System Reinvestment Study serves as a "living" tool to facilitate better predictions of the life cycles and replacement costs of different elements of the District's physical assets. Originally developed in 2001-02, this study includes comprehensive analysis of useful life, industry performance history, and failure history to predict the capital funding stream necessary to maintain and improve critical systems and subsystems of train control, traction power, operational supervisory controls, and

communications. Many of the assumptions built into the original study model depended to a greater degree on industry-standard cost averages and lifecycles than actual BART experience in formulation of investment requirements. In recent years, the model has been populated with BART-specific information as it has become available, and will be further refined when inputs from the next generation reinvestment program are known. Current Track One and Track Two programs were developed from the best available information in the study and provide a basis for development of the next generation reinvestment program. Key elements of this program will include:

Controls and Communications

Train Control System: The mainline Train Control System (TCS) has benefited from recent reinvestment by replacing original subsystems of SORS (Sequential Occupancy Release System), ATO (Automatic Train Operations), and an ongoing program to replace the relay based interlocking equipment with microprocessor equipment. However, the underlying original track circuit and speed control system is well beyond its expected life of 30 years. This essential, safety-critical system is identified for replacement within the next six years.

Vehicle Automatic Train Control (VATC) receives critical speed commands from the wayside equipment controlling train speed and stopping. This system was developed by in-house staff and has been modified several times over its life. The equipment is well beyond its useful life and requires re-engineering to bring it to current standards and to improve its performance.

Communications: The backbone of the supervisory and control systems is the operation communication network. It consists of fiber optic cable plant and computer systems that control and route all commands to the field from the Operations Control Center. These computers, which are located throughout the system, have a limited service life of 15 years. The CIP addresses the replacement of these essential processors.

Replacement of the radio system will be necessary within the next ten years. This system is essential for safe train operation, communications between central operations and wayside, and for BART police.

Mainline

Traction Power System: The Traction Power System (TPS) consists of over 700 high voltage circuit breakers and switchgear, 114 transformer-rectifiers, and over 3 million linear feet of cabling, most of which will be at or exceed its life expectancy within the next 10 years. The capital value of the TPS in today's dollars is over $400 million. The CIP begins to address this critical system need by staging a reinvestment program starting in 2006 to repair and replace this equipment.

Wayside Facility Infrastructure: Renovation of the physical plant including: rail and tie replacement, ventilation fan and street grating renovation, and other wayside facilities that will require repair and renovation.

Stations

Elevator/Escalator and Safety Systems: Within the next ten years a new program of elevator/escalator overhaul or replacement will be required. Replacement of emergency lighting systems and fire alarm systems at stations is required to restore essential back-up service and provide reliable information to first responders.

Structural and Architectural Repairs: Age and weathering has damaged many of the architectural elements at the stations. Significant repairs are necessary to restore granite and concrete damage throughout the system and other structural deficiencies that may be discovered.

Rolling Stock

Revenue Vehicle Replacement: In addition to structural, mechanical and power related renovation projects, a discussion of when to renovate or replace train cars is underway. Specifically, the C-1 Cars will be coming to the end of their designated life in the middle years of this document's ten-year time frame, approximately FY11. The A and B Cars will also be coming to the end of their designated life starting in FY15 and continuing on through FY20. Internal discussions are underway as part of the update of the Fleet Management Plan (described briefly in Chapter 1 of this document) as to the District's preferred strategy for maintaining the major car systems and increasing the reliability of the District's entire fleet.

The District is presently evaluating options for mid-life renovation and a enhanced scheduled maintenance program that could extend the lifespan of cars and would allow for a coordinated replacement cycle for the entire BART fleet. A phased car retirement program might begin with the end of useful life of the A/B Car Fleet, in FY15, or earlier. The replacement of all cars at once may enable the District to realize savings from economies of scale, especially if combined with a VTA car purchase for the proposed San Jose BART Extension, and would allow the District to explore the purchase of different car types. Full funding programs for either a C-1 Car Replacement or C-1 Car Renovation strategy have not yet been developed. Until the update of the Fleet Management Plan is complete, this document continues to carry a placeholder project for C-1 Car Replacement in *Appendix D*.

All the identified projects that comprise an initial look at a "Next Generation" reinvestment program are listed at the end of this document in the Track 2, unfunded portion of *Appendix D: FY06 Capital Improvement Program Database*.

"Ongoing" and "Interim" Renovation Projects

Simultaneous to the development of a system-wide "Next Generation" renovation program, the BART District engages in ongoing renovation and reinvestment efforts on major components of BART's infrastructure. Included as ongoing system reinvestment projects are the following projects: the mainline projects of Rail/Wayside Infrastructure Replacement, Traction Power System Renovation, and Transbay Tube Cathodic Protection; the station projects of Station Re-lamping, Parking Lot Re-lamping, and Station Re-roofing; the controls and communications project of Train Control Renovation.

In addition, some projects are underway that are major upgrades to obsolete BART systems that were not part of the original renovation program, and cannot be postponed until the implementation of the second-generation renovation program.

One such project is the District's Business Advancement Plan Project (BAP). Of the $41 million total project cost, $30 million is in Track 1 with the remaining $11 million in Track 2. The BAP, as described earlier in this document, will replace all of the administrative business systems at BART. Phase 1 replaces the time keeping, human resources and payroll systems. Contingent on availability of funds, Phase 2 will start following completion of Phase I and will take approximately two years, replacing the Materials Management, Accounting, and Maris systems. Projected cost savings are

based upon high-level industry standard assumptions and are deemed reasonable for the District's plans.

Funding Developments

In part due to the recent reauthorization of federal transportation legislation (SAFETEA-LU), from FY06 to FY08 the District is expected to receive increased Federal Section 5307, Section 5309 and a portion of local Bridge Toll grant funds for various necessary renovation projects. The FY06 federal grant fund amounts are expected to total approximately $39 million. The FY07 and FY08 amounts are projected to be roughly equivalent, with approximately $39 million expected to be received for each year. In recent years, these grant funds have been used to offset District allocations from operating to capital for the purposes of funding the District's recurring infrastructure reinvestment needs.

For years beyond FY08, the Section 5307 and 5309 funding levels will be dependent on another renewal of federal transportation authorizing legislation, the replacement for the SAFETEA-LU program. With uncertain long-term future levels of federal funds for reinvestment, and state funding continuing to have an expansion and enhancement focus, obtaining grant funding for necessary BART reinvestment projects is likely to become more difficult in the long term.

At a regional level, as part of the MTC RTP ("Transportation 2030" or T2030) update, the Commission voted in December 2003 to back away from its policy to fund 100% of the Transit Capital Shortfall, a policy first adopted in 1998 and reaffirmed in the 2001 RTP. The Transit Capital Shortfall is a simple measure of the cost of meeting each operator's respective remaining capital reinvestment needs, after available regional grant or operator funds have been used to fund renovation.

Because of the overwhelming reinvestment needs presented by both transit agencies and local entities, for streets and roads maintenance, and the uncertain levels of future fund availability, MTC changed the 100% Transit Capital Shortfall policy and is funding only the region's highest scoring reinvestment needs in T2030. When the 100% Transit Capital Shortfall policy was in place, the individual counties within the District were under guidance from MTC to set aside enough discretionary grant funds to ensure full funding of identified remaining reinvestment needs. Under the new policy, both MTC and the counties must now fund only the transit operators' high scoring, priority needs from federal formula funds, STP/CMAQ and State Transportation Improvement Program (STIP) funds. For BART, this means that approximately 76% of BART's 25-year system reinvestment needs will be funded in T2030. This constitutes three main project areas: renovation or

replacement of BART's revenue vehicle fleet; renovation of various mainline structures (rail structures, fencing, remote monitoring equipment and power delivery systems); and train control systems (wayside and on-board controls and radios). The remaining 24% of BART's reinvestment needs in T2030, constituting $1.4 billion, are still high priority but do not score high enough and will not be funded by MTC and the counties. This policy change means that project needs such as station and yard renovation, will have to be met with funding sources yet to be identified.

5.2 Earthquake Safety Program

The Earthquake Safety Program (ESP) is a top priority for successful completion by the District. The original BART system was designed to withstand much greater seismic stress than required by construction standards of the time. The 1989 Loma Prieta earthquake provided a significant test of that design. BART was back in service just hours after the event, while many other Bay Area road bridges, freeways, and other structures suffered major damage. With the Bay Bridge out of service, BART served as a vital link between San Francisco and the East Bay following the earthquake. However, the epicenter of the Loma Prieta earthquake was 60 miles distant from most of the BART system. BART faces earthquake risk from several major fault lines in the immediate vicinity of BART rail lines.

Earthquake Safety Program Implementation

BART plans to implement the ESP in three stages, with Caltrans Local Seismic Safety Retrofit Program (see below for description) elements interspersed throughout the overall Program. First, BART will retrofit the Transbay Tube, a crucial element of the system. Next, priority will shift to the portion of the system from the west portal of the Berkeley Hills Tunnel to Montgomery Station. Together, these two elements will create an operable segment, which can provide transbay service quickly following a major earthquake. In September 2002, BART received a California Environmental Quality Act (CEQA) exemption for the retrofit of that portion of the system between the Berkeley Hills Tunnel and Montgomery Station, and, in October 2005, subsequently received a similar CEQA exemption for the balance of the program. Finally, BART will retrofit additional trackway structures, stations, systems, administrative, operations and maintenance facilities, as funding permits.

Seismic Vulnerability Study

Preceding the implementation of the Earthquake Safety Program, a comprehensive Seismic Vulnerability Study, was presented to the Board in 2002. That study provides the underpinnings for the ESP. The Seismic

Vulnerability Study evaluated the risk from a major Bay Area earthquake at a nearby fault and identified retrofit strategies to enable the core system to withstand such a major earthquake.

The Seismic Vulnerability Study defined two ESP options. The first, "Systemwide Safety, Core System Operability", would retrofit the 71-mile original BART system to withstand a major Bay Area earthquake. The retrofits performed under this program would improve the safety of the Transbay Tube, aerial and other track structures, stations, maintenance facilities and other structures and would facilitate a rapid return to service in the core system only, spanning from the west portal of the Berkeley Hills Tunnel to the Montgomery Station. This is the program adopted by the BART Board of Directors. The "Systemwide Safety, Systemwide Operability" option would go further to retrofit the entire core system to allow a return to full systemwide operation shortly following a major earthquake. The additional $300 million increment of funds necessary to achieve a standard of full Systemwide Operability has not yet been secured, and is identified in Track Two.

Funding Developments

The most notable recent funding developments affecting the ESP are the passage of a $980 million G.O. Bond for the overall program, and the inclusion of a $143 million earmark in Regional Measure 2 directed to the retrofit of the Transbay Tube.

The successful passage of the bond issue by the electorate of the three BART counties marked the culmination of a multiyear, District-wide planning effort to provide for the funding of this critical program. In November 2002 a $1.05 billion bond measure to fund the BART ESP was placed on the ballot and narrowly missed the two-thirds super majority required to pass, with 64.2% approval across the District. In June 2004, the BART Board of Directors again authorized placement of a G.O. Bond measure on the November 2004 ballot in the three BART District counties to pay a portion of BART's ESP. In November 2004, voters approved Measure AA by a plurality of 66.7% in favor, which authorized a $980 million G.O. Bond for BART Earthquake Safety. As a result of the funding package proposed as part of the G.O. Bond program placed before the voters, BART plans to allocate $50 million from the operating program to the ESP between FY12 and FY15.

Prior to these developments, BART had previously secured $193 million from various grant and other sources for the ESP, including the following:

- $20 million of State Traffic Congestion Relief Plan funds

- $10.2 million of STIP funds programmed by the Alameda County Congestion Management Agency
- Approximately $150 million of Caltrans Local Seismic Safety Retrofit Program funds
- $3 million of federal Congestion Management and Air Quality funds
- Allocations of nearly $10 million of BART operating funds during the financially healthy years of FY00 and FY01 to the ESP

As a result of the State's budget problems, the ESP funding program has suffered several setbacks. First, of the original $20 million in TCRP funds programmed to the ESP, $11.5 million was suspended by the Legislature during budget deliberations at the end of calendar year 2003. However, recently the State has allocated additional funds to the TCRP program, and BART expects to receive its remaining funds this year.

The second funding setback is related to the estimated $150 million in expected Caltrans Local Seismic Safety Retrofit Program funds. Caltrans has for many years been implementing a program to fund the seismic retrofit of local transportation facilities that could pose a risk to the operation of highways and streets in the event of an earthquake. BART has 227 such aerial structures that cross over local roads, scattered throughout the multi-county BART district. In 2001, BART and Caltrans executed a Memorandum of Understanding that commits Caltrans to funding the retrofit of these aerial structures in an amount estimated to be $150 million. Of that money, approximately 80% was to come from Federal Highway Administration (FHWA) funds and 20% ("local match") was to come from state funds. Though the State was intending to provide this local match, budget troubles have meant that they are now requiring BART to provide these matching funds from other funding sources.

During 2004, BART continued to pursue other funds for the ESP, with varying degrees of success. Despite much effort, BART was unsuccessful in efforts to gain inclusion of funds for the ESP in the 2004 county transportation sales tax measure expenditure plan in Contra Costa County. Other efforts met with greater success. Although not specifically earmarked, the ESP is an eligible project in San Francisco County's 2003 voter approved Proposition K expenditure plan. Alameda County's Measure B Reauthorization, passed by the voters in 2000, includes in Tier 2 over $100 million for BART's ESP. BART will also pursue other funding opportunities, such as continuing efforts to include the ESP in any other eligible programs as they arise. Recently, BART obtained $3 million in FEMA Pre-Disaster Mitigation funding for the dismantling of BART's former headquarters

building to preclude potential collapse damage to Central Control, which lies directly beneath. BART is considering other opportunities for grants under this program.

5.3 Security Program

Since the events of September 2001, the District has continued to enhance its security and safety activities. The BART security program is comprehensive in nature, covering various operating and capital programs. Education programs to heighten employee and customer awareness of potential suspicious activities within the BART system, emergency response drills, and installation of additional monitoring systems are examples of such programs. Though the bulk of the activities are transparent to the public eye, the more visible elements include the use of police and trained dogs to randomly inspect trains, stations and facilities.

Detailed security project descriptions are not made available through this public document, to avoid compromising the safety of the District's systems. Categorical security projects within the capital program include the following: Surveillance (unpatrolled areas, rail revenue vehicles, and rail stations), Locks and Alarms (unpatrolled areas, rail stations, and other facilities), Structural Augmentation (stations and non-station), Emergency Communications and Operations, Detection Systems (chemical, biological and explosives), and Preparedness (citizen training, emergency warning information, emergency response supplies). BART's overall security program needs are expected to cost in the range of $200-$216 million in capital costs, with operational costs estimated at $8.5 million annually. Those operational costs are not currently included in the District's operating financial outlook. The bulk of the Security Program capital projects do not have identified funding. The amounts of funding requested in the form of grants for each of these Security Program capital project categories can be found in Track 2 of *Appendix D: FY06 Capital Improvement Program Database*.

Funding Developments

The category of funding for security projects is unusual in that the grant fund sources come from a multitude of federal and state sources, not just the traditional transit and transportation sources. BART has had some success in receiving various grant funds since 2002 for the use towards BART security programs. Specifically, through FY05, BART had received capital and operating funds totaling nearly $13 million in the form of US Department of Justice grants, FTA Safety grants, State Homeland Security grants, and Urban Areas Security Initiatives Metro Rail Transit grants. Efforts to gather further funding for security programs are ongoing.

In early October 2005, the U.S. Congress passed HR 2360, which provides for the appropriation of funds for Homeland Security programs in FY06. The measure is expected to be signed by the President and will enable the states to allocate grants through the spring and summer of 2006. Despite recent terrorist activities on international transit systems, such as the attacks on the London Underground in the summer of 2005, the Homeland Security measure provides only $150 million for transit security grants nationwide-- the same amount as was provided in FY05. However, this new funding bill does make a significant shift in how federal first responder grants are allocated. While guaranteeing each state a .75 percent share of the overall funding, it would allow the remaining funds (roughly 60 percent) to be allocated by the Secretary of Homeland Security based on risk.

Members of Congress representing urban and suburban districts have been advocating since September 11, 2001, that homeland security funds be allocated to those areas of the country more prone to a terrorist attack. This risk-based funding should mean higher funding levels for San Francisco and Oakland, which will hopefully benefit the region and its transit operators, who are also first responders.

5.4 Service & Capacity Enhancement Program

This program area includes a variety of elements, including accessibility improvements to better accommodate disabled riders, general access to BART stations through a variety of modes, station area development to attract and accommodate increased ridership, and projects to increase the passenger-carrying capacity of the BART system, including station and line-haul capacity. Certain projects within the Service & Capacity Enhancement Program must be completed in order to meet the assumptions made in this document's Rail Operating Plan.

One project in this category, the Pleasant Hill Crossover project, will be important to enable future service levels. Funding for this project is included in the bridge toll increase measure (RM-2) that was approved on the March 2004 ballot. In addition to this project, shops expansion will be necessary as service levels increase to maintain the system reliability levels to operate sufficient trains per hour to accommodate ridership growth on the existing system. Efforts continue to identify full funding for such systemwide Service and Capacity Enhancement Projects.

All station-related programs and projects within the Service and Capacity Enhancement Program (station enhancements, station capacity projects,

station access projects, and station transit oriented development projects) are described in *Appendix B*

Approach to Future Capacity Needs

Upon entering the 21st century, BART experienced ridership growth in such numbers that the need to address certain system and station capacity limitations became apparent. Despite the downturn in ridership that began in 2001, ridership levels are still higher than they were in recent years. A System Capacity Program spawned by the recognition of the District's capacity limitations has been developed and is currently being refined. The evolving approach to dealing with capacity constraints suggests the need for capital investment in three stages of increasingly complex and costly projects.

The first level of investment, to implement various improvements already provided for in BART's CIP, is underway. Congestion at ticket vending machines (TVMs) and faregates has already emerged as a problem exacerbated by rapid ridership growth. Installation of 82 additional faregates and 25 TVMs for capacity expansion has already been completed. The first phase of expansion of maintenance shop facilities is nearly complete. The need for expansion of vertical circulation (additional stairs and escalators) within a number of stations has already been identified, with grant funding being sought to continue station specific project development.

The next level of investment is likely to be triggered by the need to accommodate ridership between 420,000–500,000 daily riders, beyond the forecast horizon of this document. Such investment would involve additional and more costly improvements such as additional track crossover improvements (i.e., near Richmond), additional shop and yard facilities, station access, vertical circulation and platform capacity improvements, and additional new transit vehicles.

A third level of investment, likely to be needed when daily ridership rises above 500,000, might include projects that are orders of magnitude larger than those in the first two stages. Projects included in the third phase could include increasing transbay capacity, more cars, new shops and yards, major station expansions, infill stations, and extension projects supportive of capacity improvement (e.g., Geary Corridor, which could substantially increase train throughput in the existing Transbay Tube).

As the City and County of San Francisco and the Municipal Railway consider transit expansions in various transit corridors, BART maintains an interest in working as a partner in these studies to ensure strong BART connections. Further, given the potential capacity gains of a BART extension in San Francisco, BART should be considered as an alternative in certain key

corridors as transit needs increase over the next 30 years. Key decisions for these major investments will need to be made in the next few years. The System Capacity Study process is working to outline strategies towards making those difficult decisions.

Funding Developments

Financial capacity to fund station and mainline capacity enhancement projects from operating allocations did not exist during FY03 and FY04. Efforts are continuing to solicit grant funds for these projects. As part of the 2001 RTP, some station enhancement projects had been prioritized in Alameda and San Francisco counties for future grant funds, but given the magnitude of BART's $1.4 billion Transit Capital Shortfall in T2030, it is unlikely that grant funds will materialize in the short term.

5.5 System Expansion Program

System expansion represents the fourth major component of the District's program of capital investment plans. Following is a summary of BART system expansion projects.

The system expansion projects are grouped into four sections:

- **Revenue Service**: includes only one expansion project that is in revenue service but still needs a final federal allocation to complete the full funding package.
- **Nearing Construction Start**: contains only one expansion project that is nearing a construction start date.
- **Regional Transit Expansion Policy Projects**: includes projects in MTC's Regional Transit Expansion Policy under Resolution 3434, which is described further in the second part of this chapter and in ***Appendix D***
- **Long-Range Future Expansion Projects**: projects to be addressed in the RM-2 funded Regional Rail Plan.

Revenue Service

<u>San Francisco International Airport and Millbrae Extension</u>

The BART to SFO Extension Project construction is complete and the service is in operation. BART has received the FY05 scheduled federal appropriation of $99.2 million and is scheduled to receive the final federal appropriation of $82.7 million in 2006. If received in full, this would complete the Full Funding Grant Agreement. Given current federal budget constraints, however, an additional year of appropriations may be needed.

Nearing Construction Start

West Dublin/Pleasanton Infill Station

BART is continuing to work with the master developer, West Dublin/Pleasanton Station Venture, LLC (formerly ORIX Real Estate Equities, Inc.). The master developer has two members, Ampelon Development Group LLC and Jones Lang LaSalle Americas, Inc., working on the development of a mixed-use project, including the construction of the West Dublin/Pleasanton BART Station in the median of I-580 and the requisite ancillary transit facilities. The mixed-use project, which will surround the station on either side of the freeway, will include residential, hotel, office and parking. BART has secured $14 million to date in grant and internal funding for the project. Of the $14 million, $4 million came from the Tri-Valley Transportation Council (TVTC) in FY04 and $10 million came via Alameda County Congestion Management Agency (ACCMA). As part of the design efforts currently nearing completion, the station and public infrastructure project costs were updated to $70 million in 2004 dollars. The project is contained in Track 1 of the RTP, Tier 1 of the ACCMA Countywide Transportation Plan, and Track 2 of the expenditure plan for the adopted renewal of Alameda County's Measure B.

In addition to the grant sources described above, the public portion of the overall project will be paid for by the proceeds of a bond issue and prepaid ground lease revenues for the development sites. Repayment of the bonds is proposed from a combination of private funds from BART revenues generated by the station and other potential ancillary revenues. Additionally, reserve funds to cover any shortfalls in debt service and operating costs for the first five years of operation will be provided by the Cities of Dublin and Pleasanton, as well as Alameda County. The Environmental Impact Report for the West Dublin/Pleasanton Infill Station and Transit Village was certified by the BART Board in April 2001. Current projected opening date for this project is in FY09.

Regional Transit Expansion Policy Projects

Oakland Airport Connector (OAC)

The BART Board adopted the Project in March 2002, upon clarification of the Environmental Impact Report/ Environmental Impact Statement. The Federal Record of Decision on the project was signed in July 2002.

Development of the OAC continued during FY05. In August 2003, the BART Board pre-qualified six teams to propose on the Oakland Airport Connector Design-Build Project. The Request for Qualifications (RFQ) specified qualifications to be met by potential prime contractors, including technical capability, financial capacity and safety record. Six teams submitted qualification statements, and an evaluation committee reviewed each

statement. The committee determined that all six qualification statements submitted met the prequalification requirements. In spring 2004 one team withdrew from the competition but the five remaining pre-qualified AGT technologies are varied and include rubber tired, monorail and maglev vehicles.

The OAC RFP was ready to be released early in 2005, but the available funding was delayed. In an effort to close the funding gap and to advance the Project, BART undertook a study to investigate the possibility of a public-private partnership (P3). BART's financial consultant (Ernst & Young Orenda Inc.) found that, due to the consistent and substantial growth of the Oakland International Airport and the AirBART bus serving this corridor, a long term Design-Build Finance & Operate partnership with the private sector might be feasible. With recent Board approval to solicit interest in the project as a P3, the Project expects to be prepared to release a revised RFQ in late 2005 and an RFP by the summer of 2006.

The current project is estimated to cost $254 million, in 2001 dollars. The reauthorization of Measure B, which extended Alameda County's transportation sales tax, has provided a substantial fund source to match other local financial commitments to the project. The project has been included in the Alameda County CMA's Countywide Transportation Plan and MTC's RTP. As part of the 2002 STIP, the CTC approved $22.2 million in 2002 Regional STIP funds, $10 million in 2002 ITIP funds, and $15.8 million in an advancement of 2004 Regional STIP funds, for a total of $48 million in additional programming towards the Oakland Airport Connector project. RM2 programmed $30 million in bridge toll funds towards the Oakland Airport Connector project in FY05 through FY07.

<u>East Contra Costa BART Extension/eBART</u>

The proposed East Contra Costa BART Extension, or eBART, would provide rail service eastward from the Pittsburg/Bay Point BART Station to the communities of Pittsburg, Antioch, Oakley, Brentwood and Byron/Discovery Bay. The environmental study for the project will consider several alternatives, including a diesel-multiple unit (DMU) train, bus rapid transit, classic BART and no project. If non-BART DMU rail technology is selected, the proposed alignment would run from a transfer point at the BART station eastward in the already-widened median of State Route 4 to Loveridge Road, then proceed to the east and southeast, with stations proposed for Pittsburg (Railroad Avenue), Antioch (at the fairgrounds, and near Hillcrest Avenue), Oakley, Brentwood, and Byron/Discovery Bay. A 2002 feasibility study estimated eBART DMU alternative capital costs at $377 million (2002 dollars). All elements of the project are dependent on funding.

The eBART project is currently in the project development phase. The work underway is the environmental review, preliminary engineering, early right of way tasks, support of cities on work at the stations to increase ridership, and community outreach. The project development phase is estimated to be completed in the summer of 2007.

Warm Springs Extension

The passage of Measure B in Alameda County provided a substantial local fund source towards the completion of a project that extends BART rail (five miles of double track) to Warm Springs in southern Fremont. The Supplemental Environmental Impact Report for the project was completed and adopted by the BART Board in 2003. The Draft Environmental Impact Statement was published in March 2005 and the Record of Decision is expected from FTA in early 2006. Project costs are currently estimated at $678.8 million in 2004 dollars. RM2 programmed $85 million for the project, spread out from FY04 through FY08. Also included in the current funding package are significant amounts of local transportation sales tax dollars, regionally-controlled STIP funding, state-controlled TCRP funding, Regional Measure 1 bridge tolls, and funds generated from anticipated future operating surpluses on the BART to SFO Extension. Other regional funds are being pursued to provide whatever balance of funding that may be necessary for project completion. The project has been included, with a full funding plan, in the 2004 update to the Alameda County CMA's Countywide Transportation Plan, as well as MTC's T2030.

Silicon Valley Rapid Transit Project (San Jose Extension)

The BART Extension to Santa Clara County would extend 16 miles of double track from the proposed Warm Springs Station in southern Fremont to downtown San Jose, terminating adjacent to the Santa Clara Caltrain Station. With significant political support from Santa Clara County, the project was the recipient of a $725 million earmark in the Governor's 2000 TCRP. Subsequent to the State commitment, Santa Clara County voters approved a sweeping transportation tax measure that promised an additional $2 billion toward the BART extension. The BART/VTA Comprehensive Agreement, adopted in 2001, addressed a multitude of financial, operational and policy issues that may arise as part of developing and operating a BART extension into Santa Clara County. An example of the comprehensive nature of the agreement is the understanding that the core system impacts of the Silicon Valley Rapid Transit project will be assessed and covered in the cost of the project. Impacts of this proposed extension to existing BART stations and to various BART core systems (traction power, train control, communications, ventilation, yards and shops) are being analyzed and reported. VTA is providing the funding support for all BART costs related to

support work for the Silicon Valley Rapid Transit project. BART and VTA will continue to work towards the completion of the proposed BART to Santa Clara County Extension, with VTA taking the lead in financing and completing the project planning, design and construction.

Up to date information on the activities surrounding the proposed BART to Santa Clara County Extension can be found on the project web page at www.svrtc-vta.org.

