



## FY23 & FY24 ADOPTED BUDGET

## SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT

SEPTEMBER 2022

Rebecca Saltzman, President, Board of Directors  
Robert Powers, General Manager



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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For the Fiscal Year Beginning

**July 01, 2021**

*Christopher P. Morill*

**Executive Director**

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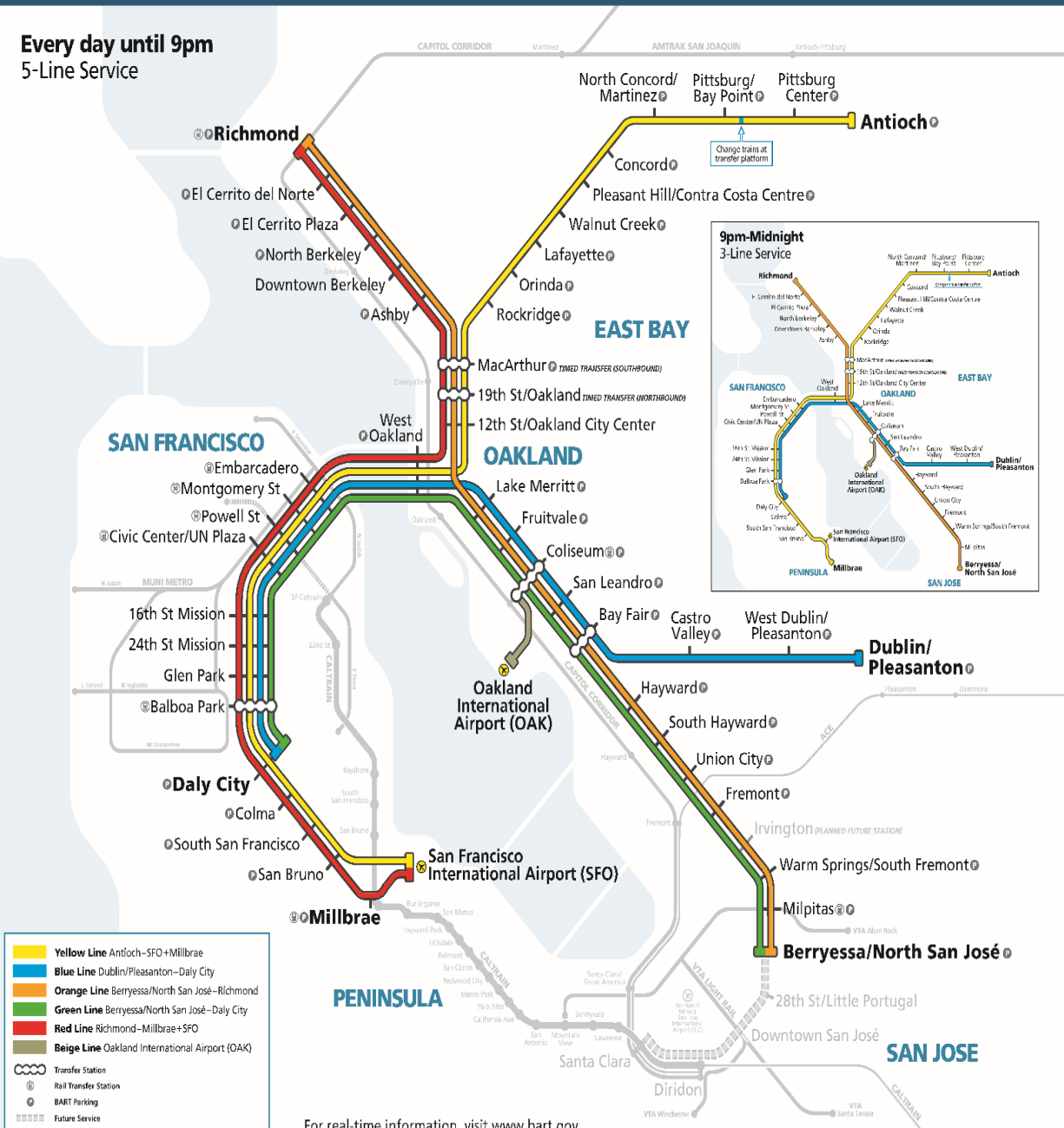
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# BART System Map



Every day until 9pm  
5-Line Service



For real-time information, visit [www.bart.gov](http://www.bart.gov)

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## 2. MESSAGE FROM LEADERSHIP

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

We are proud to present BART's adopted Fiscal Years 2023 and 2024 (FY23 & FY24) budget.