I-580 Corridor

BART was co-lead with the ACCMA for the I-580 Corridor/BART to Livermore Corridor Study. The partners have overseen expenditure of TCRP funds for studies and improvements in the corridor. The study is a component of the effort to provide an alternative to traffic congestion on I-580, and to improve transit connectivity in the Tri-Valley area.

The first phase of the corridor study, completed in August 2002, included an analysis of transit modes, such as BART, tBART (Diesel Multiple Unit [DMU]) and Express Bus, along several alignments from the Dublin/Pleasanton BART Station to Livermore. This phase also evaluated the effect of transit-oriented development on ridership. The second phase of analysis began in October 2002. Based on travel market findings in the first phase study, the second phase study broadened the transit analysis to provide a framework for connecting Altamont Pass commuters with major Tri-Valley destinations, including both the I-580 and I-680 corridors. The analysis included a feasibility study of DMU rail and express bus technologies to connect the Dublin/Pleasanton BART Station with Livermore and Tracy. While the primary focus of the effort was transit improvements for Livermore, the study also scanned opportunities to extend the transit system north along I-680 to Bishop Ranch, in San Ramon, and Walnut Creek. The study also examined land use and access strategies in support of transit ridership and livable communities.

At its May 2004 meeting, the I-580 Corridor Policy Advisory Committee recommended that the downtown Livermore DMU alternatives be dropped from further consideration. Furthermore, the Committee recommended an interim strategy of deploying express bus in the I-580 corridor and a long-term strategy of preserving right-of-way for a future rail corridor in the I-580 median as part of a High-Occupancy Vehicle (HOV) lane study being managed by the ACCMA. The ACCMA started an environmental analysis of the HOV project later in 2004. BART staff is currently working with staff from the Livermore-Amador Valley Transit Authority (LAVTA – the local bus operator) to refine express bus options for the corridor. There was a strong

emphasis from the Committee to accelerate the delivery of the interim strategies as an alternative to congestion in the corridor. BART staff completed the transit corridor study in October 2004.

Long-Range Future Expansion Projects

Regional Rail Plan

Bay Area voters in 2004 passed Regional Measure 2, raising the toll by $1 on the region's seven state-owned toll bridges to pay for various transportation projects that will reduce congestion and improve travel in the bridge corridors. Regional Measure 2 also requires MTC to adopt a Regional Rail Plan. As stipulated in the Streets and Highways Code Section 30914.5 (f), the Regional Rail Plan will define the passenger rail transportation network for the nine-county San Francisco Bay Area, including an evaluation of California high-speed rail access options that work for our region.

The Regional Rail Plan will identify and formulate strategies to:

- Integrate passenger rail systems
- Improve interfaces with connecting services
- Expand the regional rapid transit network
- Plan capacity improvements on the regional railroad system
- Coordinate regional rail investments with transit-supportive land uses
- Study potential Bay Area alignments for the California High Speed Rail System (CHSR).

The Regional Rail Plan project management team is a partnership among MTC, BART, Caltrain, and CHSR Agency. Among other more global issues, the following specific projects will be considered within the context of the Regional Rail Plan.

Alameda County

- **Oakland Jack London BART Feasibility Study**

In 2002, BART completed a strategic opportunity assessment of providing BART service in the Jack London Square area. Later, in partnership with the City of Oakland and Port of Oakland, BART applied for and received a $300,000 Caltrans Community-Based Planning Grant to study the opportunity further. The Jack London Feasibility Study began in September 2003 with the primary goal of improving the transit linkage from the Jack London Square (JLS) area to the BART system and the greater Bay Area region. Consequently, one of the first concepts evaluated was an "infill" station directly on the BART line in the vicinity of JLS. For a variety of operational and technical reasons, however, this concept was deemed infeasible.

An alternative concept, known as the "Underground BART Shuttle", involved the creation of a new, underground, single-track BART line, beginning at the 12th Station and running below Broadway to the heart of Jack London Square. The project's Policy Advisory Committee (PAC) suggested that, given its cost, the Underground BART Shuttle was not worth pursing if it only spanned the short distance from downtown Oakland to Jack London Square. However, the PAC did express some interest in an underground BART alternative that either linked to Alameda or had the technical potential to be expanded to Alameda. A detailed engineering study of these more elaborate "Alameda-oriented" BART options was beyond the scope and budget of this project.

The Jack London study has also evaluated surface transit systems that would improve the connection from downtown Oakland to JLS, including electric streetcars and new rubber tire service. These systems could have more intermediary stops and would consequently serve a more localized downtown Oakland market. In fact, the need for a better downtown Oakland transit circulation system that might also encourage economic development has been expressed by a variety of stakeholders.

- **Alameda Point Study**

The City of Alameda and the developer of Alameda Point (the former Alameda Naval Base) studied a variety of transit improvements with a special emphasis on an aerial gondola connection from Alameda to BART in Oakland. The City is now preparing for a multi-modal transit study to examine a few transit options in depth. BART will continue to work with the City of Alameda, the City of Oakland, and the developer and neighborhood groups to explore transit improvements to the Alameda Point area.

<u>Contra Costa County</u>

- **I-80/West Contra Costa County Corridor**

In partnership with WCCTAC, CCCTA, MTC and the Solano Transportation Authority, BART completed a study that evaluated the feasibility of operating passenger rail service along existing railroad rights of way from the Richmond BART station to Solano County. The project would provide an alternative travel mode on one of the most congested freeway segments in the country. The study evaluated various alignments and rail technologies, including augmenting Capitol Corridor inter-city rail service with commuter rail service from Solano County to the central Bay Area. The study also assessed DMU service along the Union Pacific Railroad and Burlington Northern Santa Fe Railway rights of way from Richmond BART to the City of Hercules. The study concluded with a recommendation to fund additional

commuter rail service along with Capitol Corridor route and to further study potential DMU service in the corridor.

San Francisco County

- 30th Street Station

The technical feasibility of constructing an infill station and pocket track at 30th and Mission Streets in San Francisco was completed in 2002, with the final document and executive summary distributed to local agencies and community members in 2003. This assessment was funded as part of the FY01 State Budget. The final feasibility report includes assessments of construction costs, methods and technologies, short and long-term surface impacts and schedule, and operation and line capacity through computer simulation. Local community groups and the City of San Francisco are managing general planning for development and improved transit service in the immediate area.

5.6 Capital Financial Plan

The District has an ambitious overall program of projects commensurate with the scope and complexity of our physical plant and critical nature of our mission. Through its Board of Directors, staff, and dedicated advocates, BART works diligently to promote those various projects to appropriate key decision makers. Capital projects receive large amounts of funding from external sources, as well as internally generated funding through sales tax revenue bonds and allocations from operating sources.

External funds, in the form of grants, are key components of BART's capital programming efforts. Virtually no grant programs are entitlements -- BART must constantly compete for grants at the federal, state and local levels. Moreover, each funding program has its own particular conditions of eligibility and compliance. For a detailed list of federal and state fund sources, including the requirements and conditions of the programs, please refer to MTC's guide *Moving Costs: A Transportation Funding Guide for the San Francisco Bay Area* published in spring 2000 and available on-line at www.mtc.ca.gov.

This section discusses recent trends in overall capital project and program funding. This section also defines the distinction in funding status between Track One and Track Two projects contained in the CIP database.

Project Funding Status

The two major BART CIP categories of funding status are:

- Track One: Fiscally constrained, i.e. projects for which potential sources of funding can be reasonably identified within the ten-year CIP timeframe. However, not all of the funding identified in Track One is actually secured through formal funds programming, and therefore cannot yet be considered certain. It is important to note: For this FY06 CIP, an effort is being made to more accurately reflect the reality of the likelihood of the BART District actually receiving Track 1 funds for use on projects. Specifically, the previously used aggressive assumptions regarding the reauthorization of federal legislation (SAFETEA-LU) have been removed, as has the assumption that the county-level Congestion Management Agencies will fund 100% of the MTC/RTP-identified Transit Capital Shortfall. Current assumptions, consistent with T2030, are that only the highest scoring reinvestment needs will be funded. Even though they are less aggressive, it should be noted that the assumptions are still dependent on the occurrence of several events outside the control or considerable influence of the BART District. A full list of assumptions is listed in the *FY06 CIP Database Assumptions*.

- Track Two: Unconstrained, including other important projects for which funding cannot yet be reasonably identified. Included in Track Two are projects identified as necessary within the first ten years of the BART District's 30-Year Plan. Track Two also covers those portions of segmentable projects that do not yet have identified funding. Delivery of Track Two projects remains dependent on the generation of additional internal and external grant funding.

To illustrate how a project might be divided into Track 1 and Track 2, look at the C-1 Car Replacement project. An assumption has been made for the FY06 CIP that a portion of the funding plan for the project should be located in Track 1. The Track 1 designation is due to assumptions made regarding successful receipt of Federal 5309 and Bridge Toll grant funds from external sources. The remainder of the budget has been placed in the 'unfunded' category of Track 2. That portion of the C-1 Car Replacement project which does not actually receive any of the Track 1 assumed funds, will fall back into the Track 2 'unfunded' category in subsequent versions of the CIP database.

Given current assumptions, Current and Planned Track 1 Funding Sources are shown in ***Figure 14 Track One Program Capital Funding Sources***. Capital needs are shown in ***Figure 15 Track One Program Capital Needs***.

Recent Developments in Overall Capital Program Funding

External Sources - Grant Funding – Federal, State and Local

The uncertain funding environment described in the last four CIP documents has continued into FY06. At the *federal level*, the federal legislation authorizing transportation expenditures, the 1998 Transportation Equity Act for the 21st Century (TEA-21), expired in 2003. In 2005 the President signed the reauthorization of federal transportation legislation dubbed "Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users" (SAFETEA-LU) into law. SAFETEA-LU will be in effect through fiscal year 2009.

At the *state level* there has been continued uncertainty regarding the stability of transportation funding over the last couple of years. Beginning in 2001, recent State budget surpluses (and corresponding increases in transportation funding) evaporated into a series of multi-billion dollar deficits, which resulted in a severe reduction of transportation funding, As the State looked for ways to mitigate this crisis, it began redirecting transportation monies to the State's general fund, resulting in the extended delay of many transportation projects. This trend has only recently been halted with the adoption of the 2005 state budget, which no longer diverts Proposition 42 transportation funds into the state's general fund. In the fall of 2005, the CTC released a state fund estimate for the next biennial programming of funds, the 2006 STIP. Through the fall of 2005 and into the spring of 2006, the 2006 STIP programming process will be underway. Despite having to delay pre-existing programming to projects in the early years of the STIP (currently through FY08), for the first time since 2002, this round of the STIP will see additional programming to projects allowed. The bulk of that relatively limited additional programming will be for FY10 and FY11.

The *local and regional level* of funding has felt similar impacts as most county sales tax measures received lower than projected sales tax revenues from FY01 through FY05. Though there has been success in receiving voter approval for county-level and regional transportation funding measures, the actual receipts of those funds are in no way guaranteed. As an example of this, even though the Bay Area's RM2 was approved by voters, the funds it generated still became a target by state entities in FY05 as a possible fund source for the covering the cost increases to the San Francisco Oakland Bay Bridge reconstruction work. Those efforts failed and the project list approved by the voters on RM2 will remain intact.

Regardless of grant availability or the financial health of any given year, transit districts regularly seek funding from any potential source being made available, for a variety of projects. BART participates in numerous "calls for projects" from diverse sources throughout any given fiscal year. These requests are usually for condensed lists of BART capital projects needing funding. Requests for such lists are usually made as part of a political or planning process and often do not result in funds to District projects. The responses to such requests take into account the source and nature of the call for projects, the most recently adopted CIP, and projects that have arisen since the last CIP adoption. Examples of packages of capital projects assembled over the past five years include proposed projects for the Governor's Traffic Congestion Relief Program (which was partially successful); proposed projects for the FY02 request to the Governor (including numerous existing, unfunded projects intended to enhance energy efficiency); proposed projects for the federal Fall 2001 Economic Stimulus proposal package (including existing, unfunded safety enhancement projects); proposed projects for FY05 federal Homeland Security funding and federal transportation reauthorization (SAFETEA-LU) (partially successful); various project lists proposed to each of the counties' CMAs, as part of the 2005 *Transportation 2030* process (with varying degrees of success); proposed list of projects for the Contra Costa County Measure C sales tax renewal, "Measure J" (partially successful), the RM2 bridge toll increase (partially successful), the San Francisco County Proposition K sales tax (partially successful), and the San Mateo County Measure A transportation sales tax renewal.

Total Track One Program Funding Sources	Total Commitments	Commitments to 06	Future Commitments	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Federal Funding Sources													
Section 5309	$797,192	$714,536	$82,656	$82,656	$0	$0	$0	$0	$0	$0	$0	$0	$0
Section 5307	$586,395	$88,166	$498,229	$46,874	$66,773	$81,925	$42,449	$42,690	$42,949	$43,226	$43,522	$43,838	$43,983
CMAQ/STP	$96,332	$48,780	$47,552	$23,931	$22,681	$0	$941	$0	$0	$0	$0	$0	$0
TLC/TCSP/TEA	$4,576	$4,576	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other	$16,224	$13,444	$2,779	$2,779	$0	$0	$0	$0	$0	$0	$0	$0	$0
Subtotal Federal Funding Sources	*$1,500,718*	*$869,502*	*$631,216*	*$156,239*	*$89,454*	*$81,925*	*$43,390*	*$42,690*	*$42,949*	*$43,226*	*$43,522*	*$43,838*	*$43,983*
State Funding Sources													
STIP	$309,550	$88,353	$221,197	$2,512	$29,048	$39,700	$0	$39,687	$28,850	$25,800	$25,800	$25,800	$4,000
Prop 108	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TCI	$58,000	$58,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other	$373,839	$182,821	$191,018	$62,318	$5,000	$14,700	$15,000	$34,000	$22,000	$22,000	$16,000	$0	$0
Subtotal State Funding Sources	*$741,389*	*$329,174*	*$412,215*	*$64,830*	*$34,048*	*$54,400*	*$15,000*	*$73,687*	*$50,850*	*$47,800*	*$41,800*	*$25,800*	*$4,000*
Local Funding Sources													
Bridge Tolls	$713,493	$72,721	$640,772	$34,376	$36,838	$181,104	$76,104	$55,804	$71,638	$18,638	$17,638	$17,638	$130,994
Plans	$524,104	$147,252	$376,852	$13,054	$53,699	$28,470	$126,100	$20,250	$23,950	$16,279	$16,250	$24,550	$54,250
Other	$441,125	$86,499	$354,626	$11,988	$24,000	$4,648	$7,004	$6,914	$6,914	$6,915	$6,914	$6,914	$272,414
Subtotal Local Funding Sources	*$1,678,722*	*$306,472*	*$1,372,250*	*$59,418*	*$114,537*	*$214,222*	*$209,208*	*$82,968*	*$102,502*	*$41,832*	*$40,802*	*$49,102*	*$457,658*
BART Funding Sources													
1995 Bonds	$9,188	$9,188	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
1998 Bonds	$90,935	$90,935	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
1999 Bonds	$15,509	$15,509	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
2001 Bonds	$5,000	$0	$5,000	$5,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
SFO CAPRA Bonds	$113,430	$113,430	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
2004 GO Bond	$980,000	$0	$980,000	$50,000	$73,000	$207,000	$210,000	$254,000	$122,000	$51,000	$13,000	$0	$0
1995 Cross Border Lease	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Interest Earnings	$47,383	$47,383	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Previous Reserves	$24,224	$23,894	$330	$1,330	($1,000)	$0	$0	$0	$0	$0	$0	$0	$0
Allocation from Operating	$313,418	$93,854	$219,563	$14,799	$15,235	$15,693	$16,164	$16,648	$17,147	$30,148	$30,692	$31,237	$31,800
Subtotal BART Funding Sources	*$1,599,086*	*$394,192*	*$1,204,893*	*$71,129*	*$87,235*	*$222,693*	*$226,164*	*$270,648*	*$139,147*	*$81,148*	*$43,692*	*$31,237*	*$31,800*
Other Funding Sources													
Reimbursement	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Private Sector Financing	$56,000	$0	$56,000	$15,000	$41,000	$0	$0	$0	$0	$0	$0	$0	$0
Miscellaneous Grants	$330,401	$330,401	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Subtotal Other Funding Sources	*$386,401*	*$330,401*	*$56,000*	*$15,000*	*$41,000*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*
Total Track One Program	$5,906,316	$2,229,742	$3,676,574	$366,617	$366,273	$573,240	$493,762	$469,993	$335,449	$214,006	$169,815	$149,977	$537,441

Note: all figures in thousands of dollars.

Total Track One Program Capital Needs

	Total Commitments	Commitments to 06	Future Commitments	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
System Reinvestment													
Rolling Stock	$61,997	$1,200	$60,797	$27,675	$27,824	$5,298	$0	$0	$0	$0	$0	$0	$0
Mainline	$415,874	$28,725	$387,149	$36,174	$52,624	$67,602	$33,107	$33,169	$33,242	$33,308	$32,394	$32,409	$33,119
Stations	$194,447	$149,666	$44,782	$6,510	$6,965	$3,572	$3,216	$3,313	$4,279	$4,260	$4,363	$4,471	$3,833
Controls & Communications	$314,325	$135,166	$179,160	$16,250	$17,806	$17,806	$17,806	$17,806	$17,806	$17,806	$18,851	$18,908	$18,315
Facilities	$3,040	$2,360	$680	$68	$68	$68	$68	$68	$68	$68	$68	$68	$68
Work Equipment	$120,482	$42,922	$77,560	$8,800	$6,615	$6,860	$7,105	$7,370	$7,635	$7,900	$8,135	$8,421	$8,719
Total System Reinvestment Program	*$1,110,165*	*$360,038*	*$750,127*	*$95,476*	*$111,902*	*$101,207*	*$61,302*	*$61,725*	*$63,030*	*$63,342*	*$63,811*	*$64,277*	*$64,054*
Earthquake Safety													
No Subprogram	$1,336,983	$44,983	$1,292,000	$64,000	$80,000	$260,000	$275,000	$317,000	$144,000	$85,500	$41,500	$12,500	$12,500
Total Earthquake Safety Program	*$1,336,983*	*$44,983*	*$1,292,000*	*$64,000*	*$80,000*	*$260,000*	*$275,000*	*$317,000*	*$144,000*	*$85,500*	*$41,500*	*$12,500*	*$12,500*
Security													
No Subprogram	$15,460	$12,431	$3,029	$2,779	$0	$250	$0	$0	$0	$0	$0	$0	$0
Total Security Program	*$15,460*	*$12,431*	*$3,029*	*$2,779*	*$0*	*$250*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*
Service & Capacity Enhancement													
Rolling Stock	$640	$0	$640	$0	$640	$0	$0	$0	$0	$0	$0	$0	$0
Mainline	$28,200	$5,200	$23,000	$4,000	$12,000	$5,000	$2,000	$0	$0	$0	$0	$0	$0
Stations	$261,364	$107,605	$153,759	$9,092	$8,093	$4,782	$6,552	$5,063	$8,216	$29,282	$33,152	$41,848	$7,679
Controls & Communications	$2,325	$50	$2,275	$25	$200	$50	$0	$1,000	$1,000	$0	$0	$0	$0
Total Service & Capacity Enhancement Program	*$292,529*	*$112,855*	*$179,674*	*$13,117*	*$20,933*	*$9,832*	*$8,552*	*$6,063*	*$9,216*	*$29,282*	*$33,152*	*$41,848*	*$7,679*
System Expansion													
San Francisco Airport Extension	$1,549,154	$1,458,168	$90,987	$90,987	$0	$0	$0	$0	$0	$0	$0	$0	$0
Oakland Airport Connector	$256,033	$34,432	$221,601	$7,564	$63,300	$83,648	$12,090	$11,400	$14,700	$8,229	$4,700	$4,700	$11,270
Warm Springs Extension	$678,833	$100,278	$578,555	$59,818	$35,800	$89,000	$10,500	$37,487	$39,850	$11,000	$10,000	$10,000	$275,100
BART/TriValley Rail Extension	$207,001	$2,300	$204,701	$15,376	$9,438	$24,304	$23,318	$23,318	$12,652	$16,653	$16,652	$16,652	$46,338
BART/East Contra Costa Rail Extension	$390,250	$96,250	$294,000	$500	$0	$5,000	$103,000	$13,000	$52,000	$0	$0	$0	$120,500
West Dublin-Pleasanton Station	$69,905	$8,005	$61,900	$17,000	$44,900	$0	$0	$0	$0	$0	$0	$0	$0
Total System Expansion Program	*$3,151,176*	*$1,699,433*	*$1,451,744*	*$191,245*	*$153,438*	*$201,952*	*$148,908*	*$85,205*	*$119,202*	*$35,882*	*$31,352*	*$31,352*	*$453,208*
Total Track One Program Capital Needs	$5,906,314	$2,229,739	$3,676,574	$366,617	$366,273	$573,241	$493,762	$469,993	$335,448	$214,006	$169,815	$149,977	$537,441

Note: all figures in thousands of dollars.

External Sources - Regional Planning and Long Term Funding Availability

Despite the shortage of immediately accessible transportation funding, efforts to update long-range regional transportation plans continued on schedule. These long-range plans divide up a projected future source of funds, for a selected time frame, amongst projects. Once these plans are adopted, with their 'planned programming' identified, jurisdictions sponsoring projects within the plan become eligible to apply for funds when they become available. It isn't until the funding is actually available that a real "call for projects" is made and it isn't until a governing body approves funding a given project that it can be said that money has been 'programmed' to a project.

The RTP process provides policy direction to county-level funding agencies regarding many issues and projects of relevance to the BART District. For example, MTC sets policy for each of the counties to follow regarding funding of reinvestment and rehabilitation of transit systems, a topic of particular concern to BART. The current RTP in effect was adopted in 2005, and is known as *T2030*. The process of updating such a regional plan begins when the individual counties take the series of budget assumptions and policies provided by MTC and use them to develop their individual versions of a Countywide Transportation Plan. The resulting county transportation priorities feed into a region-wide planning process conducted by the MTC, which culminates with the development and adoption of the RTP. *T2030* covers a planning horizon of 25 years and, with changes included in the recent federal transportation legislation reauthorization, will now be updated every four years.

At the same time the previous regional transportation planning process was taking place, Regional Transit Expansion agreements were negotiated for the MTC region, greatly affecting the outcome of the District's System Expansion Program project funding. The adopted Regional Transit Expansion Plan (RTEP), otherwise known as Resolution 3434, includes proposed funding plans for extensions of BART to Warm Springs, to San Jose, to the Oakland Airport and BART, or other dedicated transit line, expansions along the Route 4 Corridor in East Contra Costa County and the I-580 Corridor in East Alameda County. An update to the RTEP will be conducted by MTC as a follow-up to the February 2005 adoption of *T2030.* Additional information regarding that process can be obtained from the MTC web page, www.mtc.ca.gov.

The Countywide Plans are updated on a similar cycle to MTC's RTP update process, every four years. Under normal circumstances, one or two State programming cycles and one or two federal programming cycles fall under the guidance of any given adopted Countywide Plan. For example, in April of

2002, the 2002 STIP was finalized and adopted by the CTC. The 2002 STIP was the first opportunity to program funding for projects following the adoption of the 2001 RTP. In Spring 2006, the CTC is anticipated to adopt the 2006 STIP update, the first opportunity to program funding for projects following the adoption of the 2005 RTP.

External Sources - Voter Initiatives

Transportation-related voter initiatives are a common occurrence within California and its localities. Such initiatives, at both the state and county level, have proven to be quite popular with the voters over the last several years. However, having such a proposition placed on the ballot, whether as an initiative or by resolution, is no guarantee that the measure will be a success. For example, California State Proposition 51, the "Traffic Congestion Relief Act", a voter initiative placed on the November 2002 ballot by the Planning and Conservation League, failed to pass with only 41.4% voter approval.

California State Proposition 42

At the state level, Proposition 42 was approved by California voters in March 2002. The passage of Proposition 42 is intended to continue, in perpetuity, the subvention of the sales tax on motor vehicle fuel into the State's various transportation accounts. The additional future funds that will result from the passage of this measure are scheduled to take effect starting in FY09.

These Proposition 42 funds are intended for distribution in the following fashion: 20% for public transit through the STA; 20% for cities and towns; 20% for counties; 40% for the STIP. The last three categories are used for capital projects and are intended for distribution via existing apportionment formulas. As previously noted, due to the State funding crisis recent budgets have diverted some Proposition 42 funds to the state General Fund to address budget deficits. Thankfully, this diversion was not continued in the 2005 budget, and Proposition 42 funds will be distributed as provided for by law.

BART currently receives funds through both the STA and the STIP. The STA funds are used for operating and are included in BART's operating forecasts described earlier in the Operating Financial Assistance section of the SRTP. The details and amounts of Proposition 42 funds to be received for capital projects in the future programming of STIP funds varies greatly depending on the county in which the Regional-share STIP funds are being programmed. The statewide proposition passed by 69%.

Regional Measure 2

In March 2004, voters passed Regional Measure 2 (RM2) with a 57% approval rating, raising the toll on the seven State-owned toll bridges in the San Francisco Bay Area by $1.00. This extra dollar is to fund various transportation projects within the region that have been determined to reduce congestion or to make improvements to travel in the toll bridge corridors, as identified in SB 916 (Chapter 715, Statutes of 2004). Specifically, RM2 establishes the Regional Traffic Relief Plan and identifies specific transit operating assistance and capital projects and programs eligible to receive RM2 funding. The Plan will provide approximately $1.5 billion towards 36 capital projects in the region. BART-related capital projects scheduled to receive funding from this source include: BART TransBay Tube Seismic Retrofit, BART Oakland Airport Connector, BART Warm Springs Extension, a Central Contra Costa BART Track Crossover Project, E-BART/Rail Extension to East Contra Costa, and BART/SF MUNI Direct Connection at Embarcadero and Civic Center/U.N. Plaza Stations.

Alameda County Measure B

At the local level, the fall of 2000 was beneficial to Bay Area transit providers as Alameda County voters passed Measure B. This transportation sales tax provides substantial operating dollars for AC Transit bus and paratransit service and for BART Paratransit ADA service, and capital dollars for BART's Oakland Airport Connector, Warm Springs Extension and Fruitvale Parking Structure projects. The Measure passed by 81%.

Contra Costa County Measure J

Contra Costa County's existing transportation sales tax measure, Measure C is set to expire in 2008, a fact that prompted an 18 month-long renewal process to compile an expenditure plan and launch a renewal campaign for a Nov 2004 ballot measure. The new measure, Measure J, was approved by voters on November 2, 2004, by 70.5% of the voters and is expected to generate $1.6 billion over 25 years. BART is expected to receive funding for two main capital projects from this fund source: "BART – East Contra Costa Rail Extension" is expected to receive $150 million and "BART Parking, Access and Other Improvements" is expected to receive $41 million.

San Francisco County Proposition K

In November 2003, The San Francisco County Transportation Authority was able to successfully secure a long-term transportation funding revenue stream with the successful passage of Proposition K. This transportation sales tax is expected to generate between $2.3 and $2.8 billion over its 30-year life. The Proposition K expenditure plan includes funding for the

District's 24th and 16th Street NE Plaza Redesign Projects, as well as the Balboa Park Station Expansion project. Also included are various bicycle, pedestrian, and intermodal access projects and projects intended to increase the efficiency of the existing infrastructure's capacity through signage and real time travel information. New capacity will be created through such Proposition K funded projects as expanded emergency egress, additional elevators, and facilitation of connections between transit modes. The Proposition received 74.79% voter approval.

Santa Clara County Measure A

In November 2000, Santa Clara County voters passed Measure A, designed to fund transit service and a future extension of BART to San Jose. The Measure received 72% of the vote in favor of passage.
Agreement was reached between VTA and BART in November 2001 as to the relationship between the two organizations for the duration of the planning, building and operating of a future BART line to San Jose.

General Obligation Bonds

General Obligation bonds are supported by a District-wide, voter approved ad valorem property tax. Prior to the $980 million Earthquake Safety Program bond, G.O. bonds were used to finance the construction of the original BART system. The issuance of general obligation bonds is not a decision that the BART Board can take unilaterally. A BART issued G.O. bond requires 2/3 of the voters within the District to approve the sale of the bonds and assume the burden of the additional property tax necessary to service the bond debt.

Possible Future Measures

Proposed state, regional and county measures to enhance transportation funding are periodically under discussion. Each proposition is mentioned with different degrees of success being predicted. Examples of such measures would be any ballot measures regarding either the collection of additional tolls on the State-owned bridges in the Bay Area or an increase to the vehicle license fees on a county-by-county basis.

Besides the possibility of higher bridge tolls, and the renewal of existing county transportation sales taxes, another common Bay Area measure frequently proposed to enhance transportation funding is a regional gas tax, or a regional sales tax dedicated to transportation. Discussions of statewide measures include High-Speed Rail initiatives, statewide gas tax increases and statewide initiatives to lower the voter approval threshold for passing propositions for raising transportation revenues.

Internal Sources - BART Capital Funding Programs

BART Revenue Bond Issues

BART has the ability to sell bonds backed by the sales tax revenues described earlier in the Debt Service and Allocations section of the SRTP. BART issued four series of sales tax revenue bonds from 1990 to 2000, which generated $390 million in bond sources for renovation, exceeding the required commitment under Resolution 2672 by $190 million. Financial projections carried in the SRTP indicate that the combined debt service for all of the bond issues can be sustained with the revenue produced by the series of the three fare increases already implemented in the 1990s. In July 2001, the District issued sales tax revenue bonds totaling $169 million to fund the rehabilitation of District rail cars and certain other capital improvements, to fund capital reserves to be utilized in connection with the SFO Extension project and to refund certain outstanding bonds with principal amounts of $41 million to achieve cash flow savings.

Occasionally there are other revenue streams able to support bond sales for capital projects. In 2002, BART issued bonds for completing the agreed funding plan for the BART extension to the San Francisco International Airport. These bonds are backed by pledged revenues from the Premium Fare to be charged at the SFIA Station. In early 2006 a bond sale is proposed for the construction of the West Dublin/Pleasanton Station project. The bonds needed shall be offset by pre-paid ground leases for the development sites and by grants. Repayment of the bonds is proposed from BART revenues generated by the station and other potential ancillary revenues.

The district's current debt load is consistent with the AA ratings assigned by the three rating agencies. If additional revenues can be developed or identified, the district would evaluate the feasibility of bonding against such revenues.

Allocations from the Operating Budget

In addition to the bond issues, the funding program has for several years included direct allocations from the operating budget to the capital program. Between FY96 and FY03, $170 million was allocated from the operating to the capital budget. Budget constraints reduced the allocation in FY04 to $5.5 million, and to zero in FY05. For FY06 the amount is expected to be on budget at $14.8 million. With the inclusion of the $50 million total BART increment over FY12-15 to the ESP funding package, the FY06 SRTP forecasts operating allocations of $219.6 million to the capital plan through FY15. That amount brings the total program of allocations from the operating plan to approximately $410 million between FY96 and FY15.

Future year allocations are a funding source assumption in the CIP database. The $14.8 million FY06 allocation escalates at 3% annually, in accordance with the SRTP financial plan. Historically, actual receipt of allocations are dependent on the ability of the District to first cover all necessary operating expenses with available operating revenues, prior to allocating to capital projects. Board actions in the past have emphasized the importance of allocating from operating to capital projects so that the District can maintain its infrastructure in good working order.

Innovative Financing Mechanisms

Historically, BART has used innovative financing mechanisms to fund a portion of the capital program. The specific tools have changed over time, given the changing regulatory environment. One such mechanism was utilized in 1995, when BART entered into a cross-border lease, which resulted in proceeds of several million for capital projects. Unlike earlier deals, which involved the sale of equipment to private domestic entities, the cross-border lease involved the sale of equipment to a non-domestic corporation with BART leasing the equipment back and receiving monetary benefit.

A more recent arrangement, a complex but relatively common practice since the mid-1990s within the public rail industry, is called a lease-leaseback arrangement. In 1996, the first lease/leaseback of transit rolling stock was undertaken by the San Diego Transit Authority. This transaction involved the lease of San Diego's light rail cars to an investor, which created a lease interest that could then be leased back to the transit system. That sub-lease was considered an economic instrument, and could thus be amortized in the same way as an intangible asset. In FY02, BART entered into a lease/leaseback arrangement, resulting in one-time proceeds of approximately $21 million. Since that time, Congress reviewed the Internal Revenue Service rules that allowed for lease/leaseback arrangements and revised them such that future transactions of this type have been prohibited.

In the future, however, there may be other innovative financing mechanisms that the District could consider to fund capital projects, including parking revenue bonds.

APPENDIX A: LIST OF ACRONYMS

AATC	Advanced Automatic Train Control
ABAG	Association of Bay Area Governments
ACCMA	Alameda County Congestion Management Agency
ACTA/ACTIA	Alameda County Transportation Authority/Alameda County Transportation Improvement Authority
ADA	Americans With Disabilities Act
AFC	Automatic Fare Collection
AGT	Automated Guideway Transit
BAP	Business Advancement Plan
BART	(San Francisco) Bay Area Rapid Transit District
Caltrans	California Department of Transportation
CAPRA	Capital Reserve Account
CCTA	Contra Costa Transportation Authority
CEQA	California Environmental Quality Act
CIP	(BART) Capital Improvement Program
CMA	Congestion Management Agency
CPI	Consumer Price Index
CTC	California Transportation Commission
DAS	Data Acquisition System
DMU	Diesel Multiple Unit
EBPC	East Bay Paratransit Consortium
ESP	Earthquake Safety Program
(F)EIR	(Final) Environmental Impact Report
(F)EIS	(Final) Environmental Impact Statement
FHWA	Federal Highway Administration
FMP	Fleet Management Plan
FTA	Federal Transit Administration
FY	Fiscal Year (July 1 - June 30 for BART)
GASB	Government Accounting Standard Board
G.O. Bond	General Obligation Bond
ITIP	(California) Inter-Regional Transportation Improvement Program

MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
MTC	Metropolitan Transportation Commission
Muni	(San Francisco) Municipal Railway
OAC	Oakland Airport Connector
OCC	Operations Control Center
PAC	Policy Advisory Committee
PG&E	Pacific Gas and Electric
PERS	(California) Public Employees Retirement System
RFP	Request for Proposals
RFQ	Request for Qualifications
RM-2 2004 Ballot	Regional Measure 2 – Third Dollar Bridge Toll on March
RTP	(MTC) Regional Transportation Plan
RTEP	(MTC) Regional Transit Expansion Plan
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users
SamTrans	San Mateo County Transit District
SFCTA	San Francisco County Transportation Authority
SFO/SFIA	San Francisco International Airport
SRTP	(BART) Short Range Transit Plan
SSR	Station Status Report
STA	(California) State Transportation Assistance
STIP	State Transportation Improvement Program
TCRP	(California) Traffic Congestion Relief Program
TDA	(California) Transportation Development Act
TEA-21	(Federal) Transportation Equity Act for the 21st Century
TIP	Transportation Improvement Program
TLC	Transportation for Livable Communities (MTC)
TVM	Ticket Vending Machine
TVTC	Tri-Valley Transportation Council
USDOT	United States Department of Transportation
VTA	Santa Clara Valley Transportation Authority

APPENDIX B: STATION STATUS REPORT

1. Introduction

BART pays great attention to its stations. To some degree, every station is a "work in progress." The Station Status Report (SSR) provides a snapshot update of the most recent activities at each of the 43 stations. The SSR describes a broad array of activities and not just those projects BART is managing or for which funds are passing through BART's accounts. The SSR also includes projects that partner jurisdictions, non-profit organizations, or other entities are coordinating. Funding for these projects may be coming from sources similar to those that fund projects BART manages, but the funding is going directly to the managing entity, for example, the city or redevelopment agency.

Station-related activities include station planning (for example, comprehensive station plans and capacity plans), transit-oriented development, and access planning. The next sections provide some useful background information to help the reader better understand these activities. The SSR itself follows this background material.

2. Station Planning

<u>Comprehensive Station Plans and Capacity Plans</u>
The purpose of the Comprehensive Station Plan (CSP) process is to coordinate station capacity planning, station access investments and transit-oriented development activities. The first round of CSPs was completed in FY03 for Balboa Park, Pleasant Hill, and Union City. A second round of CSPs was completed during FY05 at six stations: Bay Fair, El Cerrito del Norte, Embarcadero, Richmond, 16th Street, and Walnut Creek. A key input to a CSP, the Station Capacity Technical Memo, is scheduled to be completed at six stations during 2006: Berkeley, Daly City, El Cerrito Plaza, Glen Park, MacArthur, and Powell.

Station-related capacity projects can be divided into systemwide and station specific. An example of a systemwide station capacity project is AFC Expansion. An example of a station-specific capacity project is the Phase One Expansion of the Balboa Park Station. BART work on Station Capacity Plans has progressed, along with the other elements of the System Capacity Study. Station Capacity Plans build on the format created through the CSP process, focusing solely on the issue of capacity. The impacts to the existing BART stations of the construction of a Silicon Valley Rapid Transit (SVRT) BART extension are also considered.

The results of the initial phase of the station capacity planning process, titled "VTA Impacts on BART Core System Stations: Phase 1 Preliminary Study", were compiled in

2003. Cost estimates for capital improvements at each station, including breakdowns of impacts from future VTA ridership, were identified.

For the Phase 1 Study, a model was created for each of four prototype stations: Downtown Subway (Embarcadero), Neighborhood Subway (Balboa Park), Aerial Center Platform (Bay Fair) and Aerial Side Platform (Walnut Creek). Criteria regarding safety and passenger service levels were developed and then applied to each of the station prototypes to determine the capacity of the station's platforms, vertical circulation (stairs/escalators), and fare gates. A follow-up Station Capacity Study examined three stations--Ashby, 16th Street Mission, and El Cerrito del Norte--to ensure the accuracy of the cost estimates generated for the Phase 1 Study. In FY06, BART and VTA are discussing how to update the 2003 study to reflect the most recent SVRT ridership forecasts.

3. Station Access Improvements

The District has ongoing station access improvement programs. To date, Access Plans have been completed for twelve stations. The plans are intended to guide station investment and help achieve the District's objective of reducing the percentage of patrons who arrive by driving alone. Proposed capital projects resulting from the original round of Station Access Plans have been included in the CIP database where appropriate (i.e., BART will be the recipient of grant funds to implement a given project). Projects identified as part of future Comprehensive Plans will also be included in the CIP database.

Station Access Guidelines

The District's Station Access Guidelines map out how BART can optimize access to stations by all modes, with a hierarchy of access modes that puts pedestrians as the first priority. The guidelines are designed to provide a clear framework to assist staff and contractors in designing facilities at both new and existing stations focusing on physical design issues.

The guidelines are also a resource for BART's partners (cities, counties and other transit agencies), suggesting ways in which BART and its partner agencies can work together to provide a "seamless journey" for all BART customers. The intent is that the "seamless journey" should give pedestrians, bicyclists and bus riders a higher priority for getting convenient and enjoyable access to BART stations than those BART riders arriving in a private automobile. The Station Access Guidelines are available upon request from the BART Customer Access Department.

Bicycle Access

The BART Bicycle Access program staff completed a Systemwide Bicycle Parking and Access Plan, presented and distributed to the BART Board in

September 2002. The Bicycle Plan includes a list of proposed projects, each in various stages of design and cost development, which have been incorporated into the CIP database as either Track One or Track Two projects, including continuing replacement and expansion of bicycle lockers at stations throughout the District and installation of bicycle signage.

The bicycle signage design project was started in 2003 to provide a comprehensive guide that laid out specifications for information, direction and way-finding BART bicycle signs. The bicycle signs interface with existing station signage and use international standard icons. Signs include way-finding information to clarify bicycle paths to and from BART stations and help riders make essential decisions at the right moment.
In general, BART can implement only those bicycle projects for which grant funds have been received. To illustrate, between September 2004 and September 2005, the District submitted more than a dozen grant requests to over six different programming authorities to fund bicycle projects prioritized in the 2002 plan. To date, only one of those requests has resulted in the actual programming of funds. That request, approved in April 2005, was for Alameda County Measure B funds and city-controlled Air District funds for electronic bicycle locker installation at three Alameda County stations.

Auto Access
BART activities in the arena of auto-oriented service and capacity enhancements include innovative facility management and capacity expansion. Since half of BART's parking facilities are at capacity by 8:30 in the morning, innovative programs are currently underway to manage auto-oriented access demand including programs for Monthly Reserved, Long-Term/Airport, Single-Day Reserved, Criteria Based Daily Paid, as well as the City Car Share and the "Smart Parking" Pilot Programs. Each of these programs is described below. More detailed information about the BART parking programs, including an online application form, can be found on the BART web page at http://www.bart.gov/guide/parking/overview.asp.

The **Monthly Reserved Parking Program** lets passengers purchase guaranteed parking near the entrance to a station. Monthly parking fees vary from station to station within a range of $42 to $115.50 based on demand. Some employers provide pre-tax benefits for their employees so they can purchase permits. At East Bay stations, up to 25% of a station's parking spaces can be set aside as monthly reserved spaces. The actual number set aside is determined by demand. As of late 2005, over 4,200 permits have been sold at core system stations (the core system is comprised of the 39 stations in the three-county BART District, plus Daly City Station).

Under the **Long Term/Airport Parking Program**, permits are sold for use at each East Bay BART station based on daily commuter parking usage. Those wishing to purchase a permit go to the BART website parking page and indicate their desired East Bay BART station and proposed dates of usage. A computerized reservation program determines whether long-term permits are available at that station for the dates requested. If space is available, the patron prints out a parking permit using his or her printer. The daily cost for the long-term permit is $5. The modified program allows East Bay BART riders traveling to San Francisco or Oakland airports to park their vehicles for more than 24 hours. Between March 2004 and August 2005, over 68,000 days of long-term parking had been purchased.

The **Single-Day Reserved Parking Program** is an Internet-based reservation program that allows BART patrons to purchase parking in advance for specific dates. The project is operated in the same fashion as the Long-Term Parking Program described above.

The **Criteria-Based Daily Paid Parking Program** applies daily fees at stations whose parking are fully occupied three or more days a week and have sold 15% of its parking in monthly reserved parking or where the local government jurisdiction has requested BART to implement parking fees. The following ten station met this criteria: Lake Merritt, MacArthur, West Oakland, Rockridge, Orinda, Lafayette, Walnut Creek, North Berkeley, Ashby and Dublin/Pleasanton. Daily fees will be implemented at those stations during between October 2005 and April 2006.

The **City CarShare Program** has recently expanded operations. In 2005, BART worked with City CarShare to locate sites at the North Berkeley and MacArthur Stations. City CarShare already has cars parked at or within a couple of blocks of the following stations: Rockridge, Glen Park, Embarcadero, Powell, Civic Center/U.N. Plaza, 16th Street Mission, 24th Street Mission, Oakland City Center/12th Street, 19th Street Oakland, Lake Merritt, and Downtown Berkeley. More information can be found on the Internet at www.citycarshare.org.

BART, working with the California State Department of Transportation (Caltrans) and the University of California Berkeley, has implemented a **"Smart Parking" Pilot Program** at the Rockridge Station. The program provides potential BART patrons using Highway 24 with real-time parking space availability information for the Rockridge Station.

Due to limited funding availability, there are few auto-related capacity expansion projects. However, at the Fremont and San Leandro Stations, in conjunction with a parking lot resurfacing project, approximately 200 additional parking spaces were added by more efficiently using the parking

lots. Where transit village projects are under development, BART will work with the local jurisdiction and the community to ensure that access improvements, including automobile access, are adequate to meet future access demands.

Signage

The District is actively pursuing programs to enhance informational signage at and around BART stations. The goal is to make access to the stations and to activities surrounding the stations more accommodating to BART patrons, regardless of which mode they use to arrive or leave a station. Funding for the implementation of each of these signage programs is being pursued through every avenue.

The majority of these signage programs and projects are currently unfunded and may have more future success obtaining funding on a station-by-station or jurisdiction level, rather than as a systemwide program.

The Pathfinder Program is a comprehensive sign and brochure/map program to enable BART customers, particularly pedestrians and bicyclists, to easily find their way to BART stations, and from BART stations to local destinations. The Pathfinder Program is implemented at individual stations dependent upon the availability of grant funds. The Signage Inventory and Evaluation Study project is a two-part process, to internally assess the existing BART signage standards, and to develop better inventory and maintenance tracking tools to assist management of the signage program. Phase two of that project was completed in 2003 at five extension stations: Dublin/Pleasanton, Castro Valley, Pittsburg/Bay Point, North Concord/Martinez, and Colma. Lessons learned from the study have been incorporated into BART signage standards.

A Bicycle Signage design project is also underway, as described previously. The results from that project will be incorporated into the BART signage standards, and grant funds will be sought to install bicycle facility signage at and around BART stations.

In the arena of cyber-information and way-finding, the Real Time Travel Information Program is intended to provide BART system status, current departure information, delay information and elevator information over the Internet. The program is in the planning stages and is intended to improve media reporting accuracy through consistent and timely information. The program is also intended to improve service to persons with disabilities through elevator service reports and diverting customer call center demand to the BART web page, so that people who do not have Internet connectivity will receive more timely call center service.

System Accessibility and ADA

BART continues to work on improving system accessibility for users with disabilities by incorporating ADA guidelines and regulations within the system. The title 'ADA project' is a general title to address a variety of projects in the CIP under individual station names, or on a systemwide basis. Included as ADA projects in the Service and Capacity Enhancements Program are accessible parking and path improvements, ADA compatible signage (for example, raised letter and Braille directional signage), and ADA-related elevator projects. Some ADA projects are listed in the reinvestment section, such as accessible fare collection equipment and platform edge tile replacement.

ADA-related projects are prioritized on the basis of consultation among BART staff from different operational and capital project departments (the BART Accessibility Cross-Functional Team) as well as consultation with the BART Accessibility Task Force (Board appointed community members). Federal Section 5307 funds are programmed on an annual basis as part of a continuation of the region-wide 10% set-aside for use on ADA accessibility capital projects. BART is expected to cover the full local match requirements for these federal funds. If this fund source remains intact and grows at a 3% escalation rate, approximately $45 million will be made available to ADA–related capital projects over the SRTP/CIP ten-year time frame (FY06-FY15).

The FTA, in its role of ensuring compliance with federal ADA regulations, conducts periodic audits of BART "key stations". The 2001 audit occurred at 12th Street, 19th Street, Berkeley, Civic Center/U.N. Plaza, Concord, Richmond and Walnut Creek Stations. The most recent audit in April 2004 occurred at 24th Street, Coliseum, Embarcadero, Hayward, and Montgomery Stations.

Transit Connectivity

In the transit or intermodal arena, BART continues to work on coordination with other transit agencies with connecting services to BART stations. These efforts occur not only in the area of service schedules, but also in the area of capital projects, such as intermodal bus facilities. In the recent past, transit centers have been constructed at several BART stations. Current plans to construct new or expanded transit centers are limited by the ability to acquire grant or private funds. Many proposed transit villages currently underway with public funding have intermodal facilities as an eligible use for those funds.

Pedestrian

The Passenger Drop-Off Program encourages the creation of many pedestrian-friendly amenities. Specifically, crosswalks, sidewalks, curb cuts and signage are all elements of a successful pedestrian and customer drop-off

infrastructure. At this time, pedestrian projects are pursued on a station-by-station basis, pending the further development of the Pedestrian and Passenger Drop-Off Programs. Where possible, grant funding is being sought for specific project implementation.

Outside of the direct passenger drop-off zone, most of the potential pedestrian improvement projects are within the jurisdiction of a city or county. This necessitates cooperation between the District and local partners. Pedestrian improvements are often undertaken as part of an ongoing community planning or transit-oriented development project.

Station Enhancement

Several recent examples of station enhancement projects or upgrades have been successfully implemented. Prominent among these are the 2003 completion of the reconstruction of the southwest station entrance plaza at the 16th/Mission Street Station, streetscape improvements at Concord Station, and access and accessibility improvements at both Glen Park and Balboa Park Stations. It should also be noted that for the first time, as part of the 2002 RTP update, Alameda County's CMA planned for future grant funds to be programmed for general station enhancements within the northern jurisdictions in the county.

Art at BART

BART's station art program was established in the 1970s to place works of art in stations to complement the varied station designs. The recent station enhancement work occurring at stations provides opportunities to incorporate public art into these projects. Descriptions of existing station art are on the BART web page in the station guide section. Individual new art-related activities are described in the *Station Status Report*.

The BART Station Access Guidelines finalized in October 2003 included art in stations as an important access element. Also, art and the Art in BART program have been included in BART's Architecture Standards. Both of these documents will help insure that art elements are included in future capital improvement projects.

4. Transit-Oriented Development

BART's Strategic Plan has seven focus areas, one of which is Land Use and Quality of Life. By promoting high quality, more intensive development on and near BART-owned properties, the District can increase ridership, support long-term system capacity and generate new revenues. Such development also creates attractive investment opportunities for the private sector and facilitates local economic development.

Taking this into account, BART has made planning and building transit-oriented development (TOD) a high priority. As an initial step, in 2001 the Board adopted the Station Area Planning Policy to foster local community partnerships for station area planning, to promote the development of comprehensive planning that links station development, access and functionality in one integrated document, and to advocate for transit-supportive policies at all levels of government. BART's Transit Oriented Development Guidelines were completed in 2003 to facilitate the station area planning process.

A Joint Development Policy Review Panel was formed in 2004 to comprehensively assess the District's Joint Development Program and its ability to deliver high quality TOD on BART land and to make recommendations that would improve the program's effectiveness and impact. As part of the effort, the panel was asked to review the District's 1984 Joint Development Policy and suggest amendments as appropriate. The panel consisted of the four BART Board members from the Board's Joint Development Liaison Committee and representatives from the Center for Transit-Oriented Development, MTC, ABAG, and the BAAQMD.

The Policy Review Panel met numerous times during 2004 to address issues and questions raised by the BART Board in 2003. The topics addressed generally fell in the following categories: prime joint development goal, station typology, funding for pre-development and development, access requirements, process (station area planning through joint development), and joint development within BART. In late 2004, four stakeholder outreach meetings were conducted to secure additional comment. Participants included developers/lenders, elected officials, funding agencies, and transit access providers.

The major conclusions of the Policy Review Panel included the following:

- BART needs to take a more active and strategic role in setting expectations for development at stations in order to maximize performance of the system as a whole and to maximize the value of its land.

- BART's land is an asset and needs to be viewed as such. It can be used to create development on BART land, leverage development off BART land, and provide access to BART. Revenue from development on BART land will ultimately have a positive impact on BART's operating budget.
- To fully realize the benefits of development, BART needs to proactively place its real estate assets in a productive mode.
- BART needs to combine development and station access, generate revenue and ridership in both the near and long term, and strategically preserve opportunities for future transit needs.

The Policy Review Panel then made two major program recommendations. First, BART should pursue TOD and not joint development. Joint development is just one component of successful TOD. By looking at just its own property, BART is not maximizing the value of its asset. Therefore, BART should work proactively with cities to plan for development over a larger area around its stations that is both supportive of transit service and maximizes the value of the land.

The second recommendation involved a shift in the approach BART was using to address access improvements to its stations. Developers, cities and funding agencies view BART's application of a 1:1 parking replacement practice as a significant barrier to joint development and TOD. Refining this replacement practice and developing alternative implementation approaches will enhance development opportunities. The Panel concurred with this view, and its second major recommendation was to direct staff to use a new access methodology developed during the Policy Review Panel's efforts to identify the opportunity to adjust replacement parking at specific stations and then consider using ground lease revenues to provide for an access modal mix that optimizes ridership.

The Panel recommended that staff create a new TOD Policy in keeping with BART's Strategic Plan framework. This policy was drafted, reviewed and then adopted by the BART Board in July 2005.

In recent months, BART has continued direct involvement in a wide variety of activities intended to support development of transit villages at BART stations. One such project, at Fruitvale Station, has completed the first phase of its construction and is in operation. Other projects in various stages of development are slated for the Ashby, Richmond, MacArthur, Pleasant Hill, Walnut Creek, and a new station at West Dublin/Pleasanton. In FY05, TOD planning efforts were initiated at or near the South Hayward, Lake Merritt, Dublin/Pleasanton and Daly City BART Stations. BART is working closely with a variety of local jurisdictions, community groups and private

development partners to advance such projects. BART is also coordinating efforts with local jurisdictions and county-level fund programming agencies to develop realistic public and private funding plans for these projects. Inclusion of transit village projects in county transportation investment plans, as is the case in the Alameda County CMA's Countywide Transportation Plan, is an important step toward eventual project funding.

The SSR indicates whether a station has transit village activities underway. Transit village-related information includes planning activities at a station, whether an environmental review process has begun, and whether the District has issued RFPs for development or entered into any exclusive negotiating agreements for projects on BART's property. The SSR also states where private funding is a significant portion of the project funding.

The MTC's RTP indicates whether any planned public transportation funding is intended for a given transit village parking or intermodal facility. Some form of public grant funding is usually necessary to implement transit village project construction, so including a project in the RTP indicates the level of progress the project has made toward actual development. These transit village projects do not usually appear in the CIP database because the funding and project management will be handled by a jurisdiction other than BART (usually the local jurisdiction). For example, the MacArthur BART Station Transit Village project has public funding that is shown in Track 1 of the RTP. No funding is indicated in the CIP because the City of Oakland is the intended recipient of the funds and, with BART, is co-directing project implementation.

Figure B-1 Station Access Inventory

BART Line	BART Station	Parking Spaces	Motorcycle Spaces	Bike Racks/ Bikestation	Bicycle Lockers	Taxi Zone	Connecting Bus Routes
San Francisco							
	Millbrae	3,002	23	40	46	Yes	6
	San Francisco Intl Airport	0	0	0	0	No	3
	San Bruno	1,072	0	14	30	Yes	6
	South San Francisco	1,392	16	30	30	Yes	5
	Colma (a)	2,173	16	40	24	Yes	11
	Daly City	2,100	24	49	16	Yes	8
	Balboa Park	0	0	35	12	No	11
	Glen Park	55	19	28	12	No	5
	24th Street/Mission	0	0	0	0	No	5
	16th Street/Mission	0	0	56	0	No	7
	Civic Center/UN Plaza	0	0	35	0	No	14
	Powell Street	0	0	0	0	No	21
	Montgomery Street	0	0	0	0	No	21
	Embarcadero	0	0	0/150	0	No	18
Fremont							
	Fremont	2,105	18	121	34	Yes	34
	Union City	1,199	10	84	20	Yes	22
	South Hayward	1,212	12	56	30	Yes	10
	Hayward	1,465	27	70	20	No	19
	Bay Fair	1,672	8	42	16	Yes	9
	San Leandro	1,276	12	84	28	Yes	8
	Coliseum/Airport	984	24	63	2	Yes	9
	Fruitvale (b)	871	10	38/165	38	Yes	13
	Lake Merritt	207	10	25	52	No	8
Dublin/Livermore							
	Dublin/Pleasanton	3,031	19	66	24	Yes	14
	Castro Valley	1,118	22	20	20	Yes	3
Richmond							
	Richmond	601	0	21	2	Yes	7
	El Cerrito del Norte	2,228	14	154	28	No	22
	El Cerrito Plaza (c)	753	16	99	78	Yes	10
	North Berkeley	821	24	186	58	Yes	4
	Downtown Berkeley	0	0	18/90	0	Yes	12
	Ashby	600	24	182	36	Yes	3
Pittsburg/Bay Point							
	Pittsburg/Bay Point	2,038	16	24	20	Yes	7
	North Concord/Martinez	1,977	21	60	16	Yes	5
	Concord	2,350	24	126	28	Yes	11
	Pleasant Hill (d)	3,141	24	280	74	Yes	10
	Walnut Creek	2,089	12	91	64	Yes	10
	Latayette	1,529	24	84	30	No	3
	Orinda	1,406	23	26	24	No	2
	Rockridge	871	12	133	56	Yes	5
	MacArthur	611	14	84	30	Yes	8
Oakland							
	19th Street	0	0	0	0	No	14
	12th Street	0	0	0	0	No	20
	West Oakland	441	24	91	8	Yes	4
TOTALS		**46,390**	**542**	**2,599**	**1,006**	**27 Yes/16 No**	**427**

(a) Colma Station includes 815 spaces in the SamTrans surface parking lot.
(b) Does not include 547 daily paid parking spaces under the control of the Fruitvale Unity Council.
(c) Bicycle lockers Include 48 on-demand e-lockers owned by the City of El Cerrito.
(d) Includes 181 spaces controled by Contra Costa County at the former Las Juntas Swim Club site.