Following two years of the COVID-19 pandemic, BART is working to overcome serious financial challenges while evolving to be complementary to remote work and emerging Bay Area travel patterns. Ridership is recovering but remains a fraction of pre-COVID levels, and BART continues to rely heavily on federal emergency assistance to support the critical transit service that supports the Bay Area's economy.

BART is leading with improvements to the customer experience by providing safe, reliable, clean and quality service to win riders back. At this time, without new revenue sources, BART will not be able to provide current service levels into FY26, when federal emergency assistance is expected to be fully expended. Despite these headwinds, District staff, the Board, and our stakeholders are committed to pursuing a long-term sustainable funding solution so BART can continue to provide the high-quality service the Bay Area needs to thrive for the next 50 years.

### **Service and Ridership Experience that Meet the Needs of All Riders**

The FY23 & FY24 Adopted Budget funds a level of service that supports a fully re-opened Bay Area. BART is back to full service with trains until midnight every day. Weekday service frequency ranges from every 4 to 15 minutes until about 9pm. Weekend service is better than before for most riders, with more trains in service. For the first time in history, BART now runs 5-line service on Sundays and offers a matching weekend schedule, except for the opening times and extra yellow line service on Saturdays. We have also increased direct service to SFO. This robust service schedule simplifies the customer experience and prioritizes changing ridership patterns post-pandemic.

Over the course of the pandemic, ridership patterns have evolved. While those patterns have influenced the service we now run, we are especially proud that throughout the pandemic BART, has maintained service, ensuring that all who rely on the system—especially those who are transit-dependent—are able to access reliable, high-quality transit.

Ridership experience is also improved. Our Transit Ambassadors and Crisis Intervention Specialists are impacting riders' perception of safety in the system. We are re-opening underground restrooms in the system, some with full-time attendants. Trains and stations are being cleaned more frequently, fare and parking payment machines have been modernized, and riders can now use their phone to pay for BART fares and parking.

### **Continuing to Respond to Changing Conditions**

Since the adoption of the FY23 & FY24 budget, BART has made two major policy decisions that will create variances from budgeted levels. The first, made with our labor partners, provided pay increases for all BART staff, who have been on the front lines of the pandemic for the past two and a half years. This action will improve employee recruitment and retention, which will ultimately improve the quality-of-service BART provides. Secondly, BART offered a 50% off all Clipper fares incentive for the month of September to attract new riders to try BART while recognizing BART's 50<sup>th</sup> anniversary.

### **Looking Ahead**

The pandemic and associated increase in remote work has disrupted BART's traditional revenue mix, creating great uncertainty about long-term financial stability. Throughout the pandemic, BART has been a regional and national leader, fighting for the needs of transit agencies and all our riders; we will continue this leadership as we look to the future. BART remains ready to quickly adapt to unforeseen changes by continuing to monitor ridership patterns and work to gain new trips not associated with a work commute. Finally, we want to sincerely thank our riders, dedicated employees, labor partners, Board of Directors, and our local, state, and national elected leaders for their continued support. In September 2022, BART celebrated its 50th anniversary. As we look back on the District's first 50 years, getting through and recovering from the pandemic may be one of BART's greatest achievements. We look forward to ensuring BART continues to thrive and meet the needs of our riders and all stakeholders for another 50 years.



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Rebecca Saltzman  
BART Board President, 2022



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Robert M. Powers  
BART General Manager

### 3. OVERVIEW

The FY23 & FY24 Adopted Budget funds reliable and frequent service, a high-quality ridership experience, and critical capital investments. As it has throughout the pandemic, BART continues to support the region’s transit needs by leading with service and experience. Though the District has secured enough federal emergency assistance to support full service beyond the period covered by this two-year budget, the financial future of transit across the country remains uncertain, and BART staff and leadership, in partnership with stakeholders, continue to pursue opportunities to secure long-term fiscal stability. The FY23 & FY24 Adopted Budget invests in rebuilding ridership and modernizing infrastructure.

#### Service and Ridership Experience

Throughout the pandemic, BART has continued to run trains and serve all stations systemwide with transparent communication about service levels and hours.

In August 2021, BART significantly increased service to aid the region’s economic recovery by extending system hours and nearly doubling service frequency on most lines. BART further increased weekend service in February 2022 by extending Sunday service hours, and for the first time, 5-line service on most Sundays. In September 2022 BART made additional improvements to weekend service, with 5-line service on all Sundays and better spacing between trains through San Francisco. In November 2022, riders will no longer experience planned nightly single tracking through the Transbay Tube. The FY23 & FY24 Adopted Budget supports continuation of this enhanced level of service. The chart below contains details on service levels by day of the week.

**Table 1: FY23 Service Plan**

Day of Week	Hours of Service	Service
Monday-Friday	• 5:00 AM – 9:00 PM	15-minute headways (4 trains per hour) on 5 lines
	• 9:00 PM – 12:00 AM	30-minute headways (2 trains per hour) on 3 lines
Saturday	• 6:00 AM – 9:00 PM	30-minute headways (2 trains per hour) on 4 lines (Green, Orange, Red, Blue)
		15-minute headways (4 trains per hour) on the Yellow line up to Pittsburg/Bay Point
	• 9:00 PM – 12:00 AM	30-minute headways (2 trains per hour) on 3 lines
		Effective February 2023, Saturday 5-line service may be extended past 9PM, pending the hiring of critical positions.
Sunday	• 8:00 AM – 12:00 AM	30-minute headways (2 trains per hour) on 5 lines

BART is also investing in the rider experience. The FY23 & FY24 Adopted Budget fully funds initiatives begun over the past couple of years. Mobile payment for fares and parking have been rolled out. Merv-14 air filters are now in place on all train cars and will be installed on all newly delivered cars. Passenger and employee safety is augmented with Crisis Intervention Specialists (CIS) and Transit Ambassadors, which increase safety staff present in the system, preventing crime and harassment from taking place.

BART has elevator attendants at four stations and restroom attendants at two stations. Each of these programs have been well received by the public and have garnered interest in the transit industry. Lighting upgrades are ongoing inside stations and parking lots to improve safety and sustainability.

BART continues to staff up its Enhanced Cleaning Initiative, with the goal of cleaning stations and cars more frequently. In February 2022, the restrooms at Powell and 19<sup>th</sup> Street stations were re-opened for the first time since 2001; two additional restrooms, at Lake Merritt and Montgomery, were re-opened in June. Homeless Outreach Teams continue to operate throughout the system. Work to modernize 19<sup>th</sup> Street and Powell Street stations continues while the El Cerrito del Norte project was finalized and unveiled to the public earlier this year. Upgrades at these three stations will offer riders improved functionality, safety, capacity, and appearance while reflecting BART's sustainability goals.