Figure B-2 Station Ridership Trends

Station	FY99 (a)	FY00 (a)	FY01	FY02	FY03	FY04	FY05	Ranking (b)	Ridership Growth Trends FY04-FY05	FY99-FY05
Richmond	2,905	3,441	3,977	4,106	3,636	3,264	3,289	34	1%	13%
El Cerrito Del Norte	7,537	8,362	8,962	7,746	6,863	7,279	7,398	11	2%	-2%
El Cerrito Plaza	3,886	4,095	3,932	3,733	3,677	3,696	3,704	31	0%	-5%
North Berkeley	3,269	3,536	3,876	3,516	3,254	3,436	3,512	32	2%	7%
Berkeley	9,729	10,197	10,769	10,875	10,555	10,529	10,393	8	-1%	7%
Ashby	3,648	4,085	4,325	4,002	3,719	3,797	3,933	29	4%	8%
MacArthur	5,425	6,035	6,527	5,905	5,688	6,044	6,230	17	3%	15%
19th Street Oakland	7,019	7,594	8,352	8,092	7,663	7,623	7,899	10	4%	13%
12th Street/Oakland City Center	10,535	11,966	12,523	12,075	12,016	11,899	11,783	5	-1%	12%
Lake Merritt	3,919	4,239	4,656	4,573	4,644	4,803	4,756	25	-1%	21%
Fruitvale	6,712	7,116	8,228	7,195	6,293	6,232	6,687	14	7%	0%
Coliseum/Oakland Airport	5,392	6,155	6,862	6,671	6,588	7,308	6,921	13	-5%	28%
San Leandro	4,442	4,925	5,138	4,828	4,687	4,803	4,836	22	1%	9%
Bayfair	4,284	4,873	5,185	4,829	4,632	4,769	4,757	24	0%	11%
Hayward	4,295	4,593	4,982	4,606	4,353	4,261	4,320	27	1%	1%
South Hayward	2,626	2,873	3,100	2,869	2,762	2,729	2,757	38	1%	5%
Union City	3,647	3,943	4,187	3,885	3,740	3,719	3,725	30	0%	2%
Fremont	5,423	5,929	6,300	5,834	5,694	5,868	6,099	18	4%	12%
Concord	5,533	5,804	6,010	5,624	5,279	5,154	5,118	21	-1%	-8%
Pleasant Hill	6,069	6,613	6,742	6,178	6,036	6,160	5,962	19	-3%	-2%
Walnut Creek	5,567	5,803	6,310	5,746	5,551	5,520	5,616	20	2%	1%
Lafayette	2,862	3,061	3,207	3,012	2,957	3,018	3,034	37	1%	6%
Orinda	2,688	2,769	2,804	2,635	2,558	2,563	2,612	39	2%	-3%
Rockridge	4,436	4,724	4,916	4,470	4,488	4,552	4,587	26	1%	3%
West Oakland	3,904	4,393	4,980	4,606	4,190	4,227	4,309	28	2%	10%
Embarcadero	26,059	31,983	34,594	31,174	29,254	29,438	30,012	2	2%	15%
Montgomery Street	33,755	36,039	36,409	31,760	29,417	29,706	30,233	1	2%	-10%
Powell Street	18,764	21,466	25,391	25,019	22,141	22,491	22,691	3	1%	21%
Civic Center/U.N. Plaza	13,424	15,528	17,753	17,570	17,486	18,609	18,645	4	0%	39%
16th Street Mission	7,625	8,749	9,186	8,436	7,903	8,469	8,813	9	4%	16%
24th Street Mission	10,233	11,365	11,433	10,926	10,500	11,004	11,119	7	1%	9%
Glen Park	6,675	7,339	7,431	7,014	6,799	6,559	6,514	16	-1%	-2%
Balboa Park	10,658	11,731	11,784	12,512	11,845	11,864	11,734	6	-1%	10%
Daly City	6,919	7,537	8,101	7,722	7,650	7,319	7,275	12	-1%	5%
Colma	6,270	6,741	7,096	6,530	6,332	3,770	3,221	36	-15%	-49%
Castro Valley	1,728	2,003	2,142	2,010	1,987	2,080	2,129	41	2%	23%
Dublin/Pleasanton	4,682	5,525	6,411	5,916	5,854	6,365	6,572	15	3%	40%
North Concord/Martinez	1,462	1,698	2,019	1,827	1,674	1,625	1,606	43	-1%	10%
Pittsburg/BayPoint	3,995	4,378	4,986	4,697	4,597	4,752	4,818	23	1%	21%
South San Francisco (c)					1,198	1,910	2,589	40	36%	n/a
San Bruno (c)					1,117	1,470	1,773	42	21%	n/a
San Francisco Intl Airport (c)					3,399	3,084	3,505	33	14%	n/a
Millbrae (c)					2,306	2,802	3,229	35	15%	n/a
Total	**278,004**	**309,205**	**331,586**	**310,725**	**302,983**	**306,570**	**310,717**			

Notes:
(a) Totals vary slightly different from actual FY average weekday exits due to change in reporting methods.
(b) Ranked by number of exits. 1 = most exits
(c) SFO Extension service commenced on June 22, 2003

station status report

November 2005 snapshot

planning • development • access • reinvestment

12th / BROADWAY

PLANNING BART staff is continuing to work with the City of Oakland as they plan for job growth and 10,000 new residents in downtown Oakland. The City completed a Downtown Transportation Study in 2004. As part of the City of Alameda's analysis of transit feasibility, the 12th Street BART Station is under consideration as the primary transfer point for expanded bus service to the proposed Alameda Point development.

DEVELOPMENT A special entrance agreement is also being negotiated with the owners of the Central Building.

REINVESTMENT This station will have upgraded replacement ADA-compliant platform edge tiles installed, pending the receipt of grant funds.

16th STREET / MISSION

PLANNING The 16th Street/Mission BART Station Comprehensive Station Plan was completed in 2004. A capacity analysis, which addressed future capacity needs for the platform, vertical circulation (stairs/escalators), and fare gates was completed in 2003 and incorporated into the Station Plan.

Several meetings were held with the Citizens Advisory Committee in 2005 to finalize the design of the NE Plaza.

DEVELOPMENT Full funding for reconstruction of the NE Plaza to "mirror" the SW plaza was accomplished in 2005. A contract to construct the NE plaza was awarded in August 2005. Construction began in October 2005 and will take approximately 1 year.

BART continues to monitor potential redevelopment of adjacent properties for opportunities for new access to the plaza and station.

ACCESS IMPROVEMENTS Several improvements have been made to improve bicycle access including 28 "wave" bike rack that were installed in the paid area of the BART station. Approximately 20-25 bicycles park on the racks on a given weekday. Bicycle signage was also installed in summer 2005. BART is currently working on a design, and plans to construct a bicycle stair channel (ramp) which will allow bicyclists to push their bikes up and down the stairs. This design will be used to develop standards that can be used at other locations.

As a part of the "Art at BART" program, the 16th Street NE Plaza will have an artpiece on top of the elevator structure.

REINVESTMENT This station will also have upgraded replacement ADA-compliant platform edge tiles installed, pending the receipt of grant funds.

19th / BROADWAY

PLANNING BART staff is working with the City of Oakland as they plan for job growth and 10,000 new residents in downtown Oakland. The City completed a Downtown Transportation Study in 2004.

DEVELOPMENT *Uptown Mixed-Use Project*: A mixed-use development is proposed on a 15-acre site in the Uptown District of the City of Oakland. The entire area includes approximately 2,000 residential units, 43,000 square feet of commercial space and 1,959 parking spaces. The City issued a Final Environmental Impact Report (FEIR) in January 2004. The FEIR was certified and the City Council approved the Disposition and Development Agreement (DDA) with Forest City in summer 2004. Demolition, in preparation for development, is expected to begin in 2006.

Broadway Grand: A mixed-use project is under construction on the corner of Broadway and West Grand. The project will have up to 475 residential units, and 40,000 square feet of restaurant/retail uses.

ACCESS IMPROVEMENTS The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station is scheduled to have new, energy efficient lighting fixtures and lamps installed inside the station in 2004, as part of ongoing station renovation program activities. This station will also have upgraded replacement ADA-compliant platform edge tiles installed.

24th STREET / MISSION

PLANNING BART will be holding a series of community meetings in the winter of 2005/2006 to formulate specific and fundable improvements to the station

and plazas that were initially identified in a community planning effort in 2001.

DEVELOPMENT BART continues to monitor potential redevelopment of adjacent properties for opportunities for new access to the plaza and station.

ACCESS IMPROVEMENTS Bicycle racks were installed inside the paid area at the station as well as wayfinding signage for bicycles. Approximately 15-20 bicycles park on the racks on a given weekday.

The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station will have upgraded replacement ADA-compliant platform edge tiles installed, pending the receipt of grant funds.

ASHBY

PLANNING BART and the City of Berkeley are working together to support the emerging Ashby Arts District surrounding the BART station. The Arts District has received a series of National Endowment for the Arts grants to promote the area's visual arts and performance venues.

BART's west parking lot has been the subject of economic feasibility and site analyses that grew from the 2002 City Council resolution that workforce housing be built in this location. Next steps for planning will be determined by policymakers in FY06. A preliminary station capacity analysis was completed in 2003.

DEVELOPMENT In October 1999, the BART Board of Directors authorized execution of an option agreement with the Ed Roberts Campus (ERC) for approximately one-third of BART's property on the east side of the Ashby BART Station. ERC plans to construct office space for each of their eight - member organizations, as well as common facilities for all members, and an improved entrance to the BART station. The option agreement affords ERC sufficient property control to conduct their fund-raising campaign. ERC has completed their environmental effort through the City of Berkeley; the BART Board of Directors must now be asked to also make a finding under CEQA.

ACCESS IMPROVEMENTS In 2004, the Berkeley City Council requested that BART charge for parking at the Ashby Station. In March 2005, the BART Board approved the institution of parking fees at stations which had sold 15% of the parking spaces at the stations for reserved parking, or where the local jurisdiction had requested that a daily parking fee be established. The daily parking fees have been or will be at ten East Bay stations, including the Ashby Station.

BART is also working cooperatively with City CarShare to establish "pods" at or near its BART stations. At the Ashby station, the City CarShare parking space is located in the parking lot.

The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station was painted in 2003 and will have new energy efficient lighting fixtures and lamps installed inside the station in 2005. These projects are part of ongoing station renovation program activities. This station had upgraded replacement ADA-compliant platform edge tiles installed in early 2004.

BALBOA PARK

PLANNING The San Francisco Planning Department conducted a community planning process and prepared a draft concept plan as part of the City's "Balboa Park Better Neighborhoods Plan" in 2002. As a next step, BART is participating in an engineering and development feasibility analysis working with MTA, SFCTA, Caltrans and other affected agencies to formulate an implementation strategy for the combined BART and MTA properties at Balboa Park. This feasibility study is funded through Proposition K, transportation sales tax funds administered by the Transportation Authority, and is to be completed by the end of 2006.

BART has received full funding for a new walkway and entry on the west side of the station, adjacent to I-280, which will provide a direct, accessible pathway to Ocean Avenue and City College. Final design is now underway and construction is expected to begin in September 2006.

CAPACITY IMPROVEMENTS Phase One capacity improvements, including a new escalator, stairs, fare gates and emergency exit improvements are complete.

ACCESS IMPROVEMENTS BART will be working with Muni and the City of San Francisco to improve pedestrian access to Ocean Avenue. Funding has been secured and final design and construction are slated to begin shortly. The project will improve pedestrian connections to City College and the MTA light rail system.

REINVESTMENT This station is scheduled to have new energy-efficient lighting fixtures and lamps installed inside the station in 2005, as part of ongoing station renovation program activities. This station will have upgraded replacement ADA-compliant platform edge tiles installed, pending the receipt of grant funds.

CAPACITY IMPROVEMENTS Phase One capacity improvements, including a new escalator, stairs, fare gates and emergency exit improvements are complete. Final touches, in the form of new finishes, were applied in spring 2005

BAY FAIR

PLANNING The Bay Fair BART Station Comprehensive Station Plan (CSP) was completed in 2004. BART used the CSP to secure a Caltrans Community-Based Transportation Planning Grant. The City of San Leandro and Bayfair Mall's owners, Madison Marquette, are partners in the project, which focused on unified transit-oriented development and access improvements. The project will define opportunities on and around BART property and foster a new visioning process for the station area with a community-based review process. BART will continue to coordinate with AC Transit on the Bus Rapid Transit project which is planned to terminate at the Bay Fair BART station.

BART has also participated with the City and other stakeholders in the development of guidelines for achieving smart growth objectives. A concurrent City revitalization effort is focused on the East 14th Street corridor near the BART station, incorporating infill development, transit access and urban revitalization.

DEVELOPMENT New changes in Bayfair Mall's ownership, tenancy expectations, site planning and circulation will affect possibilities for the development of BART property. The current vision is for a phased approach to rejuvenate the aging mall into a vibrant mixed-use commercial center, with a transit-oriented dimension to retail, future housing opportunities, and enhanced urban design for public spaces.

ACCESS IMPROVEMENTS BART completed a series of improvements in 2004-2005, including complete new resurfacing of the asphalt parking lots, with reorganized striping for drive lanes, crosswalks and commuter parking spaces.

Bayfair Mall has completed a series of improvements including new interior streets with enhanced sidewalks, crosswalks, landscaping, lighting and signage. New opportunities for enhanced access will be a major element in the upcoming planning effort.

The Alameda County Redevelopment Agency is implementing new pedestrian and transit-oriented access improvements based upon a community plan. The plan focuses upon a series of pedestrian-oriented improvements including new sidewalks, crosswalks, lighting and other elements in the neighborhoods surrounding the BART station. Construction of these streetscape improvements on Coelho Drive and 159th Avenue are to begin in FY06.

The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station was upgraded with the installation of replacement ADA-compliant platform edge tiles, energy efficient lighting fixtures, and lamps throughout the station itself. ADA enhancements within the property include new sidewalks, ramps and crosswalks. The parking lot

surfacing project was part of ongoing station renovation program activities. Included in the parking lot rehabilitation were resurfacing, re-striping and renumbering of the stalls, and the replacement of long-life thermoplastic pavement markings

CAPACITY IMPROVEMENTS The Station Capacity Study examined recommended improvements for the Bay Fair Station as a part of the Silicon Valley Extension project. As an "Aerial Center" platform station prototype for the larger systemwide study, Safety Criteria and Passenger Service Criteria were used to analyze the critical areas of platform, vertical circulation (stairs/escalators), and fare-gate capacity with attendant ridership growth as well as operations considerations relative to the extension.

BERKELEY

PLANNING The City of Berkeley received an MTC TLC Planning Grant to revision and redesign the core of the Downtown's public space – from building face to building face – surrounding the Berkeley BART station. The study area includes Shattuck Square, the BART Station plazas, and Center Street, the major pedestrian corridor to the University of California. AC Transit staff will be partnering in the study, coordinating the Bus Rapid Transit project with this work. BART staff will be participating in right-of-way analysis, access mode analysis and public space design. This effort is scheduled for completion in 2006.

A Capacity Plan was completed in 2005 that defines a host of improvements for this high-ridership station.

The City of Berkeley has facilitated a large array of transit-oriented development in the immediate vicinity of the Downtown Berkeley BART station. Major projects (completed or under construction) include the Gaia Building (267 dwelling units per acre), the Bachenheimer Building (163 dwelling units per acre), other high-density residential projects, and the new Vista Community College. As a result of the University of California's Environmental Review process analyzing the impacts of UC's projected growth, the University and City are initiating a joint Downtown land use study. The University has also moved forward on plans for a downtown hotel, conference center, and art museum complex across from the BART rotunda. BART continues to support these initiatives to enhance transit access, create a safe and attractive public environment, and foster Downtown Berkeley's renaissance.

ACCESS IMPROVEMENTS BART funds the operation of the Berkeley BikeStation. The BikeStation accommodates approximately 70 bicycles a day. BART is partnering with the City of Berkeley on an upgrade of the BikeStation, either at the concourse level or on the street level. BART and the City have applied for grant funding to expand the facility to provide additional bicycle parking spaces and have the capability for "self-serve" parking. A combination attended and self serve facility has been established

at the Embarcadero Station, and provide greater flexibility. Bicyclists are allowed to access their bicycles at hours when the attendant is not present, which provides bicyclists greater flexibility when planning their schedules.

The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station had new upgraded replacement ADA-compliant platform edge tiles installed in 2004.

CASTRO VALLEY

PLANNING In 2004/2005, Alameda County began updating the Redevelopment Agency's Strategic Plan for the Castro Valley community. The purpose is to identify and prioritize community spending priorities, which are primarily focused on making pedestrian and streetscape improvements along Castro Valley Boulevard. The Castro Valley community is in the midst of a comprehensive planning process for its downtown, including retail commercial, housing, and community facilities such as the new library. One of the elements of the plan is activating public spaces and streets.

DEVELOPMENT In summer 2005, a seasonal Farmers' Market was also initiated on Saturday mornings at the station.

REINVESTMENT This station had new energy-efficient lighting fixtures and lamps installed throughout the parking lot in 2003 and is scheduled to have the same installed throughout the station itself in 2005 as part of ongoing station renovation programs. This station has also had upgraded replacement ADA-compliant platform edge tiles installed.

CIVIC CENTER/U.N. PLAZA

PLANNING BART participated in the celebration of the 60th anniversary of the United Nations and World Environment Day in May 2005.

BART also has been monitoring development of the Mid-Market survey area of the San Francisco Redevelopment Agency.

DEVELOPMENT BART continues to monitor potential redevelopment of adjacent properties for opportunities for new access to the plaza and station.

ACCESS IMPROVEMENTS Several key recommendations to improve U.N. Plaza made by the U.N. Plaza Working Group were constructed, including new lighting, expanded plaza area at the intersection of Fulton and Market, and renaming of the BART station to Civic Center/U.N. Plaza.

New fare gates are proposed that allow direct access between the Muni Metro and BART stations at Civic Center/U.N. Plaza. Funding for these fare gates has been secured by Prop K and RM-2 Bridge Toll funds.

The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

BART has installed "wave" bike racks inside the paid area of the Civic Center/U.N. Plaza BART station. The racks, located near the station agent's booth, provide storage for bicyclists who would otherwise have to park their bicycles on the street. Bicycle signage near the racks and at other locations in the station was also installed with grant funding. Approximately 30-35 bicycles park on the racks on a given weekday.

REINVESTMENT This station had new energy-efficient lighting fixtures and lamps installed inside the station in 2004 and was repainted, both as part of ongoing station renovation programs. This station will have upgraded replacement ADA-compliant platform edge tiles installed, pending the receipt of grant funds.

COLISEUM

PLANNING *Coliseum Transit Village:* The City of Oakland Community and Economic Development Agency (CEDA), the Housing Authority of the City of Oakland (OHA) and BART completed the transit village Concept Plan at the Coliseum BART station. The Concept Plan includes converting the BART parking lot, OHA's *Coliseum Gardens* housing complex and 18 acres of industrial land adjacent to the Coliseum parking area into a vital mixed-use center that helps revitalize the entire community. The development calls for 600+ new residential units, one million square feet of commercial/ entertainment space, and supporting retail and community services.

BART to Bay Trail Project: Alameda County completed the "BART to Bay Trail" plan in 2003. The plan is the first step towards providing a pedestrian/ bike trail to the San Francisco Bay trail from the Coliseum BART Station.

DEVELOPMENT The City of Oakland and BART received a $350,000 grant from the California Pollution Control Finance Authority (CPCFA) to conduct a Financial Feasibility Study of the proposed development on the other two components of the concept plan (market rate housing and commercial development).

In 2003, the Board authorized staff to execute a Memorandum of Understanding with the City of Oakland to pursue a financial feasibility assessment of the proposed concept plan. The MOU will be used to direct BART's on-call joint development consultant in the next phase. An Oakland Economic Development Corporation (OEDC) has also been formed to pursue development rights at and around the BART station. In 2004, the BART Board authorized execution of an Exclusive Negotiating Agreement with

OEDC for development on BART property. In 2005, the City of Oakland authorized a similar negotiating agreement with OEDC for property the City controls on the west side of San Leandro Street. Both negotiating agreements have been executed with the same schedule of activity for OEDC.

OHA is currently constructing the $34 million affordable housing component of the transit village.

ACCESS IMPROVEMENTS *Capital Corridor Station:* A Capital Corridor Station, located to the west of the Coliseum BART station, was completed in 2005 and provides additional regional transit service.

The City of Oakland has finished the design and will be constructing streetscape improvements on San Leandro Boulevard, adjacent to the station. The improvements will enhance the access to the station by upgrading connections with AirBART, the shuttle to the Oakland International Airport, and AC Transit buses.

BART has also worked with the Port of Oakland to improve service on AirBART. Fare collection is now allowed on board the shuttle. Previously, boarding and long lines were the result of requiring ticket purchases prior to boarding the bus. AirBART also extended it hours, in order to serve employees working early shifts at the airport.

The Oakland International Airport Connector (OAC) project had its FEIR certified by the BART Board in March 2002. The OAC project will provide an elevated people mover connecting the Coliseum BART station to the Oakland International Airport. The three-mile project is designed to improve travel time, reliability and transferring from BART to the Oakland airport, and will include an intermediate stop that could serve transit-oriented developments between the station and the airport.

The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station had upgraded replacement ADA-compliant platform edge tiles installed in early 2004. This station is also having new energy-efficient lighting fixtures and lamps installed throughout the station itself and throughout the parking lot in 2005.

COLMA

PLANNING SamTrans is now planning for a transit village on the west side of the station, complementing the recently completed development.

ACCESS IMPROVEMENTS With the opening of the SFO Extension in 2003, charges for all station parking at Colma were initiated. The initial daily parking fee was set at $2 per day, and the monthly reserve fee was $63 per month. To spur ridership at the station, BART and the San Mateo County

Transit District, which share parking revenues from the Colma station, mutually agreed to adjust the daily parking fee to $1 day, and the monthly reserve fee to $42 per month.

REINVESTMENT This station is scheduled to have new energy-efficient lighting fixtures and lamps installed throughout the surface parking lot, the parking garage, and the station itself in 2005, as part of ongoing station renovation program activities. This station has already had new ADA-compliant platform edge tiles installed.

CONCORD

DEVELOPMENT BART and the City will continue to monitor real estate activity.

Within walking distance to BART, a 259-unit luxury apartment project has been completed by Legacy Partners, a real estate development company based in Foster City, California. The City has also entered into negotiations with the Olson Company for for-sale housing on property adjacent to the Legacy project. Also within walking distance, the Concord Skate Park was completed by the City in January 2003, on BART land leased to the City.

ACCESS IMPROVEMENTS In January 2005, a fire destroyed a number of bicycle lockers at the Concord station. To replace the lockers, BART and Clancy Systems established an electronic bicycle locker demonstration project. The electronic bicycle lockers are shared-use lockers. With BART's traditional bicycle locker program, single lockers are rented to single individuals. In many cases, the lockers are rented but not used on a daily basis. With shared-use lockers, there are no assigned lockers. Lockers are available to a group of bicyclists. The lockers can be accessed by entering a number, obtained by using your cellular telephone, into a keypad located by the lockers. The program also allows patrons to reserve a locker on the Internet. A similar demonstration locker project is underway at UCLA. BART will be working with the locker users to determine the effectiveness of the new system before making a decision on whether to proceed with the program.

The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT Energy-efficient lighting fixtures and lamps were installed throughout the station n 2004 and throughout the surface parking lot and parking garage in 2005. This station had upgraded replacement ADA-compliant platform edge tiles installed in early 2004.

DALY CITY

PLANNING In 2004, the Daly City Station Capacity Plan was completed. A Comprehensive Station Plan (CSP) is being developed in 2005-2006, which

will incorporate recommendations contained in the Access Plan (completed in 2002) and the Capacity Plan. Additionally, the CSP will identify community priorities for station area development. Community workshops in support of this effort were conducted in October and November 2005.

DEVELOPMENT New commercial and residential mixed-use developments are under construction nearby in the Westlake neighborhood west of the station and along Mission Boulevard in the Top of the Hill area east of the station.

ACCESS IMPROVEMENTS A new sidewalk on the St. Charles Bridge is being constructed which will provide an improved pedestrian path to the station from the Ocean View Village mixed-use project with 370-units. The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station's canopy was re-roofed in 2003. This station is also scheduled to have new energy-efficient lighting fixtures and lamps installed within the station itself in 2004 and throughout the surface parking lot and parking garage in 2005. This station has had upgraded replacement ADA-compliant platform edge tiles installed.

DUBLIN / PLEASANTON

PLANNING On the south side of the station, the Hacienda Owners Association, BART, and the City of Pleasanton have begun a Specific Plan process for the Hacienda Business Park including the BART station area. The purpose of the plan is to create a more livable, walkable environment throughout the park, with special emphasis on identifying opportunities for high density housing on and near the BART station property. BART was successful in obtaining a Station Area Planning grant from the Metropolitan Transportation Commission (MTC) to support its involvement in the planning process. The Plan is anticipated to be completed in FY 2006.

On the north side of the station, the Alameda County Surplus Property Authority (Authority) worked with BART and the City of Dublin in preparing a master plan for its Dublin Transit Center. The Authority's initial development plans for the Transit Center called for 2 million square feet of commercial office space, 1,500 residential units, a hotel and complementary transit/pedestrian-oriented retail and restaurant opportunities. The EIR for this transit-oriented development was approved by the City in 2002.

DEVELOPMENT The BART Board approved a property exchange and development agreement with the Authority to enable BART to secure additional temporary and permanent parking and for the Authority to develop the TOD on the combined property on the north (Dublin) side of the station. The Authority, with the assistance of BART staff, has been successful in securing the grant funds needed to complete the public funding portion of the finance package in order to construct a garage. The Authority has selected a private developer that will provide a large enough land

payment to assist in the financing of the remainder of the garage. Despite the current weakness in the commercial office market, the Authority has proceeded by advancing $500,000 to fund the initial design work for the BART garage. The garage is expected to begin construction in 2006.

REINVESTMENT This station had new energy-efficient lighting fixtures installed within the station itself in 2005. This station has had upgraded ADA-compliant platform edge tiles installed.

EL CERRITO DEL NORTE

PLANNING An El Cerrito del Norte BART Comprehensive Station Plan (CSP) was completed in June 2004.

The City has recently embarked on an economic development planning process for the San Pablo Avenue corridor with the del Norte BART station as a major node. This planning effort will define the market area and determine what types of economic development could be supported in El Cerrito. This planning effort will also inform the Master Planning process described below.

The West Contra Costa Transportation Advisory Committee (WCCTAC) is currently in the process of updating its Subregional Transportation Mitigation (developer impact fee) Program. If the cities adopt the new fee schedule, the City of El Cerrito will be eligible for over $6 million for infrastructure costs associated with the development of a transit-oriented development at the del Norte BART station. In addition, BART will be eligible for approximately $22 million for access and parking improvements at West County stations. Finally, BART was allocated $10 million in Measure J funds for parking and access improvements at West County BART stations.

DEVELOPMENT The City of El Cerrito has expressed interest for BART and the City to jointly engage a master developer to plan for a transit-oriented development at the El Cerrito del Norte station area. A developer has recently acquired several privately-owned properties in the area, and has an exclusive negotiating agreement with the City for city-owned parcels. In addition to a master developer, the City and BART are considering engaging a master planner to adequately plan for circulation and access improvements. These activities are likely to be fully underway in this fiscal year.

ACCESS IMPROVEMENTS The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station had new energy-efficient lighting fixtures and lamps installed throughout the parking garage in 2002 and is scheduled to have the same installed within the station itself and throughout the surface parking lot in 2005. This station also had the parking lot surface

rehabilitated in 2003. This station is scheduled to have upgraded replacement ADA-compliant platform edge tiles installed. Included in the parking lot rehabilitation is repair and resurfacing of the lot, as well as the re-striping and renumbering of the stalls, and the replacement of pavement markings with long-life thermoplastic markings. Lots are also realigned to maximize space utilization and to support the District's new long-term parking program.

EL CERRITO PLAZA

PLANNING A station capacity plan is currently being prepared for the El Cerrito Plaza station. The capacity plan considers vertical circulation, platform space, emergency egress, automatic fare collection facilities, and other key issues in light of projected increases in ridership.

In 2004, the City of El Cerrito, with the concurrence of BART, WCCTAC and CCTA, abandoned its plans for constructing a 400-space BART parking garage near the El Cerrito Plaza BART station. The approximately $6.2 million in Measure C funds earmarked for this garage were reallocated to the Richmond Redevelopment Agency to help fund the Richmond BART station parking garage, and to the City of Hercules to provide additional parking spaces at the new Hercules Transit Center. The developer of the El Cerrito parking garage is proceeding with a development on the shopping center site that includes 128 residential units.

The West Contra Costa Transportation Advisory Committee (WCCTAC) is currently in the process of updating its Subregional Transportation Mitigation (developer impact fee) Program. If the cities adopt the new fee schedule, BART will be eligible for approximately $22 million for access and parking improvements at West County stations. In addition, BART was allocated $10 million in Measure J funds for parking and access improvements at West County BART stations.

ACCESS IMPROVEMENTS The City of El Cerrito has installed 48 new bicycle lockers at the station along the Ohlone Greenway. These are electronic lockers and are not reserved in advanced. The lockers are accessed through with a 'BikeLink" card, which is available at the City of El Cerrito Administrative Offices, the El Cerrito Plaza BART station snack bar, or online at www.bikelink.org.

The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station had new energy-efficient lighting fixtures and lamps installed throughout the parking lot in 2003 and is scheduled to have them installed within the station itself in 2004. This station also had the parking lot surface rehabilitated in 2003. This station will have upgraded replacement ADA-compliant platform edge tiles installed. These projects are part of ongoing station renovation program activities. Included in the parking

lot rehabilitation is repair and resurfacing of the lot, as well as the re-striping and renumbering of the stalls, and the replacement of pavement markings with long-life thermoplastic markings. Lots are also realigned to maximize space utilization and to support the District's new long-term parking program.

EMBARCADERO

PLANNING The Embarcadero BART Station Comprehensive Station Plan (CSP) was completed in 2004. It was enhanced through a community outreach program in Chinatown, which was funded through an Environmental Justice Grant from Caltrans.

ACCESS IMPROVEMENTS BART funds the operation of the Embarcadero BikeStation. The BikeStation accommodates approximately 150 bicycles, and parks approximately 35-40 bicycles on a day. In October 2004, the BikeStation was modified with a "self-serve" feature. Previously, if an attendant was not present there was no way to pick-up or drop-off your bicycle. The "self-serve" feature allows greater flexibility, as members are able to access the BikeStation during times when the attendant is not present. The membership "fob" tracks who is entering and exiting the facility, and a video camera is also located within the station.

This station will have new ADA-compliant platform edge tiles installed, pending the receipt of grant funds. New fare-gates are proposed that allow direct access between the Muni Metro and BART stations at Embarcadero. These fare-gates are eligible for funding from Proposition K and from the increase to the Bay Area's bridge tolls approved by the voters in March 2004 via Regional Measure 2.

The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station had new energy-efficient lighting fixtures and lamps installed inside the station in 2005, as part of ongoing station renovation program activities. This station will also have upgraded replacement ADA-compliant platform edge tiles installed, pending the receipt of grant funds.

FREMONT

PLANNING A City of Fremont downtown study has been completed that identifies a development vision which includes housing near the BART station, mixed use retail/entertainment at the "hub" at the west end, and a high-density office and medical core in between.

BART worked with the City to rezone the Fremont BART station property for high density housing (up to 75 dwelling unit per acre) with mixed-use

development. An analysis of the property took earthquake safety, the Warm Springs Extension, and other transit facilities into consideration. The City Council approved the rezoning in 2005.

DEVELOPMENT Fremont's first "Smart Transit" project Benton at Civic Center/U.N. Plaza (322 apartments, 18 lofts and 15,000 square feet of commercial space) was constructed adjacent to the BART station and opened in 2003.

ACCESS IMPROVEMENTS. With the repaving of the station parking facilities in the summer of 2005, BART was able to gain approximately 150 more parking spaces at the station by restriping the parking facilities in a more efficient manner.

The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station had upgraded replacement ADA-compliant platform edge tiles installed in 2004.

FRUITVALE

PLANNING *Fruitvale Alive! Fruitvale District Community Transportation Plan*: The City of Oakland in partnership with the Unity Council received an Caltrans' Environmental Justice Grant to develop a transportation master plan for Fruitvale Avenue. BART will be participating in the project to identify opportunities for making access improvements to the Fruitvale BART Station. The project is scheduled to be completed in fall 2005.

DEVELOPMENT The Fruitvale BART Transit Village is a mixed-use development that is the result of the revitalization effort for the Fruitvale community initiated by the Spanish Speaking Unity Council (Unity Council). The development process, spearheaded by the Fruitvale Development Corporation (FDC, a support corporation for the Unity Council), has brought together an extensive public-private partnership, including BART, the City of Oakland, La Clinica de la Raza and other public-private partners. More information on the transit village can be viewed at www.unitycouncil.org/html/ftv.html.

The transit village is a mixed-use development built on land surrounding the BART station, including the BART surface parking lots. Phase I construction on a portion of the BART site began in 2002. The village includes housing and community services such as a health care clinic, city branch library, senior center and daycare along with retail and office uses. The retail uses are designed to attract both local residents and visitors with general shopping complemented by a whole array of ethnic specialty shops and services. Phase I of the project was completed in early 2004.

An exclusive negotiation agreement for Phase Two of the Transit Village was authorized by the BART Board. The Fruitvale Development Corporation and the City of Oakland received Caltrans Environmental Justice Grant funds for concept planning activities related to Phase Two of the project. Phase Two will be primarily housing, built on the remaining surface parking lots between 35th and 37th Avenues.

ACCESS IMPROVEMENTS BART, FDC and the City of Oakland. successfully opened the Fruitvale BikeStation in the fall of 2004. The BikeStation is operated under contract by Alameda Bicycle. The facility has the capacity to store approximately 250 bicycles – it currently accommodates approximately 40-50 bicyclists on a given weekday.

BART also opened the new five-level Fruitvale parking structure in spring 2004. As agreed to as part of the Fruitvale Transit Village development, the FDC took over the operation of the surface parking lots that will become the site of the Phase II development. The FDC currently charges $2 per day to park on the surface parking lots that will be the site of the Phase II development. BART also instituted a parking validation program at the station to deter non-BART users from using the parking garage

The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station had new energy-efficient lighting fixtures and lamps installed in the station surface parking lot in 2003. This station had energy-efficient lighting fixtures and lamps installed inside the station, in 2004. The station had upgraded replacement, ADA-compliant platform edge tiles installed in 2004.

GLEN PARK

PLANNING In 2003, the Planning Department of the City of San Francisco in partnership with BART and the San Francisco Public Library completed a Draft Glen Park Community Plan Summary, funded by a Caltrans Community Planning grant. This Plan was developed over a week-long community design charrette and provides preliminary recommendations regarding development on the BART parking lot and on a large parcel on Diamond Street across from the station. The plan also recommends development of an intermodal transfer center at the BART station, changes in MUNI routes, and other changes in the roadway network around the station. The SAFETEA-LU legislation provides $3.4 million earmarked to implement the plan.

A Glen Park station capacity review was completed in 2004. The purpose of the study was to analyze the critical areas of platform capacity, vertical circulation (stairs/escalators) capacity, and fare-gate capacity. Specific proposals for capacity increasing projects at this station will be incorporated

in the Capacity Plan section of the station's future Comprehensive Station Plan.

ACCESS IMPROVEMENTS The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station had new energy-efficient lighting fixtures and lamps installed in the station and the parking lot in 2005. This station will have upgraded replacement ADA-compliant platform edge tiles installed, pending the receipt of grant funds.

HAYWARD

PLANNING The City of Hayward and its redevelopment agency continue efforts focused on downtown revitalization and implementation of the recent Cannery Plan. New affordable housing projects are also being developed as part of the City's updated Housing Element.

The Cannery Area Concept Plan is a long-range plan for transit-oriented development within a 120-acre area immediately to the west of the BART station. The plan establishes a framework for the transformation of an older industrial area into a new transit-oriented community to attract residents and employees using BART and the existing Amtrak station. The Plan calls for up to 656 residential units, 67,000 square feet of live-work space, and the school and park expansions with a pedestrian overpass connecting Cannery Park with Centennial Park to the west of the railroad tracks. The Council stipulated that 98 of the 656 housing units would be set aside at less expensive rental or purchase rates for low- and very low-income families.

DEVELOPMENT The City and BART collaborated on a joint station area development program which included a multi-phased set of property, exchanges. This strategic alliance resulted in the construction of a new five story award-winning City Hall, a two story City-owned parking garage with 320 parking spaces (engineered for one additional level) fronted by 18,000 square feet of retail, a pedestrian promenade connecting the BART station to the civic center and retail corridor, 160 for-sale housing units, a 65,000 square foot Albertson's/Sav-On supermarket, and an expanded and a redesigned intermodal/kiss-ride area including a Greyhound ticket office. Additionally, BART retained ownership of a vacant city block across from the BART station that is available for future development opportunities.

Recently, an additional 18,000 square feet of food and beverage retail and 283 for sale transit-oriented housing units have been constructed within a ¼-mile of the station. Currently the City is negotiating to have a six-screen Century movie theatre and Cost Plus World Markets retail development at the site previously occupied by the former Lucky's Supermarket three and a half blocks east of the BART station on B Street.

An access agreement was also negotiated with the developer of a new 192 unit market rate apartment complex adjacent to the parking garage on the west side of the station, that provides direct pedestrian access from the development to the station.

ACCESS IMPROVEMENTS The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station was painted in 2003 and is scheduled to have the station canopy re-roofed in 2004. This station is also having new energy-efficient lighting fixtures and lamps installed throughout the surface parking lot and parking garage in 2005. This station has had upgraded replacement ADA-compliant platform edge tiles installed.

HERCULES PARK-AND-RIDE

PLANNING BART and the City of Hercules continue to discuss the creation of an assessment district to secure funds to initially plan for and then construct a rail extension from the Richmond BART station to and through Hercules.

DEVELOPMENT In August 2000, BART executed a Board-authorized Memorandum of Understanding (MOU) with the City of Hercules to consider a property exchange. The City had requested an exchange of the BART-owned property west of I-80 and south of SR4, which is currently used for the Hercules Transit Center, for a parcel east of I-80. In December 2004, both the BART Board and Hercules City Council approved the property exchange. Final documents are being prepared to complete the transaction. Once the option agreement is executed, the city's developer will begin the design for the new Hercules Transit Center. Future rail would not be precluded by the property exchange.

ACCESS IMPROVEMENTS The BART Board has recently approved the institution of parking charges at the Hercules park-and-ride lot. The parking management program is designed to give priority and discounts to those who park and use the feeder bus service to the El Cerrito del Norte BART station. The parking facility is heavily utilized by casual carpoolers. Casual carpoolers will still be allowed to use the park-and-ride facility but will be charged $3 per day.

LAFAYETTE

PLANNING The City of Lafayette is currently participating in the State Route 24 Transit Alternative Study, which is evaluating capacity enhancing alternatives to driving in the westbound direction during the morning commute. This study, which is being conducted by CCTA, is evaluating three potential strategies including a westbound HOV lane; westbound queue jump lanes; and a new BART line from Pittsburg/Bay Point to South Hayward.

BART, the cities of Orinda, Moraga and Walnut Creek, County Connection and Caltrans are also participating in this study which is expected to conclude this fall.

BART staff recently assisted the City of Lafayette with an application for funding through MTC's Safe Routes to Transit program. The proposed project would fund a new pathway between Lafayette BART and the downtown, including a civic plaza, landscaping, lighting, signage, and ADA-compliant upgrades to the southern entrance of BART.

DEVELOPMENT Adjacent to the Lafayette BART station, the "Small Town Downtown" project, a mixed used development featuring housing, retail, and office space, will soon enter its final phase with construction of retail and office buildings. Currently, the property is used for fee-based subscription parking for BART patrons. As the site moves into the development phase, the City will be searching for a suitable site for replacement parking.

ACCESS IMPROVEMENTS. In 2004, BART reinstated the parking validation program at the Lafayette station. The program was necessary to deter non-BART users from using the parking garage.

In March 2005, the BART Board approved the institution of parking fees at stations which had sold 15% of the parking spaces at the stations for reserved parking, or where the local jurisdiction had requested the a daily parking fee be established. The daily parking fees are or will be at ten East Bay stations including the Lafayette Station. The initial starting daily parking fee at the station will be $1 per day. Monthly, single day, and airport/long-term parking permits can also be used at the station.

The City of Lafayette leases 35 parking spaces to BART riders at a lot near the station on Mt. Diablo Blvd. The City raised the monthly charge for these spaces to $60. Parking charges on streets adjacent to the station were also raised from $3 to $5 per day.

The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station had the parking lot surface rehabilitated in 2003. Included in the parking lot rehabilitation are repair and resurfacing of the lot, as well as the re-striping and renumbering of the stalls, and the replacement of pavement markings with long-life thermoplastic markings. Lots are also realigned to maximize space utilization and to support the District's new long-term parking program. This station is also scheduled to have new, energy efficient lighting fixtures and lamps installed inside the station in 2005. This station has had replacement, ADA-compliant platform edge tiles installed.

LAKE MERRITT

PLANNING In 2002/2003, BART successfully secured an Environmental Justice Grant from Caltrans to conduct targeted outreach in the City of Oakland Chinatown community to examine their particular access needs and issues related to using the BART system. The environmental justice outreach was completed in December 2003, and the findings from the study were included in the Lake Merritt Station Access Plan, which was completed in June 2004.

In 2004/2005 BART was again successful in securing a Caltrans Community-Based Planning grant to develop a land use vision for the Lake Merritt BART station. Currently underway, this planning effort will engage the community and our local partners in a process to examine development opportunities in the station area, improve access to and from the station, and to better connect the station area to the many educational, civic, cultural and recreational activities in the area. Recent events have heightened development interest: the BART Board decided to vacate BART's headquarters building; the City formed a Redevelopment Area that includes the station; the community and the City have expressed interest in improving Madison Square Park; and the City, the County and the Peralta Community College District all have planning and/or development activity in the station vicinity. This visioning effort will be completed in March 2006 and will be incorporated into a Comprehensive Station Plan (CSP).

DEVELOPMENT In 2000, the City of Oakland requested that BART offer its parking lot at the Lake Merritt Station for high density housing. Compliance with the City request is on hold until the CSP is completed.

ACCESS IMPROVEMENTS. In March 2005, the BART Board approved the institution of parking fees at stations which had sold 15% of the parking spaces at the stations for reserved parking, or where the local jurisdiction had requested that a daily parking fee be established. The daily parking fees are or will be at ten east bay stations including the Lake Merritt Station. The program was instituted in October 2005. The initial starting daily parking fee at the station is $1 per day. Monthly, single day, and airport/long-term parking permits can also be used at the station

The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station had new energy efficient lighting fixtures and lamps installed throughout the parking lot in 2003, as part of ongoing station renovation programs. This station is also slated to have upgraded replacement, ADA-compliant platform edge tiles installed.

MACARTHUR

PLANNING In preparation for the proposed transit village project, a Capacity Plan was prepared for the MacArthur BART station in 2005. BART continues to coordinate with AC Transit as part of its proposed Bus Rapid Transit (BRT) project that would serve the station area. In addition, a multi-modal station access plan will be developed as part of the transit village project.

MacArthur BART Station Westside Pedestrian Enhancement Project: In 2002/2003, the City of Oakland and BART received a Caltrans Environmental Justice Grant to explore alternatives for improving pedestrian access from neighborhoods located west of the freeway to the BART station. Recommendations have been developed with input from the MacArthur BART station community and the project was completed in spring 2004. Consistent with these recommendations, the City of Oakland was awarded TLC capital funding to improve 40th Street, and the project partners are seeking additional funds for implementation.

DEVELOPMENT The City of Oakland, BART and the MacArthur Citizens Planning Committee (CPC) have been working in partnership since 1993 to develop the MacArthur BART station area into a safe, vibrant, pedestrian-scale mixed-use transit village. A major goal of the partnership is to mend the community split in two by the freeway's infrastructure through a comprehensive development effort. This effort includes complete redevelopment of the east parking lot, enhancements to 40th Street adjacent to the station and crossing under Interstate 980, and infill development and streetscape improvements along Martin Luther King, Jr. Way.

In the summer of 2003, BART and the City of Oakland received authorization to issue a new private development solicitation. Five proposals were received in response to the request for proposals. An evaluation committee comprised of BART staff, City staff and community representatives identified a preferred development team. Both the City of Oakland and the BART Board then authorized exclusive negotiations with a development team consisting of Aegis Realty, Bridge Housing and Shea Properties. In addition, in August 2003, the BART Board authorized exclusive negotiations for a mixed-use project with a property owner adjacent to BART's property at the corner of 40th Street and Martin Luther King, Jr. Way.

The City of Oakland has secured $500,000 in Alameda County Congestion Management Agency grant funds to conduct the EIR/EIS process and for schematic designs of the BART garage and other public infrastructure as part of any transit-oriented development proposed on the east side of the station. An environmental consultant has been retained by the City to conduct this effort. Next steps include environmental analysis, fiscal analysis, evaluation of development alternatives, and public-private financing arrangements.

ACCESS IMPROVEMENTS In March 2005, the BART Board approved the institution of parking fees at stations which had sold 15% of the parking

spaces at the stations for reserved parking, or where the local jurisdiction had requested that a daily parking fee be established. The daily parking fees are or will be at ten east bay stations including the MacArthur station. The initial starting daily parking fee at the station is $1 per day. Monthly, single day, and airport/long-term parking permits can also be used at the station.

As part of the "Art at BART" program, and in conjunction with the elevator work at the station (see below), artist Mark Adams has created new murals for station walls. The art installation was completed in winter 2002-2003 and was honored along with the inauguration of the elevators at a ceremony conducted in June 2003. In addition, the bike improvements made at the station have been color coded to complement the art.

The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station had new energy efficient lighting fixtures and lamps installed throughout the station in 2004 and the parking lot in 2005 as part of ongoing station renovation program activities. This station has also had upgraded replacement, ADA-compliant platform edge tiles installed.

MILLBRAE

DEVELOPMENT The station opened in June 2003. A Specific Plan was adopted by the City of Millbrae that promotes transit-oriented development at and around the station. Several mixed-use projects are under construction nearby. BART, SamTrans and the City of Millbrae are conducting site analysis/market studies to identify development options for the BART/SamTrans property.

ACCESS IMPROVEMENTS With the opening of the SFO Extension in 2003, charges were imposed for all station parking at Millbrae. The initial daily parking fee was set at $2 per day, and the monthly reserve fee was $63 per month. To spur ridership at the station, BART and the San Mateo County Transit District (SamTrans), which share parking revenues from the Millbrae station, mutually agreed to suspend the daily parking fee.

In 2005, SamTrans initiated the REX, express bus service to the Millbrae station. The program, which is part of the region's express bus program, provides express service from Redwood Shores and Foster City to the Millbrae station.

MONTGOMERY STREET

PLANNING The proposal for a new Transbay Terminal project includes a connection to BART, either at Montgomery or Powell station.

ACCESS IMPROVEMENTS The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station was painted in 2003 and had new energy efficient lighting fixtures and lamps installed within the station in 2004 as part of ongoing station renovation programs. This station will have upgraded replacement ADA-compliant platform edge tiles installed, pending the receipt of grant funds.

NORTH BERKELEY

PLANNING The City of Berkeley is working with neighborhood residents in efforts to increase safe access to BART. A major citywide initiative to create bicycle boulevards now provides direct access routes to the North Berkeley BART station.

ACCESS IMPROVEMENTS In 2004, the Berkeley City Council requested that BART charge for parking at the North Berkeley station. In March 2005, the BART Board approved the institution of parking fees at stations which had sold 15% of the parking spaces at the stations for reserved parking, or where the local jurisdiction had requested that a daily parking fee be established. The daily parking fees are or will be at ten East Bay Stations including the North Berkeley station.

The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station had new energy efficient lighting fixtures and lamps installed throughout the station parking lot in 2003 and had energy efficient lighting fixtures and lamps installed within the station in 2004 as part of ongoing station renovation program activities. This station will have upgraded replacement ADA-compliant platform edge tiles installed, pending the receipt of grant funds.

NORTH CONCORD / MARTINEZ

PLANNING The North Concord/Martinez BART station is adjacent to the inland portion of the Concord Naval Weapons Station (CNWS). The City of Concord has requested that a portion of the base be closed by the federal government as part of the Department of Defense and the Base Realignment and Closure Commission (BRAC). A final decision is expected in Fall 2005. Should the base be closed, the City of Concord will take the leading in developing a Master Plan for the reuse of the base. This will be a multi-year process, but the City is considering as many as 13,000 new residential units, and have expressed a preference for high-density housing located near the BART Station. BART expects to participate in the Master Planning effort as activities get underway in 2005/06.

This station is significantly underutilized, with the lowest average daily ridership in the system. As part of the Pleasant Hill Station Comprehensive Plan effort, the concept of increasing train service to this station to induce more passengers was explored. Additional train frequency to service the North Concord station was put into place during 2003. To date ridership figures remain quite low.

REINVESTMENT This station had new energy efficient lighting fixtures and lamps installed throughout the station parking lot in 2003 and is scheduled to have the same installed within the station in 2005. This station has also had upgraded replacement ADA-compliant platform edge tiles installed.

ORINDA

PLANNING The City of Orinda is currently participating in the State Route 24 Transit Alternative Study, which is evaluating capacity enhancing alternatives to driving in the westbound direction during the morning commute. This study, which is being conducted by CCTA, is evaluating three potential strategies including a westbound HOV lane; westbound queue jump lanes; and a new BART line from Pittsburg/Bay Point to So. Hayward. BART, the cities of Lafayette, Moraga and Walnut Creek, County Connection, and Caltrans are also participating in this study, which is expected to conclude this fall.

ACCESS IMPROVEMENTS. In 2004, BART reinstated the parking validation program at the Orinda Station. The program was necessary to deter non-BART users from using the parking garage.

In March 2005, the BART Board approved the institution of parking fees at stations which had sold 15% of the parking spaces at the stations for reserved parking, or where the local jurisdiction had requested the a daily parking fee be established. The daily parking fees are or will be at ten East Bay Stations, including the Orinda station. The initial starting daily parking fee at the station will be $1 per day. Monthly, single day, and airport/long-term parking permits can also be used at the station.

The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station had new energy-efficient lighting fixtures installed throughout the station parking lot in 2003. This station had the station canopy re-roofed in 2004 and the parking lot repaved in 2005. This station will have upgraded replacement ADA-compliant platform edge tiles installed.

PITTSBURG / BAY POINT

PLANNING Since 1996 BART has been collaborating with the City of Pittsburg and Contra Costa County on the creation of a transit-oriented development Specific Plan for the Pittsburg/Bay Point BART station.

In June 2002, the Contra Costa County Board of Supervisors certified the environmental document, selected the staff recommendation, adopted appropriate zoning and land use designations, and filed a Notice of Determination. It is anticipated that the City of Pittsburg will make similar findings in the near future.

BART and CCTA completed a feasibility study in 2003 that looked at a rapid transit extension eastward from Pittsburg/Bay Point to Byron. The study recommended the development of a system that utilized a diesel light rail technology operating on an existing freight right-of-way. BART initiated Preliminary Engineering and Environmental Review of the project in 2005. Money for the project, known as eBART, was included in the county sales tax measure and Regional Measure 2 (bridge toll increase).

DEVELOPMENT Contra Costa County has issued a development solicitation for property it controls immediately east of the Pittsburg/Bay Point station. The RFP calls for predominantly residential development in keeping with the adopted specific plan for the area.

BART has acquired 3.45 acres for surface parking adjacent to the existing parking lot. BART is pursuing funding for construction of these improvements.

REINVESTMENT This station had new energy efficient lighting fixtures and lamps installed throughout the station parking lot in 2003 and installed within the station in 2005 as part of ongoing station renovation program activities. This station has had upgraded replacement ADA-compliant platform edge tiles installed.

PLEASANT HILL

PLANNING The Pleasant Hill Comprehensive Station Plan (CSP) was completed in 2002.

The CSP defines BART's short-and long-term improvement needs for the station itself. Access and internal station function were emphasized in this effort. The CSP focused a multi-departmental team on safety, vertical circulation, platform adequacy, queuing, and boundaries of the paid area, among other things.

The County Redevelopment Agency, together with BART, is currently involved in a planning process to improve pedestrian and bicycle access to the station by linking communities in Concord through a new multi-use path.

The study, funded by MTC Transportation for Livable Communities grant, is seeking to build consensus on the most appropriate alignment for a pedestrian path.

DEVELOPMENT A long and intensive process is leading to the introduction of a new transit community at this station. The Pleasant Hill BART station Community Plan proposes five blocks of pedestrian-oriented streets that connect the station with surrounding neighborhoods. Proposed elements include residential units (rental and for sale), office, storefront retail, and public building space as well as connections to the Iron Horse Trail.

In August 2003, the BART Board authorized creation of a Joint Powers Authority (JPA) among BART, Contra Costa County and the County's Redevelopment Agency. In turn, the JPA has negotiated a long-term ground lease and development agreement with Millennium Partners to implement the charrette results. The JPA authorized execution of all relevant agreements between itself and Millennium Partners in June 2005. The $220 million project will consist of 515 residential units (100 will be for sale), approximately 40,000 square feet of retail/community space, and a 290,000 square foot office building.

ACCESS IMPROVEMENTS. BART staff is working cooperatively with UC Berkeley and the California Department of Transportation on the "Easy Connect" project. The project provides new lockers for bicycles, electronic bicycles, and Segways. By partnering with local employers, the intent of the program is to give patrons an additional means of reaching their final destination. The users will be able to use the extensive network of trails that run in close proximity to the station to reach their final destination.

The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station is scheduled to have the platform canopies re-roofed in late 2005 as part of ongoing station renovation program activities. Upgraded replacement ADA-compliant platform edge tiles were installed in 2004.

POWELL STREET

PLANNING Improvements to Powell Street Station are included as part of the San Francisco Redevelopment Agency's Mid-Market Plan. This has been enhanced by the recommended improvements to Hallidie Plaza that were identified in the 2004 charrette funded in part by the owners of the soon-to-open (2006) Bloomingdale's at San Francisco Center. Planning is also underway to make best use of the station space, which was studied in the 2004 Capacity Plan and found to be constricted in key areas (near the BART Police facility, in the mezzanine corridor between the fare gate areas, etc.) which may be affected whjen and if Muni's Central Subway is connected to BART at this station.

The Powell station was studied in 2004 to analyze the critical areas of platform capacity, vertical circulation (stairs/escalators) capacity, and fare gate capacity.

DEVELOPMENT BART is negotiating special entrance agreements with Forest City Development for a Bloomingdale's entrance and with Millennium Partners and San Francisco Redevelopment Agency to consider what will become of the "tunnel" space between the station and and Yerba Buena Center. Owners of the Flood Building are also working with BART staff to address the possibilities of sub-street connections to the station. The Four Seasons high-rise tower, containing 150 housing units, 100 long-term hotel suites and 250 hotel rooms, is directly adjacent to the station and opened in 2002.

Construction is underway at the adjacent Mexican Museum and the Jewish Museum in Yerba Buena Center.

ACCESS IMPROVEMENTS The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station was painted in 2003 and had new energy-efficient lighting fixtures and lamps installed inside the station in 2005. This station will have upgraded replacement ADA-compliant platform edge tiles installed, pending the receipt of grant funds.

RICHMOND

PLANNING The Richmond BART Comprehensive Station Plan (CSP) was completed in June 2004.

In conjunction with the North Richmond Neighborhood House, a local community-based organization, BART conducted an outreach project evaluating residents' use of the Richmond BART station. This project was funded through a Caltrans Environmental Justice Grant awarded to BART to conduct community-based planning efforts in three low-income neighborhoods in order to expand access to the BART system. Findings from this study were incorporated into the Comprehensive Station Plan (CSP) which was completed in June 2004.

The West Contra Costa Transportation Advisory Committee (WCCTAC) is currently in the process of updating its Subregional Transportation Mitigation (developer impact) Fee program. If the cities adopt the new fee schedule, the Richmond Transit Village will be eligible for approximately $15 million for infrastructure costs. In addition, BART will be eligible for approximately $22 million for station improvements. Finally, BART was allocated $10 million in Measure J funds for parking and access improvements at West County BART stations.

DEVELOPMENT In April 1999, the BART Board and Richmond City Council authorized exclusive negotiations with the Olson Company for a mixed-use development project at the Richmond BART station. The Richmond Transit Village Project will consist of for-sale housing, retail and a cultural arts facility. The plan's proposed parking facility would consist of one floor as designated long-term paid parking. In addition, a new intermodal AC Transit/Amtrak/BART station will be constructed at grade, as part of the transit village. This intermodal station will lead into the existing underground BART Station. A Development Agreement was approved in April 2002 among BART, the City and the Olson Company. Construction of some of the housing was completed in 2004.

ACCESS IMPROVEMENTS The City and WCCTAC have funded a new station entrance for the west side of the Richmond BART station. A maintenance agreement has been executed between the City and BART to address the new station once completed. The City expects to begin construction in the fall of 2005.

REINVESTMENT This station canopy was re-roofed in 2004 and to new energy efficient lighting fixtures and lamps were installed throughout the parking lot and the station in 2005. This station had upgraded replacement ADA-compliant platform edge tiles installed in 2004.

ROCKRIDGE

DEVELOPMENT The community at the Rockridge BART station has initiated an effort to beautify the portion of College Avenue located beneath the BART tracks and Highway 24. Community goals have been developed and specific projects are being identified. BART is assisting the community in project development and identifying grant opportunities for implementation.

ACCESS IMPROVEMENTS BART, working with the California Department of Transportation and UC Berkeley, instituted the SMART Parking Program at the Rockridge station. The program is testing technology that provides potential BART patrons using State Route 24 with real-time parking space availability at the Rockridge station.

In March 2005, the BART Board approved the institution of parking fees at stations which had sold 15% of the parking spaces at the stations for reserved parking, or where the local jurisdiction had requested the a daily parking fee be established. The daily parking fees are or will be at ten East Bay stations including the Rockridge Station. The initial starting daily parking fee at the station will be $1 per day. Monthly, single day, and airport/long-term parking permits can also be used at the station.

The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station had the station canopy re-roofed and had new, energy-efficient lighting fixtures and lamps installed throughout the station parking lot in 2002. Energy-efficient lighting fixtures and lamps were installed within the station in 2004. This station had upgraded replacement, ADA-compliant platform edge tiles installed in 2004.

SAN BRUNO

DEVELOPMENT The station opened in June 2003. The former Navy Recruitment Center has recently been developed into "The Crossings," a high-density, mixed-use transit village directly across El Camino from the Tanforan Mall and the BART station. The Mall, under new ownership, has been remodeled and opened in 2005.

ACCESS IMPROVEMENTS With the opening of the SFO Extension in 2003, there were charges for all station parking at San Bruno. The initial daily parking fee was set at $2 per day, and the monthly reserve fee was $63 per month. To spur ridership at the station, BART and the San Mateo County Transit District (SamTrans), which share parking revenues from the San Bruno station, mutually agreed to suspend the daily parking fee.

SAN LEANDRO

PLANNING In 2001, the City of San Leandro adopted the *Central San Leandro/BART Area Revitalization Strategy.* This strategy emphasized pedestrian-friendly design and land uses in the downtown area, with employment uses primarily west of the BART station. In 2005, however, the City Council directed staff to consider higher-density mixed-use residential development for the downtown. In summer 2005, the City was awarded a MTC Station Area Planning grant to plan for higher-density uses related to the proposed AC Transit Bus Rapid Transit project on East 14th Street. The study area includes the properties adjacent to the BART station.. During 2004, private developers worked with the City and BART to investigate a new mixed-use plan conjoining the vacant land immediately west of the station with existing BART parking lots, some Union Pacific track area, and other City-owned properties. While this effort was left incomplete due to the complexities of land ownership and consolidation, the opportunity to create a master plan approach was embraced by both agencies. BART is supporting the City in its Transit-Oriented Development Planning Grant application for MTC's Smart Growth Pilot Program. This effort would test TOD scenarios with access improvements, defining density to guide a private-public partnership for joint development.

DEVELOPMENT BART continues to work with the City to discuss potential development options, including a possible land exchange.

The immediate station area has seen numerous developments in recent years, including a multi-unit senior housing project within two blocks of the

station and a substantial mixed-use commercial office project directly northeast of the station. The Cherrywood single-family home project is under development two blocks north of the station.

ACCESS IMPROVEMENTS The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station had new energy-efficient lighting fixtures and lamps installed throughout the station in 2004, and in the parking lot in 2005. This station had the parking lot re-paved in 2004 This station had its parking lot re-paved in late 2004 and the platform canopies re-roofed in 2005. This station has received upgraded replacement ADA-compliant platform edge tiles installed.

SOUTH HAYWARD

PLANNING During 2001, the City of Hayward revised its redevelopment plans to link the downtown, Hayward BART and South Hayward BART station areas via major transportation corridors. This amended redevelopment plan directs compact mixed-use, transit-oriented development and establishes pedestrian improvements, housing goals and job creation goals. The City is moving forward with the "South Hayward BART Area/Mission Corridor Concept Plan" to create the vision, goals and strategies for implementation. BART Planning is working closely with the City in this effort, scheduled for completion of environmental review at a programmatic level in 2006.

BART received a Caltrans Community-Based Planning Grant to augment the City's work with a detailed analysis using the newly adopted Transit-Oriented Development and Access policies. The study involves creating and testing development scenarios, access improvements, and urban design parameters for BART property that complement the plan for the surrounding neighborhood. Coordination of surveys, community workshops and other public meetings ensured strong community involvement. The BART Station Design Concept Plan is scheduled for completion in late 2005.

BART also supported the Alameda County Congestion Management Association's South Hayward/Cherryland-Ashland transportation planning process, utilizing a comprehensive survey and analysis of this part of the county to identify community needs and solutions. This plan was completed in late spring 2004. The plan recommends investments in local AC Transit service, transit information, and improvements for bicyclists and pedestrians.

ACCESS IMPROVEMENTS The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station had new energy efficient lighting fixtures and lamps installed throughout the station parking lot in 2003, had the station canopy re-roofed in 2004, and had the station canopy re-roofed in 2004, and

have energy efficient lighting fixtures and lamps installed throughout the station itself in 2004. In 2005, this station had the parking lot re-paved. This station is scheduled to have upgraded replacement ADA-compliant platform edge tiles installed, pending the receipt of grant funds.

SOUTH SAN FRANCISCO

DEVELOPMENT This station opened in June 2003, the same year the City's Transit Village Plan was approved by the City Council.

In keeping with the City's recently adopted specific plan, which promotes transit-oriented development at the station, the City and BART have been working with Fairfield Development and the Urban Housing Group to implement high-density housing (and retail within the Fairfield project) at the BART station. Fairfield has requested and received both landscape easements and an auto egress movement from BART. Urban Housing has requested and received a property and easement sale from BART. All actions would be subject to the BART and SamTrans Board approvals.

ACCESS IMPROVEMENTS With the opening of the SFO Extension in 2003, there were charges for all station parking at South San Francisco. The initial daily parking fee was set at $2 per day, and the monthly reserve fee was $63 per month. To spur ridership at the station, BART and the San Mateo County Transit District (SamTrans), which share parking revenues from the South San Francisco Station, mutually agreed to suspend the daily parking fee.

The City of South San Francisco is finalizing design for a linear bike path along BART right-of-way and is working with BART staff to determine project specifics on a segment-by-segment basis.

UNION CITY

PLANNING The Union City station is one of three stations for which BART completed a Comprehensive Station Plan (CSP) in 2002. BART staff prepared the CSP to coordinate with Union City's General Plan update and Redevelopment Plan Amendment, each with an emphasis on "smart growth" and centered upon BART as a primary transit service provider in the sub-region. The CSP defines conceptual development, access, station capacity, and expansion plans for the 50-acre station district. In February 2004, the BART Board approved moving forward with implementation of a series of infrastructure and access improvements defined as a Phase 1 project. This work, led by the City and supported by BART, sets the stage for future private transit-oriented development and the next phases of public improvements necessary for realization of the plan.

Next phases of site and station work include finalization of the design details related to BART, the conceptual plan of the former PG&E site for

development, a transit parking study leading to definition of parking garage location and design, zoning updates and implementation of the plan design guidelines.

Passenger Rail Study: Environmental impact studies are underway for a proposed passenger rail facility adjacent to the Union City BART station. The two-part analysis includes a northern alignment study led by Union City, focused upon Capitol corridor, and a southern cross-bay alignment, led by Caltrain, focused upon future Dumbarton Rail service. Through the CSP, the partners identified how commuter rail would connect with the existing BART station. The future conceptual expansion of the BART station includes becoming a two-sided station integrated with the new passenger rail station to provide a continuous concourse. Other future capacity improvements include exterior station treatments to connect with the new commuter rail station, new elevators, emergency stairways and platform expansion.

DEVELOPMENT In 2002, the City acquired the 30-acre property from PG&E, directly adjacent to the BART property to the east. BART continues to work with the City to effectuate implementation of a transit-oriented development project in keeping with the Station District Plan.

Avalon Bay Communities, Inc. is pursuing entitlements through the City for an approximately 450-unit residential project on six acres immediately south of the BART parking lot.

ACCESS IMPROVEMENTS The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station had new energy efficient lighting fixtures and lamps installed inside the station and have the station platform canopies re-roofed in 2005. The parking lot will be reconfigured and re-paved as part of the Phase I project. This station will have upgraded replacement ADA-compliant platform edge tiles installed.

WALNUT CREEK

PLANNING The City of Walnut Creek is in the process of updating its General Plan. The Draft EIR was released in August 2005 and the Planning Commission is scheduled to make a final recommendation in winter 2005/06. A Comprehensive Station Plan (CSP) was prepared for the Walnut Creek BART station in preparation for the transit village project.

DEVELOPMENT In 2000, BART's Board of Directors authorized initiation of exclusive negotiations with Transit Village Associates to create a mixed-use development including apartments, retail, a BART Zone Command Police Facility, and office space. The Transit Village Associates project includes development of 440 apartments, 33,000 square feet of retail, 8,700 square feet of office space, and 1,373 parking spaces. In May and June of 2002, the

developer made presentations to the City of Walnut Creek's Planning Commission and City Council. In December 2002, the BART Board approved an Option Agreement for a long-term ground lease. In 2005, the City, developer, and BART initiated discussions to reconfigure the proposed project to address improved station access and more effective connectivity between the project and surrounding land uses. The next steps include formal approval from the City and environmental clearance.

ACCESS IMPROVEMENTS In 2004, BART reinstated the parking validation program at the Walnut Creek Station. The program was necessary to deter non-BART users from using the parking garage.

In March 2005, the BART Board approved the institution of parking fees at stations which had sold 15% of the parking spaces at the stations for reserved parking, or where the local jurisdiction had requested the a daily parking fee be established. The daily parking fees are or will be at ten East Bay stations including the Walnut Creek station. The initial starting daily parking fee at the station will be $1 per day. Monthly, single day, and airport/long-term parking permits can also be used at the station

The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station is had new energy-efficient lighting fixtures and lamps installed throughout the surface parking lot, the parking garage, and within the station in 2005. This station platform canopies were re-roofed and the parking lot re-paved in 2005. This station has had upgraded replacement, ADA-compliant platform edge tiles installed.

WEST DUBLIN / PLEASANTON

DEVELOPMENT In November 1999 the BART Board of Directors approved a public/private venture between BART and Jones Lang LaSalle (now Ampelon Development and Jones Lang LaSalle) to leverage private development on BART land to build the West Dublin/Pleasanton Station. The $100 million project is to consist of:

- A new West Dublin/Pleasanton BART station with parking,
- a bus intermodal facility and pedestrian bridges to connect the station in the center of the freeway to BART property on either side of the freeway, and
- private development consisting of residential units and a hotel in Dublin, and an office building in Pleasanton.

Funding the public improvements, currently estimated to cost $70 million, will involve BART's issuing bonds for construction of the station and ancillary facilities, including the BART parking garages. Repayment of the bonds would be through a combination of contributions from the Cities of Dublin and Pleasanton and County of Alameda/Surplus Property Authority, and

BART revenues generated by the station. The bond funding for the project is also being supplemented by pre-payment of ground leases by the private sector and grant funding from the Alameda County Congestion Management Agency (ACCMA) and the Tri-Valley Transportation Council (TVTC).

In April 2001, the BART Board of Directors certified the Supplemental Environmental Impact Report (SEIR) and adopted the overall public/private development project. BART secured pre-development funds from the ACCMA to prepare the SEIR. A letter of intent has been executed with the developer for all private development at the proposed station. The master development agreement has also been executed between BART and Ampelon/JLL for the overall project. BART and the developer will select a design/build contractor for the station and pedestrian bridges. All parties are now conducting the design effort to identify a guaranteed maximum price (GMP) for the public improvements – a step necessary to identify the size of the bond issuance. In October 2003, the Tri-Valley Transportation Council authorized a $4 million grant to BART in order to, in part, conduct the design effort to identify the GMP. In January 2004, the Alameda County CMA programmed an additional $6.9 million to the project for construction of the public improvements.

Given the current real estate market, one of the critical issues being addressed by BART and Ampelon/JLL is the ability of the private development to service the debt from the bonds to be issued. The current schedule calls for BART Board consideration of the debt structure during 2005, with bonds being issued after Board consideration, and station construction beginning in 2006. Completion of construction of the public improvements is scheduled for late 2008. Final approvals from the Cities of Dublin and Pleasanton and the County of Alameda are pending on the provision of capital funds to provide a reserve account for the bonds.

WEST OAKLAND

PLANNING *7th Street Streetscape Planning Study:* The City of Oakland, in cooperation with BART and other project partners, received a Caltrans Environmental Justice Grant in 2002/2003 to develop a streetscape plan for 7th Street, adjacent to the West Oakland BART station. The key goals of the plan are to develop a pedestrian-friendly environment and revitalize the retail district. Recommendations have been developed with input from the West Oakland BART station community and the project was completed in summer 2004. The City of Oakland has been applying for funding to implement the recommendations.

West Oakland Transit Village: A memorandum of understanding was executed among BART, the Oakland Housing Authority (OHA) and City of Oakland Community and Economic Development Agency (CEDA) to advance transit-oriented development and neighborhood revitalization goals for West Oakland. The Tri-Agency Team commissioned Michael Willis Architects to develop an action plan to guide both public and private development in phases that build upon one another. The *West Oakland Transit Village*

Action Plan calls for replacing existing surface parking lots, some industrial land uses and other underutilized lots with higher density mixed-use residential, office and retail uses which are critically needed for revitalization and desired by resident stakeholders. Major proposed developments on the primary opportunity sites include 500+ residential units and 8,000 to 12,000+ square feet of retail development with parking.

DEVELOPMENT In 2005, OHA's Mandela Gateway project was completed with 143 apartments and 19 single family units. In keeping with the established community vision, in August 2003, the BART Board authorized a developer solicitation to both identify a project for BART's property and to increase commuter parking at or near the station. BART worked with the City of Oakland to prepare a developer solicitation. The solicitation was released and posted on BART's website on August 5, 2004 and a pre-submittal meeting was conducted on the 19th of August. Two development proposals were received in October 2004. In 2005, the BART Board authorized execution of negotiating agreements with each developer that had submitted a proposal.

ACCESS IMPROVEMENTS In March 2005, the BART Board approved the institution of parking fees at stations which had sold 15% of the parking spaces at the stations for reserved parking, or where the local jurisdiction had requested the a daily parking fee be established. The daily parking fees are or will be at ten East Bay stations, including the West Oakland station. The initial starting daily parking fee at the station will be $5 per day, due to the high demand for parking at the station, and the fact that private parking operators adjacent to the station charge a similar amount for parking. Monthly and single-day reserved permits can also be used at the station.

The District is installing accessible fare gates to accommodate the access needs of customers in wheelchairs, bicyclists, and others with luggage.

REINVESTMENT This station had new energy efficient lighting fixtures and lamps installed throughout the station parking lot and had the station canopy re-roofed in 2003. This station has had upgraded replacement, ADA-compliant platform edge tiles installed. This station had energy efficient lighting fixtures and lamps installed within the station in 2004.

APPENDIX C: STRATEGIC PLAN FOCUS AREAS

THE BART CUSTOMER EXPERIENCE

Vision

The transit riders and residents of the San Francisco Bay Region will regard BART and its transit partners as providing seamless, safe, reliable, and customer-friendly transportation services and will consider themselves stewards of the system.

Goals

1. We will continually improve customer satisfaction by maintaining performance standards and providing quality customer service.
2. We will maximize regional transit access, convenience, and ease of use through effective coordination among transit providers.

Performance Measure	Benchmark	Status: Feb04 Report	Status: FY05	Evaluation
% of Customer Satisfaction Survey respondents who rate their overall **customer satisfaction** with BART as very or somewhat satisfied.	80% or higher 82% by 2010	80% (from 2002 survey)	86% (from 2004 survey)	
% of **customers who arrive on time.**	94% or higher 96% by 2010	95.2% (FY03)	94.9%	
Transit access mode share to BART.	21.5% by 2005 22.0% by 2010	20.5% (from 1998 survey)	20.5% (from 1998 survey, no update available)	
% of Customer Satisfaction Survey respondents who rate **timeliness of connections with buses** (transit)* as good or better.	54% or higher 56% by 2010	54% (from 2002 survey)	62.2% (from 2004 survey)	

*All transit to be measured in future surveys.

Legend

Benchmark met or exceeded

Benchmark merits watching

Benchmark not met

BUILDING PARTNERSHIPS FOR SUPPORT

Vision

As an indispensable resource to the Bay Area's quality of life, BART will take a leadership role working with diverse stakeholders to promote more effective transit policies and political support for regional transit initiatives.

Goals

1. BART will be viewed by stakeholders as a credible, trustworthy steward of the system we manage and operate, focused on improving our value to the riders and the communities we serve.
2. BART will encourage and consider public input as integral to sound, balanced policy development and decision making, and make deliberate, disciplined decisions in the best interests of the people it serves.
3. Residents of the Bay Area will value and take pride in BART as an integral part of their communities.
4. Key elected officials, opinion leaders, and decision-makers will understand and actively support transit needs and initiatives.

Performance Measure	Benchmark	Status: Feb04 Report	Status: FY05	Evaluation
% of Customer Satisfaction Survey respondents who rate **BART's leadership in solving regional transportation issues** as good or better.	51% or higher 55% by 2010	51% (from 2003 survey)	61.9% (from 2004 survey)	
% of Customer Satisfaction Survey respondents who would definitely or probably **recommend BART** to a friend or guest.	90% or higher	90% (from 2002 survey)	93% (from 2004 survey)	
Electoral and legislative **support for transit initiatives.**	Specific goals vary annually	2002/03 PASSED: • SB 760 • SB 916 • AB 813 • AB 839 • Prop K	2003/04/05 PASSED: • RM2 • Measure AA • State Prop 1A • Measure A • Measure J • SB 1201 • AB 1320 • AB 691, sponsored with Calif Transit Assoc & will continue to work on SB521	

TRANSIT TRAVEL DEMAND

Vision

The BART system will be used to its fullest potential, maximizing transit ridership in order to enhance the Bay Area's quality of life.

Goals

1. We will work to understand changing transit demand patterns and be prepared to respond to them, and we will work proactively to influence travel demand trends in the region that support transit ridership.
2. We will optimize the use of existing capacity.
3. We will encourage and facilitate improved access by all modes to and from our stations.
4. BART will work to close gaps in regional rail services between major population and employment centers and/or corridors.
5. BART will develop the line-haul and station throughput capacity to serve on average at least 500,000 weekday riders (without the addition of a second TransBay Tube).

Performance Measure	Benchmark	Status: Feb04 Report	Status: FY05	Evaluation
Weekday **off-peak ridership** as a share of total ridership.	44% or higher 46% by 2010	43%	43%	
System utilization (passenger Miles/revenue seat miles).	35% or higher	29% (FY03)	31%	
Line-haul capacity, station capacity and station access increases to serve a projected average weekday ridership of:	370,000 by 2008* 420,000 by 2013* 500,000 by 2018* *Assumes same service levels, ridership patterns & distribution by time of day as current conditions.	360,000 (current capacity)	(current capacity)	
BART links to regional rail network and airports.	At least one direct connection be-tween BART and: **Muni at:**			
	Embarcadero	Exists	Exists	
	Montgomery	Exists	Exists	
	Powell	Exists	Exists	
	Civic Center	Exists	Exists	
	Glen Park	Exists	Exists	
	Balboa Park	Exists	Exists	
BART links to regional rail network and airports. (continued)	**Caltrain at:**			
	Millbrae	Exists	Exists	
	Santa Clara	Part of SVRT	Part of SVRT	
	S.J. Diridon	Part of SVRT	Part of SVRT	

TRANSIT TRAVEL DEMAND

VTA at:		
S.J. Diridon	Part of SVRT	Part of SVRT
Montague	Part of SVRT	Part of SVRT
S.J. Market St.	Part of SVRT	Part of SVRT
ACE at:		
S.J. Diridon	Part of SVRT	Part of SVRT
Santa Clara	Part of SVRT	Part of SVRT
Capitol Corridor at:		
S.J. Diridon	Part of SVRT	Part of SVRT
Richmond	Exists	Exists
Coliseum	Under Construction	Under Construction
Union City	Proposed	Proposed
S.F.International Airport	Exists	Exists
Oakland Airport	Proposed rail connection exists via AirBART bus	Proposed rail connection exists via AirBART bus
San Jose Mineta Airport	Proposed as part of SVRT	Proposed as part of SVRT
Other Rail: East Contra Costa County at Pittsburg/Bay Point BART station	Proposed	Proposed

LAND USE AND QUALITY OF LIFE

Vision	Goals
In partnership with the communities we serve, our investment choices and policy decisions will encourage, support, and enhance access to transit through development of transit-oriented communities to realize the full value of our transit investments while maximizing the livability and vitality of those communities.	1. In partnership with the communities it serves, BART properties will be used in ways that first maximize transit ridership and then balance transit-oriented development goals with community desires. 2. In partnership with the communities BART serves, we will promote transit ridership and enhance the quality of life by encouraging and supporting transit-oriented development within walking distance of BART stations. 3. We will advocate for transit-supportive land use policies and programs at the local, regional, state, and federal levels.

Performance Measure	Benchmark	Status: Feb04 Report	Status: FY05	Evaluation
The amount of **TOD on BART property.**	Transit-Oriented Development on BART property (where developable property exists) at 12 of 28 stations by 2010.		**Board adopted Transit-Oriented Development Policy 7/2005**	
		Richmond (planned) 231 res. units; 27,000 s.f. retail; cultural facility	**Richmond** (partially complete) 132 of 231 units built	
		Fruitvale 47 res. units; 156,000 s.f. retail	**Fruitvale Phase I** (complete 2004) 47 res. units; 156,000 s.f. retail	
		Castro Valley 96 res. units; BART police facility	**Castro Valley** 96 res. units; BART police facility	
		Walnut Creek Board approved 2002	**Walnut Creek** Board approved 2002; in City review process	
		Ashby Board approved option	**Ashby** Board approved amended option in June 2004	

LAND USE AND QUALITY OF LIFE

	Entrance agreements at 5 of 11 stations by 2010, where no developable property exists.	**West Dublin/ Pleasanton** Board approved 1999 **Pleasant Hill** Board approved JPA & lease 2003 **19th St** **Powell** **Montgomery**	**West Dublin/ Pleasanton** Board approved 1999 **Pleasant Hill** Board approved JPA & lease 2003 **Powell**	
Systemwide land density within ½ mile of BART stations, (population density per acre+employment density per acre). * 2000 census data not consistently reported	Average pop. density 26 residents per acre by 2010 Average empl. density 33 jobs per acre by 2010	2000 pop. density average = 29.9 1990 empl. density* average= 26.2	2000 pop. density average = 29.9 1990 empl. density* average= 26.2	

PEOPLE OF BART

Vision

BART will be a professional, caring organization dedicated to meeting the needs of our customers.

Goals

1. BART will create a welcoming and supportive working environment for all employees.
2. BART will have an organizational culture that respects, values, and empowers employees and puts customers first. We will seek to improve working relationships within BART, and between BART and the people and communities we serve.
3. We will attract, train, retain, and provide job enrichment and career growth to a dedicated and competent workforce.

Performance Measure	Benchmark	Status: Feb04 Report	Status: FY05	Evaluation
Annual % of the **workforce who leave BART for reasons other** than retirement.	4% or less	1.6% (FY03)	2%	
Employee safety using OSHA Recordable Injuries & Illness Rate (claims/million hours worked).	19 or less	16.8 (FY03, Benchmark = 20)	15.5	
Internal promotions based on % of positions filled by BART staff (excludes entry level positions).	55% or higher	47.7% (past three fiscal years)	50% (past three fiscal years)	
Average # of **training hours per employee** per year provided by the District.	40 or higher	41.5	TBD	

PHYSICAL INFRASTRUCTURE

Vision

Our infrastructure and equipment will be maintained in a condition that enables us to supply high quality, clean, safe, reliable, and customer-friendly transportation.

Goals

1. We will make annual investments in maintenance and repair of our physical infrastructure sufficient to support safety, cleanliness, reliability, train performance, and customer friendliness.
2. We will meet the demands of our customers and assure the long-term viability of BART by routinely reinvesting in our aging infrastructure to maintain its functional value.
3. We will ensure that infrastructure and maintenance capacity support the planned level of service. At the same time, we will provide the infrastructure flexibility to support the planned level of service.

Performance Measure	Benchmark	Status: Feb04 Report	Status: FY05	Evaluation
Minimum % of system operating expense allocated to **capital investment.**	3% or higher	3% equivalent grant funds programmed	2.4% equivalent grant funds programmed	
Total investment in physical infrastructure between 2004 and 2014.	$1.3B for earthquake safety	$193M programmed	$1.3B* programmed	
	$2.3B for renovation	$108M programmed	$297M programmed	
% of **fare gates in service.**	97% or higher 98% by 2010	95.8% (FY03, Benchmark=95%)	98.6%	
% of **elevators in service** (combined station & garage).	98% or higher	98.8% (FY03, Benchmark=97%)	99.2%	
% of **escalators in service** (combined street & platform).	97% or higher	98.3% (FY03, Benchmark=95%)	98.0%	
% of BART customers who rate **train cleanliness** as "good" or better.	52% or higher 65% by 2010	52% (from 2002 survey)	58.5% (from 2004 survey)	
% of BART customers who rate **the cleanliness inside stations** as "good" or better.	56% or higher 70% by 2010	56% (from 2002 survey)	64.7% (from 2004 survey)	
Mean time between service delays (vehicle reliability).	1800 hours or more 2300 hrs by 2010	1867 hours (FY03, Benchmark=1500)	2016 hours	

*Need additional $0.3B for system operability.

FINANCIAL HEALTH

Vision

We will know where we are, and where we are going financially. Our operating and capital revenues and expenses will be balanced, predictable, sustainable, and sufficient to meet standards and goals.

Goals

1. We will remain a transit service that is competitive in terms of value (i.e., quality for price) for the people we serve.
2. We will maintain and improve the stability of our financial base.
3. We will work with our regional transit partners to advocate for funding needed to sustain existing transit services and infrastructure reinvestment, and then to pursue prudent expansion.
4. Our financial choices will be guided by prudent fiscal policies and reliable, useful revenue and expense forecasts and plans.

Performance Measure	Benchmark	Status: Feb04 Report	Status: FY05	Evaluation
% of Customer Satisfaction Survey respondents who rate **BART as a good value for the money**.	70% or higher	66% (from 2002 survey)	67% (from 2004 survey)	
Annual **increase in operating costs** per passenger miles.	At or below the 10-year average rate of inflation	10-yr. avg. increase in Inflation: 2.9% Operating Cost: 2.2% (FY03)	10-yr. avg. increase in Inflation: 2.7% Operating Cost: 2.4%	
BART's **operating ratio.**	60% or higher	62.1% (FY03)	59.8%	
BART's **credit rating.**	Fitch: AA Moody's: Aa3 S & P: AA-	Fitch: AA Moody's: Aa3 S & P: AA-	Fitch: AA Moody's: Aa3 S & P: AA-	
BART's **prudent reserve** for economic uncertainty	5% of total annual operating expenses	$23 million (Lease-back revenue reserves)	$10 million*	

*Funding pledged to BAP Phase 1 in the event the Millbrae building does not sell.

APPENDIX D: FY06 Capital Improvement Program Database

The two major BART CIP categories of funding status are:

- **Track One:** Fiscally constrained, i.e. projects for which potential sources of funding can be reasonably identified within the ten-year CIP timeframe. However, not all of the funding identified in Track One is actually secured through formal funds programming, and therefore cannot yet be considered certain. It is important to note: *For this FY06 CIP, some aggressive assumptions regarding Track One grant funding have been made. Though the assumptions made can be considered reasonable, they are dependent on the occurrence of several events outside the control or considerable influence of the BART District.* Included in those diverse events are another renewal of federal transportation legislation within the timeframe of the CIP.

- **Track Two:** Unconstrained, including other important projects for which funding cannot yet be reasonably identified. Included in Track Two are projects identified as necessary over a ten year increment of the BART District's 30-Year Plan. Track Two also covers those portions of segmentable projects that do not yet have identified funding. Delivery of Track Two projects remains dependent on the generation of additional internal and grant funding.

To illustrate how a project might be divided into Track 1 and Track 2, look at the Earthquake Safety Program. This program is divided several phases, the first few of which are shown as fully funded in Track1, with the 'secured' funding totaling approximately $1.3 billion. The remainder of the Earthquake Safety Program budget, approximately $300 million, has been placed in the 'unfunded' category of Track 2, as 'System Safety, Systemwide Operability' project.

The total amounts, including Track 1 and Track 2 projects, shown in thousands of dollars for each CIP Program Area, are as follows:

FY06 CIP Program	**Track 1**	**Track 2**	**Total**
System Reinvestment	1,110,165	1,460,531	2,570,696
Earthquake Safety Program	1,336,983	300,000	1,636,983
Security	15,460	252,000	267,460
Service and Capacity Enhancement	292,529	2,840,200	3,132,729
System Expansion *(without SFO included)*	3,151,176 *1,602,022*	913,000 *913,000*	4,064,176 *2,515,022*
Total (with SFO) ***Total (without SFO)***	5,906,313 ***4,364,291***	5,765,731 ***5,765,731***	11,672,044 ***10,130,022***

CIP Database Notes: FY06 Assumptions

Federal Sections 5307 & 5309

For FY06, FY07 and FY08, Sec. 5307 funds, Sec. 5309 funds, and companion local match (Bridge Toll funds) will be programmed, per agreement with MTC. The proposed mix of Sec. 5307 and 5309 funds is likely to change and have been shown together in this CIP database under Federal 5307. Current expectations are that in FY06 54% of those 5307 funds will transfer to 5309, in FY07 75% of the funds may move to 5309 and in FY08 80% of those funds may move to 5309. The 20% local-match requirement for these federal funds is assumed in the FY06 CIP to come predominately from Bridge Toll funds (approximately 75%), with BART funds supplementing.

For the SAFETEA-LU years and post SAFETEA-LU years (FY09 on) the CIP assumes Sec. 5307 (and ultimately 5309 funds) at levels that are higher than programming during the TEA-21 years. For all years FY09 and beyond, the 20% local-match requirement for these funds is assumed to come from regional Bridge Toll funds. The actual levels of Bridge Toll funds to be programmed is likely to be lower, with programming levels more likely to match the levels of FY04 and FY05 (estimated Local Match = 50% BART Funds + 50% Bridge Toll Funds).

For FY06 and beyond, planned programming for Federal Section 5307 funds is assumed to be at the maximum permitted $13 million annually for each of the three annually recurring projects now firmly established in MTC's Transit Capital Priorities programming (rail replacement, train control rehab, and traction power rehab), with Transbay Tube Cathodic Protection occurring at five year intervals.

Planned programming for Federal Section 5307 includes a continuation of the region-wide 10% set aside for Americans with Disabilities Act projects. BART is expected to cover the full local match requirements for these 5307 funds and the FY06 CIP assumes that these funds will come from annual allocations from operating. BART is one of the few operators using these funds for capital projects, enabling easy tracking.

STP/CMAQ

Programming for Federal STP/CMAQ has been included in the FY06 CIP at lower levels than the FY05 CIP, to reflect the December 2003 policy decision by the MTC to not fully fund the BART Transit Capital Shortfall amounts requested as part of the Transportation 2030 update of the 2001 RTP. In the FY06 CIP, this fund source is shown to include $54 million programmed to a placeholder project identified as future General Mainline Renovation. The FY06 CIP also includes an initial increment of funding via the STP/CMAQ program for the C-1 Car program.

STIP / Relationship to RTP & Countywide Plans

For the FY06 SRTP/CIP, the 2005 RTP/Transportation 2030, part of the anticipated 2006 STIP, and the 2002 RTEP are the programming guides in effect.

For bicycle and pedestrian projects, approximately $200,000 annually is assumed to come from discretionary grant funds programmed from the region. This assumption is aggressive and actual funding levels will likely be lower.

BART-related projects listed in the RTP that have the funds being handled by other jurisdictions (such as the four transit village projects in Alameda County) will be discussed in the CIP narrative but will not be included in the financial tables.

County Sales Taxes/Regional Bridge Tolls

The FY06 CIP shows Track 1 funding for BART projects included in San Francisco County's voter approved Proposition K. Those projects shown in Track 1 are those prioritized for the first 5 years of Proposition K at this point in time, with the outer 5 years showing more aggressive funding assumptions.

With the passage of Regional Measure 2 (RM-2) and Contra Costa County Measure J (Measure C renewal) in 2004, BART managed projects included in the voter approved expenditure plans for those measures are now shown in Track 1 of the FY06 CIP document.

The passage of the $980 million BART Earthquake Safety Program General Obligation Bond in November 2004 is reflected in Track 1 of the FY06 CIP.

Extensions / Relationship to Regional Transit Expansion Policy (RTEP)

BART-related 2002 RTEP/MTC Resolution 3434 projects are reflected in the FY06 CIP, with amendments included to reflect the recent passage of both Regional Measure 2 and Contra Costa County Measure J. For the most part, the funding plan for these projects now reflect the most recent applications sent in to MTC as part of the Initial Project Review (IPR) for the RM-2 funds. Resolution 3434 projects include the Warm Springs Extension (WSX) and Oakland Airport Connector (OAC) projects, as well as the rail extension projects along Route 4 (eBART) and I-580. WSX, OAC, and eBART are each in the RM-2 expenditure plan. The Tier 1 RTEP and full funding plans for these projects are shown wholly within the FY06 - FY15 of the CIP in Track One, even if their cash flow projections carry beyond FY14. The balances of the project costs (for eBART and the I-580 project) are carried in Track Two.

The timing of expenditure commitments for both WSX and OAC are set to reflect current funding programming plans. Any possible financial impacts

that might be caused by reconciling funding programming schedules with actual project commitment needs will be dealt with as necessary as those analyses are conducted.

The San Jose Extension will be discussed in the CIP narrative, but will not appear in the financial tables, since BART will not be the implementing agency.

BART Funds

Projected bond sales are shown for the West Dublin/Pleasanton Station project under Other Funding Sources: Private Sector Financing, and the project is shown as fully funded.

Allocations from operating are assumed at $14.7 million starting in FY06 and escalating at 3% annually, in accordance with the SRTP financial plan. From FY12-15, $12.5 million annually is shown in Allocations to be directed towards the Earthquake Safety Program.

Allocations from operating are generally directed to a number of baseline, annually recurring projects such as Station Renovation, Facility Renovation, and Work Equipment Replacement (which includes inventory build-up and non-revenue vehicles).

Allocations not fully utilized in these baseline projects are used to build up Program-wide Contingency. This "use" can also be a source of BART local match to grants, as needed

Total Track One Program Capital Needs

	Total Commitments	Commitments to 06	Future Commitments	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
System Reinvestment													
Rolling Stock	$61,997	$1,200	$60,797	$27,675	$27,824	$5,298	$0	$0	$0	$0	$0	$0	$0
Mainline	$415,874	$28,725	$387,149	$36,174	$52,624	$67,602	$33,107	$33,169	$33,242	$33,308	$32,394	$32,409	$33,119
Stations	$194,447	$149,666	$44,782	$6,510	$6,965	$3,572	$3,216	$3,313	$4,279	$4,260	$4,363	$4,471	$3,833
Controls & Communications	$314,325	$135,166	$179,160	$16,250	$17,806	$17,806	$17,806	$17,806	$17,806	$17,806	$18,851	$18,908	$18,315
Facilities	$3,040	$2,360	$680	$68	$68	$68	$68	$68	$68	$68	$68	$68	$68
Work Equipment	$120,482	$42,922	$77,560	$8,800	$6,615	$6,860	$7,105	$7,370	$7,635	$7,900	$8,135	$8,421	$8,719
Total System Reinvestment Program	*$1,110,165*	*$360,038*	*$750,127*	*$95,476*	*$111,902*	*$101,207*	*$61,302*	*$61,725*	*$63,030*	*$63,342*	*$63,811*	*$64,277*	*$64,054*
Earthquake Safety													
No Subprogram	$1,336,983	$44,983	$1,292,000	$64,000	$80,000	$260,000	$275,000	$317,000	$144,000	$85,500	$41,500	$12,500	$12,500
Total Earthquake Safety Program	*$1,336,983*	*$44,983*	*$1,292,000*	*$64,000*	*$80,000*	*$260,000*	*$275,000*	*$317,000*	*$144,000*	*$85,500*	*$41,500*	*$12,500*	*$12,500*
Security													
No Subprogram	$15,460	$12,431	$3,029	$2,779	$0	$250	$0	$0	$0	$0	$0	$0	$0
Total Security Program	*$15,460*	*$12,431*	*$3,029*	*$2,779*	*$0*	*$250*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*
Service & Capacity Enhancement													
Rolling Stock	$640	$0	$640	$0	$640	$0	$0	$0	$0	$0	$0	$0	$0
Mainline	$28,200	$5,200	$23,000	$4,000	$12,000	$5,000	$2,000	$0	$0	$0	$0	$0	$0
Stations	$261,364	$107,605	$153,759	$9,092	$8,093	$4,782	$6,552	$5,063	$8,216	$29,282	$33,152	$41,848	$7,679
Controls & Communications	$2,325	$50	$2,275	$25	$200	$50	$0	$1,000	$1,000	$0	$0	$0	$0
Total Service & Capacity Enhancement Program	*$292,529*	*$112,855*	*$179,674*	*$13,117*	*$20,933*	*$9,832*	*$8,552*	*$6,063*	*$9,216*	*$29,282*	*$33,152*	*$41,848*	*$7,679*
System Expansion													
San Francisco Airport Extension	$1,549,154	$1,458,168	$90,987	$90,987	$0	$0	$0	$0	$0	$0	$0	$0	$0
Oakland Airport Connector	$256,033	$34,432	$221,601	$7,564	$63,300	$83,648	$12,090	$11,400	$14,700	$8,229	$4,700	$4,700	$11,270
Warm Springs Extension	$678,833	$100,278	$578,555	$59,818	$35,800	$89,000	$10,500	$37,487	$39,850	$11,000	$10,000	$10,000	$275,100
BART/TriValley Rail Extension	$207,001	$2,300	$204,701	$15,376	$9,438	$24,304	$23,318	$23,318	$12,652	$16,653	$16,652	$16,652	$46,338
BART/East Contra Costa Rail Extension	$390,250	$96,250	$294,000	$500	$0	$5,000	$103,000	$13,000	$52,000	$0	$0	$0	$120,500
West Dublin-Pleasanton Station	$69,905	$8,005	$61,900	$17,000	$44,900	$0	$0	$0	$0	$0	$0	$0	$0
Total System Expansion Program	*$3,151,176*	*$1,699,433*	*$1,451,744*	*$191,245*	*$153,438*	*$201,952*	*$148,908*	*$85,205*	*$119,202*	*$35,882*	*$31,352*	*$31,352*	*$453,208*
Total Track One Program Capital Needs	$5,906,314	$2,229,739	$3,676,574	$366,617	$366,273	$573,241	$493,762	$469,993	$335,448	$214,006	$169,815	$149,977	$537,441

Note: all figures in thousands of dollars.

TRACK ONE PROGRAM - System Reinvestment

Rolling Stock	Total Commitments	Commitments to 06	Future Commitments	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
C-1 CAR REPLACEMENT (TRACK 1 PORTION)	$45,361	$0	$45,361	$22,681	$22,681	$0	$0	$0	$0	$0	$0	$0	$0
CAR TEST EQUIPMENT	$1,200	$1,200	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
STRATEGIC MAINTENANCE PROGRAM	$15,436	$0	$15,436	$4,994	$5,144	$5,298	$0	$0	$0	$0	$0	$0	$0
Total Rolling Stock	*$61,997*	*$1,200*	*$60,797*	*$27,675*	*$27,824*	*$5,298*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*

Note: all figures in thousands of dollars.

Mainline	Total Commitments	Commitments to 06	Future Commitments	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
EMERGENCY MAINLINE REPAIRS	$23,950	$0	$23,950	$5,424	$2,181	$2,220	$2,264	$2,293	$2,333	$2,364	$1,415	$1,392	$2,065
GENERAL MAINLINE RENOVATION (PARTIAL TRANSIT CAPITAL SHC	$54,235	$0	$54,235	$0	$19,663	$34,571	$0	$0	$0	$0	$0	$0	$0
LAKE MERRIT CHANNEL SUBWAY REPAIR	$2,475	$2,475	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
L-LINE INTRUSION BARRIERS (TRACK 1 PORTION)	$500	$500	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
MAINTENANCE AND ENGINEERING CAPITAL MAINTENANCE FUND	$11,464	$0	$11,464	$1,000	$1,030	$1,061	$1,093	$1,126	$1,159	$1,194	$1,230	$1,267	$1,305
REPLACE RAIL, WAY AND STRUCTURES (ONGOING)	$140,898	$4,148	$136,750	$14,875	$14,875	$14,875	$14,875	$8,875	$14,875	$14,875	$14,875	$14,875	$8,875
TRACTION POWER EQUIPMENT REHABILITATION (ONGOING)	$158,125	$9,375	$148,750	$14,875	$14,875	$14,875	$14,875	$14,875	$14,875	$14,875	$14,875	$14,875	$14,875
TRANSBAY TUBE AND TUNNEL VENTILATION REHABILITATION	$6,000	$6,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TRANSBAY TUBE CATHODIC CORROSION PROTECTION (ONGOING)	$18,227	$6,227	$12,000	$0	$0	$0	$0	$6,000	$0	$0	$0	$0	$6,000
Total Mainline	*$415,874*	*$28,725*	*$387,149*	*$36,174*	*$52,624*	*$67,602*	*$33,107*	*$33,169*	*$33,242*	*$33,308*	*$32,394*	*$32,409*	*$33,119*

Note: all figures in thousands of dollars.

TRACK ONE PROGRAM - System Reinvestment

Stations	Total Commitments	Commitments to 06	Future Commitments	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
ALAMEDA COUNTY STATION RENOVATION	$3,248	$0	$3,248	$0	$3,248	$0	$0	$0	$0	$0	$0	$0	$0
AUTOMATIC FARE COLLECTION (AFC) MODERNIZATION	$85,075	$85,075	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
EMBARCADERO - BART/MUNI ELEVATOR REHABILITATION	$450	$0	$450	$0	$0	$450	$0	$0	$0	$0	$0	$0	$0
EMBARCADERO - STAIR CHANNEL PROJECT	$450	$450	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SAN FRANCISCO STATIONS - ELEVATOR HEADHOUSE MODIFICATI	$2,360	$1,675	$685	$0	$685	$0	$0	$0	$0	$0	$0	$0	$0
SF STATIONS - EMERGENCY EXIT IMPROVEMENTS	$3,120	$0	$3,120	$0	$0	$0	$0	$0	$870	$750	$750	$750	$0
SYSTEMWIDE - ESCALATOR RENOVATION	$34,896	$34,896	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SYSTEMWIDE - PARKING FACILITIES RELAMPING (ONGOING)	$5,513	$1,230	$4,283	$750	$348	$358	$369	$380	$391	$403	$415	$428	$441
SYSTEMWIDE - PLATFORM EDGE TILE REPLACEMENT	$7,351	$5,842	$1,509	$1,509	$0	$0	$0	$0	$0	$0	$0	$0	$0
SYSTEMWIDE - STATION CANOPIES REROOFING (ONGOING)	$10,171	$2,920	$7,251	$900	$626	$645	$664	$684	$704	$725	$746	$767	$790
SYSTEMWIDE - STATION DEEP CLEANING	$950	$0	$950	$950	$0	$0	$0	$0	$0	$0	$0	$0	$0
SYSTEMWIDE - STATION PAINTING (ONGOING)	$9,407	$1,602	$7,805	$750	$696	$716	$738	$760	$782	$805	$828	$852	$878
SYSTEMWIDE - STATION PARKING LOT REPAVING (ONGOING)	$14,727	$4,410	$10,317	$900	$927	$955	$984	$1,013	$1,043	$1,074	$1,106	$1,140	$1,174
SYSTEMWIDE - STATION RELAMPING (ONGOING)	$7,368	$2,205	$5,163	$750	$435	$448	$461	$475	$489	$503	$518	$534	$550
SYSTEMWIDE - TRAIN DESTINATION SIGN REPLACEMENT	$9,361	$9,361	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Stations	*$194,447*	*$149,666*	*$44,782*	*$6,510*	*$6,965*	*$3,572*	*$3,216*	*$3,313*	*$4,279*	*$4,260*	*$4,363*	*$4,471*	*$3,833*

Note: all figures in thousands of dollars.

Controls & Communications	Total Commitments	Commitments to 06	Future Commitments	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
ADVANCED AUTOMATIC TRAIN CONTROL (PHASES 1-3)	$82,459	$82,459	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
DIGITAL TRANSMISSION SYSTEM REPLACEMENT	$12,000	$12,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
EMERGENCY CONTROLS & COMMUNICATION PROJECTS	$16,867	$208	$16,660	$0	$1,556	$1,556	$1,556	$1,556	$1,556	$1,556	$2,601	$2,658	$2,065
INTEGRATED COMPUTER SYSTEM	$4,900	$4,900	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
OPERATIONS CONTROL CENTER HARDWARE REPLACEMENT	$500	$500	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TRAIN CONTROL EQUIPMENT REPLACEMENT	$25,799	$25,799	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TRAIN CONTROL RENOVATION (ONGOING)	$171,801	$9,301	$162,500	$16,250	$16,250	$16,250	$16,250	$16,250	$16,250	$16,250	$16,250	$16,250	$16,250
Total Controls & Communications	*$314,325*	*$135,166*	*$179,160*	*$16,250*	*$17,806*	*$17,806*	*$17,806*	*$17,806*	*$17,806*	*$17,806*	*$18,851*	*$18,908*	*$18,315*

Note: all figures in thousands of dollars.

Facilities	Total Commitments	Commitments to 06	Future Commitments	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
METCENTER CAPITAL RESERVE	$1,540	$860	$680	$68	$68	$68	$68	$68	$68	$68	$68	$68	$68
RE-ROOF SHOPS AND YARDS (ONGOING)	$1,500	$1,500	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Facilities	*$3,040*	*$2,360*	*$680*	*$68*	*$68*	*$68*	*$68*	*$68*	*$68*	*$68*	*$68*	*$68*	*$68*

Note: all figures in thousands of dollars.

Work Equipment	Total Commitments	Commitments to 06	Future Commitments	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
BUSINESS ADVANCEMENT PLAN (PHASE 1)	$23,832	$23,832	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
BUSINESS ADVANCEMENT PLAN (PHASE 2 -TRACK 1 PORTION)	$6,500	$0	$6,500	$6,500	$0	$0	$0	$0	$0	$0	$0	$0	$0
EQUIPMENT FOR NON-OPS DEPARTMENTS (ONGOING)	$1,290	$225	$1,065	$75	$90	$95	$100	$105	$110	$115	$120	$125	$130
EQUIPMENT FOR OTHER OPS DEPARTMENTS (ONGOING)	$1,065	$0	$1,065	$75	$90	$95	$100	$105	$110	$115	$120	$125	$130
MAINTENANCE AND ENGINEERING EQUIPMENT (ONGOING)	$1,635	$0	$1,635	$150	$145	$150	$155	$160	$165	$170	$175	$180	$185
NON-REVENUE VEHICLES (ONGOING)	$43,338	$8,065	$35,273	$1,000	$3,200	$3,350	$3,500	$3,650	$3,800	$3,950	$4,108	$4,272	$4,443
SPARE PARTS AND INVENTORY BUILD-UP (ONGOING)	$42,822	$10,800	$32,022	$1,000	$3,090	$3,170	$3,250	$3,350	$3,450	$3,550	$3,612	$3,719	$3,831
Total Work Equipment	*$120,482*	*$42,922*	*$77,560*	*$8,800*	*$6,615*	*$6,860*	*$7,105*	*$7,370*	*$7,635*	*$7,900*	*$8,135*	*$8,421*	*$8,719*

Note: all figures in thousands of dollars.

Earthquake Safety	Total Commitments	Commitments to 06	Future Commitments	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
EARTHQUAKE SAFETY PROGRAM (INCL. CALTRANS PORTION)	$1,317,040	$25,040	$1,292,000	$64,000	$80,000	$260,000	$275,000	$317,000	$144,000	$85,500	$41,500	$12,500	$12,500
SEISMIC VULNERABILITY STUDY	$19,943	$19,943	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Earthquake Safety	*$1,336,983*	*$44,983*	*$1,292,000*	*$64,000*	*$80,000*	*$260,000*	*$275,000*	*$317,000*	*$144,000*	*$85,500*	*$41,500*	*$12,500*	*$12,500*

Note: all figures in thousands of dollars.

Security	Total Commitments	Commitments to 06	Future Commitments	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
SURVEILLANCE - TRACK 1 PORTION	$4,179	$1,400	$2,779	$2,779	$0	$0	$0	$0	$0	$0	$0	$0	$0
SYSTEMWIDE - SECURITY PROJECTS	$11,281	$11,031	$250	$0	$0	$250	$0	$0	$0	$0	$0	$0	$0
Total Security	*$15,460*	*$12,431*	*$3,029*	*$2,779*	*$0*	*$250*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*

Note: all figures in thousands of dollars.

Rolling Stock	Total Commitments	Commitments to 06	Future Commitments	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
CAR MODIFICATIONS TO ACCOMMODATE BICYCLES	$640	$0	$640	$0	$640	$0	$0	$0	$0	$0	$0	$0	$0
Total Rolling Stock	*$640*	*$0*	*$640*	*$0*	*$640*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*

Note: all figures in thousands of dollars.

TRACK ONE PROGRAM - Service & Capacity Enhancement

Mainline	Total Commitments	Commitments to 06	Future Commitments	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
PITTSBURG/BAY POINT TERMINAL ZONE	$1,500	$1,500	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
PLEASANT HILL CROSSOVER	$25,000	$2,000	$23,000	$4,000	$12,000	$5,000	$2,000	$0	$0	$0	$0	$0	$0
SYSTEM CAPACITY STUDY	$1,700	$1,700	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Mainline	*$28,200*	*$5,200*	*$23,000*	*$4,000*	*$12,000*	*$5,000*	*$2,000*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*

Note: all figures in thousands of dollars.

TRACK ONE PROGRAM - Service & Capacity Enhancement

Stations	Total Commitments	Commitments to 06	Future Commitments	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
16TH STREET/MISSION - BICYCLE RACKS/BIKE CHANNEL	$200	$100	$100	$100	$0	$0	$0	$0	$0	$0	$0	$0	$0
16TH STREET/MISSION - NORTHEAST PLAZA RENOVATION	$3,974	$2,489	$1,485	$1,401	$84	$0	$0	$0	$0	$0	$0	$0	$0
16THSTREET/MISSION - SOUTHWEST PLAZA RENOVATION (TLC)	$3,875	$3,875	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
24TH STREET/MISSION - PLANNING EFFORT	$145	$65	$80	$80	$0	$0	$0	$0	$0	$0	$0	$0	$0
24TH STREET/MISSION - PLAZA ENHANCEMENTS	$8,000	$0	$8,000	$0	$200	$250	$0	$0	$0	$0	$0	$7,550	$0
ALAMEDA COUNTY - STATION ENHANCEMENTS AND ACCESS IMPR	$50,400	$0	$50,400	$0	$0	$0	$0	$0	$0	$16,800	$16,800	$16,800	$0
ALAMEDA COUNTY - STATION VERTICAL CIRCULATION EXPANSION	$15,000	$0	$15,000	$0	$0	$0	$0	$0	$0	$5,000	$5,000	$5,000	$0
BALBOA PARK - STATION CAPACITY EXPANSION (PHASE IA - MAST	$5,410	$5,410	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
BALBOA PARK - BART/MUNI JOINT PLANNING	$50	$0	$50	$0	$50	$0	$0	$0	$0	$0	$0	$0	$0
BALBOA PARK - INTERMODAL ACCESS IMPROVEMENTS	$11,008	$1,008	$10,000	$0	$0	$250	$750	$0	$0	$0	$4,000	$5,000	$0
BALBOA PARK - STATION ACCESS IMPROVEMENTS (OCEAN AVEN	$2,312	$1,129	$1,183	$242	$0	$0	$941	$0	$0	$0	$0	$0	$0
BALBOA PARK - STATION CAPACITY EXPANSION (PHASE 1B - MAS	$500	$0	$500	$0	$0	$0	$250	$250	$0	$0	$0	$0	$0
BALBOA PARK - STATION CAPACITY EXPANSION TO SOUTH SIDE G	$250	$250	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
BAYFAIR - ADA ACCESSIBLE PATH AND PARKING IMPROVMENTS	$360	$360	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
CASTRO VALLEY - ADA ACCESSIBLE PATH AND PARKING IMPROV	$360	$360	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
COLISEUM - ADA ACCESS IMPROVEMENTS	$1,060	$1,060	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
COLMA TO MILLBRAE - BICYCLE TRAIL AND ACCESS IMPROVEME	$2,500	$380	$2,120	$2,120	$0	$0	$0	$0	$0	$0	$0	$0	$0
CONCORD - ACCESS AND STATION AREA IMPROVEMENTS (TLC)	$1,634	$1,634	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
EMBARCADERO - BICYCLE STATION	$232	$232	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
FRUITVALE - TRANSIT CENTER	$2,889	$2,889	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
FRUITVALE - TRANSIT VILLAGE (CHILDCARE FAC., PED. PLAZA, PA	$13,576	$13,576	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
GLEN PARK - ADA STATION ACCESSIBILITY IMPROVEMENTS	$205	$205	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
LAFAYETTE - PEDESTRIAN ACCESS PROJECT	$339	$339	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
PITTSBURG/BAYPOINT - PARK & RIDE FACILITY	$1,656	$1,656	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
PITTSBURG/BAYPOINT - ADA ACCESSIBILITY PATH AND PARKING I	$160	$160	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
PITTSBURG/BAYPOINT - PARKING EXPANSION AND ACCESS	$4,581	$4,581	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
POWELL STREET STATION ENHANCEMENT PROJECT	$48	$48	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
RICHMOND - TRANSIT CENTER & TRANSIT VILLAGE	$8,673	$8,673	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SF STATIONS - ADDITIONAL ELEVATORS	$1,000	$0	$1,000	$0	$0	$0	$0	$0	$500	$500	$0	$0	$0
SF STATIONS - AUTOMATIC FARE COLLECTION (AFC) EXPANSION (	$957	$957	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SF STATIONS - BART/MUNI GATES	$4,200	$0	$4,200	$260	$3,940	$0	$0	$0	$0	$0	$0	$0	$0
SF STATIONS - BICYCLE ACCESS	$1,580	$0	$1,580	$0	$0	$80	$0	$0	$250	$250	$500	$250	$250
SF STATIONS - DIRECTIONAL SIGNAGE	$500	$0	$500	$0	$0	$0	$0	$0	$250	$250	$0	$0	$0
SF STATIONS - INTERMODAL ACCESS	$2,500	$0	$2,500	$0	$0	$0	$0	$0	$500	$500	$500	$500	$500
SF STATIONS - MARKET STREET ESCALATOR CANOPIES	$240	$0	$240	$0	$0	$140	$100	$0	$0	$0	$0	$0	$0
SF STATIONS - PEDESTRIAN ACCESS	$2,500	$0	$2,500	$0	$0	$0	$0	$0	$500	$500	$500	$500	$500
SF STATIONS - TALKING SIGNS (DOWNTOWN DEMO. PROJECT - PH	$1,080	$0	$1,080	$0	$0	$0	$0	$0	$1,080	$0	$0	$0	$0
SYSTEM ACCESS PLANNING	$1,103	$1,103	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SYSTEMWIDE - ADA ACCESSIBILITY IMPROVEMENTS	$61,174	$12,842	$48,332	$3,680	$3,719	$3,862	$4,311	$4,613	$4,936	$5,282	$5,652	$6,048	$6,229
SYSTEMWIDE - ADA BRAILLE DIRECTIONAL SIGNAGE	$314	$314	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SYSTEMWIDE - AFC TRANSLINK INTEGRATION	$23,380	$23,380	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SYSTEMWIDE - AUTOMATIC FARE COLLECTION (AFC) EXPANSION	$9,988	$9,488	$500	$500	$0	$0	$0	$0	$0	$0	$0	$0	$0
SYSTEMWIDE - BICYCLE ACCESS/STORAGE ENHANCEMENTS (RA	$1,930	$0	$1,930	$230	$100	$200	$200	$200	$200	$200	$200	$200	$200
SYSTEMWIDE - BICYCLE RACKS	$60	$60	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SYSTEMWIDE - PATHFINDER SIGN PROGRAM PROTOTYPE	$312	$312	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TRANSIT ORIENTED DEVELOPMENT RIDERSHIP IMPACTS STUDY	$380	$380	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
UNALLOCATED ALLOCATIONS FROM OPERATING	$1,300	$1,300	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
UNION CITY - ADA ACCESSIBILITY PATH AND PARKING IMPROVEME	$200	$200	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
UNION CITY - TRANSIT CENTER	$2,373	$2,373	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
WALNUT CREEK - BICYCLE PAVILION DEMONSTRATION PROJECT	$479	$0	$479	$479	$0	$0	$0	$0	$0	$0	$0	$0	$0
WEST BAY STATIONS: PARKING REVENUE EQUIPMENT	$4,318	$4,318	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
WEST OAKLAND - ADA ACCESSIBILITY PATH AND PARKING IMPRO	$100	$100	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Note: all figures in thousands of dollars.

Total Stations	*$261,364*	*$107,605*	*$153,759*	*$9,092*	*$8,093*	*$4,782*	*$6,552*	*$5,063*	*$8,216*	*$29,282*	*$33,152*	*$41,848*	*$7,679*

Note: all figures in thousands of dollars.

Controls & Communications	Total Commitments	Commitments to 06	Future Commitments	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
BART WEB PAGE - REAL TIME INTERNET CAPABILITY	$50	$50	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SF STATIONS - REAL TIME/PLATFORM DWELL TIME INFORMATION	$2,275	$0	$2,275	$25	$200	$50	$0	$1,000	$1,000	$0	$0	$0	$0
Total Controls & Communications	*$2,325*	*$50*	*$2,275*	*$25*	*$200*	*$50*	*$0*	*$1,000*	*$1,000*	*$0*	*$0*	*$0*	*$0*

Note: all figures in thousands of dollars.

San Francisco Airport Extension	Total Commitments	Commitments to 06	Future Commitments	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
CONCORD SHOP AND YARD EXPANSION - completed	$26,161	$26,161	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
DALY CITY CAR WASHER - completed	$4,123	$4,123	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
DALY CITY SHOP AND YARD EXPANSION - completed	$27,833	$27,833	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
HAYWARD YARD COMPONENT REPAIR - completed	$6,033	$6,033	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
HAYWARD YARD TRACK IMPROVEMENTS - completed	$6,540	$6,540	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SFO	$1,451,942	$1,360,955	$90,987	$90,987	$0	$0	$0	$0	$0	$0	$0	$0	$0
SFO POWER SUBSTATION - completed	$12,500	$12,500	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SHOPLIFTS - completed	$11,301	$11,301	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
SHOPS UPGRADES - completed	$410	$410	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
WEST BAY MAINTENANCE FACILITY - on hold	$2,312	$2,312	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total San Francisco Airport Extension	*$1,549,154*	*$1,458,168*	*$90,987*	*$90,987*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*

Note: all figures in thousands of dollars.

Oakland Airport Connector	Total Commitments	Commitments to 06	Future Commitments	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
OAKLAND AIRPORT CONNECTOR	$256,033	$34,432	$221,601	$7,564	$63,300	$83,648	$12,090	$11,400	$14,700	$8,229	$4,700	$4,700	$11,270
Total Oakland Airport Connector	*$256,033*	*$34,432*	*$221,601*	*$7,564*	*$63,300*	*$83,648*	*$12,090*	*$11,400*	*$14,700*	*$8,229*	*$4,700*	*$4,700*	*$11,270*

Note: all figures in thousands of dollars.

Warm Springs Extension	Total Commitments	Commitments to 06	Future Commitments	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
BART EXTENSION WARM SPRINGS	$678,833	$100,278	$578,555	$59,818	$35,800	$89,000	$10,500	$37,487	$39,850	$11,000	$10,000	$10,000	$275,100
BART EXTENSION WARM SPRINGS TO SAN JOSE	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Warm Springs Extension	*$678,833*	*$100,278*	*$578,555*	*$59,818*	*$35,800*	*$89,000*	*$10,500*	*$37,487*	*$39,850*	*$11,000*	*$10,000*	*$10,000*	*$275,100*

Note: all figures in thousands of dollars.

BART/TriValley Rail Extension	Total Commitments	Commitments to 06	Future Commitments	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
BART/TRI-VALLEY RAIL EXTENSION	$205,701	$1,000	$204,701	$15,376	$9,438	$24,304	$23,318	$23,318	$12,652	$16,653	$16,652	$16,652	$46,338
STRATEGIC OPPORTUNITIES ASSESSMENT - TRI-VALLEY/I-580 COR	$1,300	$1,300	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total BART/TriValley Rail Extension	*$207,001*	*$2,300*	*$204,701*	*$15,376*	*$9,438*	*$24,304*	*$23,318*	*$23,318*	*$12,652*	*$16,653*	*$16,652*	*$16,652*	*$46,338*

Note: all figures in thousands of dollars.

BART/East Contra Costa Rail Extension	Total Commitments	Commitments to 06	Future Commitments	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
eBART/EAST CONTRA COSTA RAIL EXTENSION	$390,000	$96,000	$294,000	$500	$0	$5,000	$103,000	$13,000	$52,000	$0	$0	$0	$120,500
STRATEGIC OPPORTUNITIES ASSESSMENT - CONTRA COSTA STAT	$250	$250	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total BART/East Contra Costa Rail Extension	*$390,250*	*$96,250*	*$294,000*	*$500*	*$0*	*$5,000*	*$103,000*	*$13,000*	*$52,000*	*$0*	*$0*	*$0*	*$120,500*

Note: all figures in thousands of dollars.

West Dublin-Pleasanton Station	Total Commitments	Commitments to 06	Future Commitments	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
WEST DUBLIN/PLEASANTON INFILL STATION	$69,905	$8,005	$61,900	$17,000	$44,900	$0	$0	$0	$0	$0	$0	$0	$0
Total West Dublin-Pleasanton Station	*$69,905*	*$8,005*	*$61,900*	*$17,000*	*$44,900*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*

Note: all figures in thousands of dollars.

Track Two Program

	Remaining Requirement
System Reinvestment	$1,460,531
Earthquake Safety	$300,000
Security	$252,000
Service & Capacity Enhancement	$2,840,200
System Expansion	$913,000
Total Track Two Program	**$5,765,731**

Note: all figures in thousands of dollars.

Rolling Stock

	Remaining Requirement
Tier One	
C-1 CAR REPLACEMENT (TRACK 2 PORTION)	$404,640
FLEET UPGRADES	$18,000
VEHICLE AUTOMATED TRAIN CONTROL EQUIPMENT	TBD
Tier Two	
C-2 CAR MIDLIFE RETROFIT	TBD
CAR ANTI-CLIMBERS	$5,616
Total Rolling Stock	***$428,256***

Note: all figures in thousands of dollars.

Mainline	Remaining Requirement
Tier One	
L-LINE INTRUSION BARRIERS (TRACK 2 PORTION)	$1,500
REHABILITATE STREET GRATES FOR SUBWAY VENTS	$5,000
REPLACE MET BATTERIES, ETC.	$500
TRANSBAY TUBE VENTILATION SYSTEMS (UNFUNDED PORTION)	TBD
UPGRADE EMERGENCY CALL BOXES TO DIGITAL SERVICE	$400
Tier Two	
REPAINT GIRDERS & BRIDGES (UNFUNDED ONGOING PROJECT)	$2,500
SF VENT ELEVATOR REPLACEMENT	$460
SYSTEMWIDE - REHABILITATE LINE VENT FANS	$3,000
TRANSBAY TUBE VENT FAN RENOVATION	$4,500
Tier Three	
REMOVE EMERGENCY HANDRAIL GAPS AND WALKWAY OBSTRUCTIONS	$2,400
REPLACEMENT OF DRY STANDPIPES AT I-680 AND SPRINGBROOK CROSSINGS	$444
Tier Four	
OTHER NEEDS IDENTIFIED IN SYSTEM REINVESTMENT STUDY	$216,691
SYSTEMWIDE - LINE SUMPS AND CONTROLLERS	$6,000
Total Mainline	***$243,395***

Note: all figures in thousands of dollars.

Stations	Remaining Requirement
Tier One	
16TH STREET/MISSION - ENERGY EFFICIENT LIGHTING	$750
24TH STREET/MISSION - ENERGY EFFICIENT LIGHTING	$750
SF STATIONS SAFETY - FIRE EQUIPMENT REPLACEMENT	$7,000
SYSTEMWIDE - CONCOURSE RAILING RENOVATION	$1,500
SYSTEMWIDE - PLATFORM TRACKWAY PROTECTION	$28,203
SYSTEMWIDE - STATION ENTRANCE GATE REPLACEMENT	$10,000
SYSTEMWIDE - STATION STAIR TREAD REPAIR/REPLACEMENT	$3,600
SYSTEMWIDE SAFETY - REMOTE MONITORING FOR ESCALATORS AND ELEVATORS	$3,050
SYSTEMWIDE SAFETY - BICYCLE LOCKER FIRE PROTECTION AND REPLACEMENT	TBD
SYSTEMWIDE SAFETY - EMERGENCY EGRESS LIGHTING REHABILITATION	$6,000
SYSTEMWIDE SAFETY - REPLACE CLOSED CIRCUIT TELEVISION	TBD
SYSTEMWIDE SAFETY - UNDERGROUND STATION VENTILATION PANELS	$3,000
SYSTEMWIDE SAFETY- REPLACE FIRE ALARM PANELS	$4,000
Tier Two	
BART LOGO SIGNS REPLACEMENT	$150
MONTGOMERY - ENERGY EFFICIENT LIGHTING	$1,500
NORTH BERKELEY - REPLACE STATION CEILING	$1,284
SF STATIONS - VENTILATION RENOVATION	$9,000
SYSTEMWIDE - ELEVATOR RENOVATION AND REPLACEMENT	$6,325
SYSTEMWIDE - ESCALATOR RENOVATION AND REPLACEMENT	$1,400
SYSTEMWIDE - PIGEON NETTING REPLACEMENT (ONGOING)	$5,040
SYSTEMWIDE - STATION AGENT BOOTH RENOVATION	$5,500
Tier Three	
SYSTEMWIDE - ADDITIONAL AUTOMATIC FARE COLLECTION (AFC) UPGRADES	$5,496
SYSTEMWIDE - BICYCLE FACILITIES UPGRADES & REPLACEMENTS	TBD
SYSTEMWIDE - REPLACE STATION P.A. SYSTEM	TBD
SYSTEMWIDE - REPLACEMENT OF HYDRAULIC LIFT CYLINDERS	$4,800
SYSTEMWIDE - STATION ENERGY CONSERVATION	$25,430
Tier Four	
OTHER NEEDS IDENTIFIED IN SYSTEM REINVESTMENT STUDY	$166,695
Total Stations	***$300,473***

Note: all figures in thousands of dollars.

Controls & Communications

	Remaining Requirement
Tier One	
MONTGOMERY STATION TRAIN CONTROL ROOM - HVAC IMPROVEMENTS	TBD
NETWORK EQUIPMENT MODERNIZATION AND UPGRADE	$20,000
REPLACE RADIO SYSTEM	$40,000
YARD CABLE PLANT REPLACEMENT	TBD
Tier Two	
REPLACE TOWER VOICE RECORDERS	TBD
REPLACE YARD VOICE RECORDERS	TBD
RICHMOND & DALY CITY YARD CONSOLE RPLACEMENT	TBD
Tier Three	
COMMUNICATION EQUIPMENT POWER SUPPLIES	$2,500
INSTALL NEW SYSTEMS IN YARDS/TOWERS/SHOPS	$1,920
REPLACE DISTRICT TELEPHONES	$4,800
TRAIN CONTROL/OCC - UPS REPLACEMENT	$15,750
Tier Four	
OTHER NEEDS IDENTIFIED IN THE SYSTEM REINVESTMENT STUDY	$270,795
REPLACE OPERATING SYSTEM COMPUTER HARDWARE	TBD
Total Controls & Communications	***$355,765***

Note: all figures in thousands of dollars.

Facilities	Remaining Requirement
Tier One	
CONCORD YARD TRAIN WASHER RENOVATION	$8,000
SHOPS - REPLACE HEATERS	$1,180
YARD LIGHT POLE RENOVATION	TBD
YARD TURNTABLE RENOVATION (OCY/OHY)	$2,424
Tier Two	
REHABILITATION OF TRANSBAY TUBE FACILITY	$1,200
RICHMOND SHOP RENOVATION	$3,000
Tier Three	
FACILITY PAINTING AND REPAIR	$2,400
LMA & SHOPS - ELEVATOR RENOVATION	$1,668
OAKLAND SHOP FUEL FACILITY REPLACEMENT	$1,200
OVERHEAD CRANE RENOVATION AT SHOPS	$2,400
RECONDITION SHOP/YARD SUMP PUMPS	$312
REPLACE YARD DISCONNECT ENCLOSURES	$744
RESURFACE FACILITY ROADS AND PARKING LOTS	TBD
SHOP ROLL UP DOOR REPLACEMENT	$1,500
SHOPS AND YARDS - RELAMPING	TBD
Tier Four	
OTHER NEEDS IDENTIFIED IN SYSTEM REINVESTMENT STUDY	$63,544
REPLACE MAINTENANCE PIT LIGHTING	TBD
REPLACEMENT AND RENOVATION OF STORAGE AREA CANOPY	TBD
RICHMOND SHOP - LIGHTING AND OFFICE	TBD
Total Facilities	***$89,572***

Note: all figures in thousands of dollars.

Work Equipment

	Remaining Requirement
Tier One	
BUSINESS ADVANCEMENT PLAN (PHASE 2 - TRACK 2 PORTION)	$10,500
Tier Three	
COMPUTER AND NETWORK-RELATED EQUIPMENT	$20,000
Tier Four	
OTHER NEEDS IDENTIFIED IN SYSTEM REINVESTMENT STUDY	$12,570
Total Work Equipment	***$43,070***

Note: all figures in thousands of dollars.

Earthquake Safety

	Remaining Requirement
Tier One	
BART EARTHQUAKE SAFETY PROGRAM (SYSTEMWIDE OPERABILITY - TRACK 2)	$300,000
Total Earthquake Safety	***$300,000***

Note: all figures in thousands of dollars.

Security

	Remaining Requirement
Tier One	
EMERGENCY COMMUNICATION AND OCC	$35,000
LOCKS AND ALARMS	$36,000
PUBLIC SAFETY PREPAREDNESS	$2,000
STRUCTURAL AUGMENTATION	$74,000
SURVEILLANCE - TRACK 2 PORTION	$75,000
WEAPONS DETECTION SYSTEMS	$30,000
Total Security	***$252,000***

Note: all figures in thousands of dollars.

Rolling Stock

	Remaining Requirement
Tier Two	
FORCED REDUCED PERFORMANCE MODIFICATION	$3,000
Tier Four	
NEW ADDITIONAL REVENUE VEHICLE PROCUREMENT	$180,000
OTHER ROLLING STOCK SYSTEM CAPACITY CAPITAL NEEDS	$240,000
Total Rolling Stock	***$423,000***

Note: all figures in thousands of dollars.

TRACK TWO PROGRAM - Service & Capacity Enhancement Program

Mainline	Remaining Requirement
Tier One	
CORE SYSTEM IMPACTS OF SANTA CLARA EXTENSION - MAINLINE	TBD
PLATFORMS AT AERIAL INTERLOCKS	TBD
RICHMOND CROSSOVER	$30,000
Tier Two	
TRACTION POWER CAPACITY UPGRADES	$100,000
TRANSBAY CORRIDOR ENGINEERING STUDIES	TBD
Tier Three	
TRACK CAPACITY EXPANSION (POCKET TRACKS, SPURS, ETC.)	$100,000
Tier Four	
OAKLAND WEST BYPASS TRACK/THIRD TRACK WITH PLATFORM	$200,000
OTHER MAINLINE SYSTEM CAPACITY CAPITAL NEEDS	$192,000
Total Mainline	***$622,000***

Note: all figures in thousands of dollars.

TRACK TWO PROGRAM - Service & Capacity Enhancement Program

Stations	Remaining Requirement
Tier One	
BALBOA PARK - BART STATION AREA PLANNING (BETTER NEIGHBORHOODS 2002)	$500
BALBOA PARK - STATION CAPACITY EXPANSION (PHASE 1B - MASTER PLAN UNFUNDED PORTION)	$3,500
DUBLIN/PLEASANTON - TRANSIT VILLAGE BART COSTS	TBD
MACARTHUR - TRANSIT VILLAGE BART COSTS	TBD
PLEASANT HILL - STATION CAPACITY EXPANSION (MASTER PLAN)	$36,000
PLEASANT HILL - STATION NEW FAÇADE (MASTER PLAN)	$7,600
PLEASANT HILL & RICHMOND - BICYCLE PAVILION (CONSTRUCTION ONLY)	TBD
SAN LEANDRO - TRANSIT VILLAGE BART COSTS	TBD
SYSTEMWIDE - ADA ELEVATOR HANDS-FREE EMERGENCY PHONES	TBD
SYSTEMWIDE - AFC EXPANSION (FUTURE)	TBD
SYSTEMWIDE - BICYCLE RACKS	TBD
SYSTEMWIDE - CORE SYSTEM IMPACTS OF SANTA CLARA EXTENSION - STATIONS	TBD
SYSTEMWIDE - STATION ENHANCEMENTS AND ACCESS IMPROVEMENTS	$249,600
SYSTEMWIDE - STATION SAFE EXITS PROGRAM	TBD
SYSTEMWIDE - STATION SECURITY PROGRAM	TBD
SYSTEMWIDE - STATION VERTICAL CIRCULATION EXPANSION	$335,000
SYSTEMWIDE - TALKING SIGNS PROGRAM (PHASE 2)	$13,000
UNION CITY - BART STATION CAPACITY EXPANSION (MASTER PLAN)	TBD
UNION CITY - BART STATION PRE-EXPANSION PROJECT (MASTER PLAN)	TBD
Tier Two	
16TH STREET/MISSION - ARCHITECTURAL MODIFICATIONS	TBD
24TH STREET/MISSION - ARCHITECTURAL MODIFICATIONS	$7,550
BALBOA PARK - OCEAN AVENUE ENTRANCE (PHASE 2 - MASTER PLAN)	$42,000
COLISEUM - TRANSIT VILLAGE BART COSTS	TBD
PITTSBURG/BAYPOINT - TRANSIT VILLAGE BART COSTS	TBD
PLEASANT HILL - TRANSIT VILLAGE BART COSTS	TBD
SYSTEMWIDE - REAL TIME INFORMATION AT STATIONS	TBD
SYSTEMWIDE - "BIKES TO BART" SIGNAGE & INFORMATIONAL PROGRAM	TBD
SYSTEMWIDE - BICYCLE FACILITY SECURITY PROGRAM	TBD
SYSTEMWIDE - BICYCLE LOCKERS	TBD
SYSTEMWIDE - BICYCLE PARKING FACILITY ENHANCEMENT	TBD
SYSTEMWIDE - BICYCLE STATIONS AT TRANSIT VILLAGES	TBD
SYSTEMWIDE - FUTURE SYSTEM ACCESS PLANNING/MONITORING	TBD
SYSTEMWIDE - INSTALLATION OF HANDS FREE EMERGENCY TELEPHONES IN ELEVATORS	TBD
SYSTEMWIDE - STATION-SPECIFIC BICYCLE FACILITIES PLANS	TBD
SYTEMWIDE - ACCESSIBLE DIRECTIONAL SIGNAGE	TBD
WEST OAKLAND - TRANSIT VILLAGE BART COSTS	TBD
Tier Three	
BALBOA PARK - INCREASED CONCOURSE CAPACITY (PHASE 3 - MASTER PLAN)	$4,000
CONCORD - TRANSIT VILLAGE BART COSTS	TBD
PLATFORM NOISE REDUCTION STUDY	$150
SYSTEMWIDE - "ART AT BART" PROGRAM	TBD
SYSTEMWIDE - ACCESSIBLE PARKING AND PATH IMPROVEMENTS	TBD
SYSTEMWIDE - BICYCLE PAVILIONS	TBD
SYSTEMWIDE - BICYCLE STAIR CHANNELS	TBD
SYSTEMWIDE - ESCALATOR ENTRANCE CANOPIES	$22,000
SYSTEMWIDE - MISCELLANEOUS BICYCLE DEMONSTRATION PROJECTS	TBD
SYSTEMWIDE - OTHER STATIONS CAPACITY NEEDS	$240,000

Note: all figures in thousands of dollars.

	TRACK TWO PROGRAM - Service & Capacity Enhancement Program
WALNUT CREEK - TRANSIT VILLAGE BART COSTS	TBD
Total Stations	***$960,900***

Note: all figures in thousands of dollars.

Controls & Communications

	Remaining Requirement
Tier One	
AATC - PHASES 4-5 (COMPLEMENTARY TECH., REMAINDER OF CORE SYSTEM & CENTRAL COMPUTER)	$138,000
CORE SYSTEM IMPACTS OF SANTA CLARA EXTENSION - CONTROLS AND COMMUNICATIONS	TBD
OPERATIONS COMPUTER REPLACEMENT	TBD
Tier Three	
BART ENGINEERING STUDIES - SYSTEM SIMULATOR	TBD
Tier Four	
OTHER CONTROLS & COMMUNICATIONS SYSTEM CAPACITY CAPITAL NEEDS	$240,000
Total Controls & Communications	***$378,000***

Note: all figures in thousands of dollars.

Facilities	Remaining Requirement
Tier One	
CORE SYSTEM IMPACTS OF SANTA CLARA EXTENSION- SHOPS AND YARDS	TBD
HAYWARD YARD - TWO SHOP LIFTS	$5,880
SHOP AND YARD CAPACITY EXPANSION	$195,000
Tier Two	
ADDITIONAL STORAGE FACILITIES	$9,720
SHOPS - ENERGY IMPROVEMENTS	$10,000
SHOPS - PG&E SERVICE UPGRADES	$4,000
Tier Three	
HAYWARD TRAINING CENTER EXPANSION	$4,500
Tier Four	
OTHER FACILITIES SYSTEM CAPACITY NEEDS	$226,000
TRAIN OPERATOR TRAINING SIMULATOR	$1,200
Total Facilities	***$456,300***

Note: all figures in thousands of dollars.

BART/TriValley Rail Extension

	Remaining Requirement
Tier One	
BART/TRI-VALLEY RAIL EXTENSION (MAXIMUM UNFUNDED PORTION)	$913,000
Total BART/TriValley Rail Extension	***$913,000***

Note: all figures in thousands of dollars.