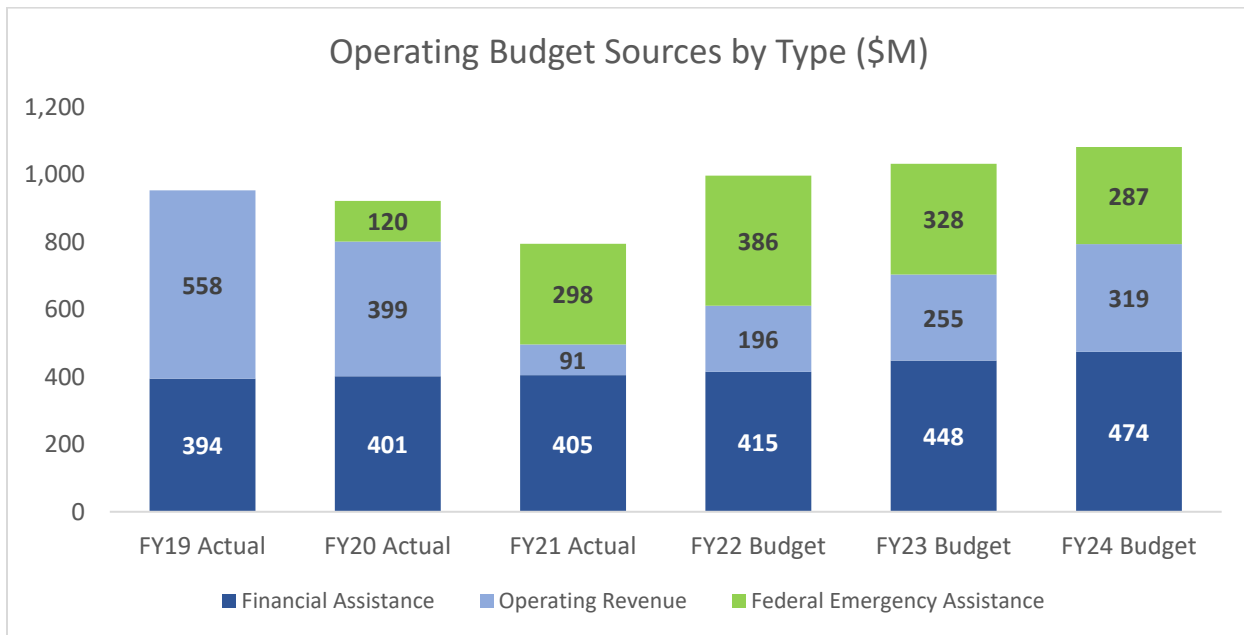
The Adopted Budget includes an inflation-based fare increase of 3.4% that took effect July 1, 2022, to help keep up with the cost of providing safe and reliable service. This fare increase, which is part of the Board-approved Productivity-Adjusted Inflation-Based Fare Increase Program, was originally set to take effect in January 2022, but was deferred at the time. The program has been in place since 2006 and offers passengers a predictable pattern of small fare adjustments over time at a rate below inflation.

### **Fiscal Uncertainty and Stability**

Before the pandemic, BART funded its operating budget and a share of capital investments with a combination of operating revenues, such as fares and parking fees, and financial assistance, such as sales and property tax. Approximately two thirds of the District's operations were funded through fare revenue alone. This is no longer the case. While the system's operating costs have not changed significantly over the past two years, lower ridership will suppress operating revenues, as a shift to a hybrid remote work model for many of BART's traditional riders is expected to persist.

In the near term, this gap is being filled by emergency federal assistance as shown in Figure 1. This funding has allowed BART to continue providing service throughout the pandemic and will continue to do so through FY25. After that, BART must identify and secure additional revenues or face significant budget cuts.

**Figure 1: Change in Revenue Sources**



The pandemic has made it clear that BART’s funding model is outdated and unsustainable. Additional revenues will be required; the costs of operating and maintaining 50 stations and 131 miles of track cannot be scaled back proportionately as reducing service will further reduce ridership, leading to additional revenue loss.

Throughout the pandemic, BART has been a national leader in advocating for the needs of transit agencies. This leadership will continue as BART continues to pursue additional financial support at the regional, state, and federal levels. This work is in partnership with labor partners, the Board of Directors, advocates, and other transit agencies across the region and the country.

With annual operating budget gaps in excess of \$100M for the next decade, cost efficiencies are being implemented wherever possible. The FY23 & FY24 budget funds a comparable number of positions as in FY20, despite the introduction of Progressive Policing and the opening of a two station, 10-mile extension into Santa Clara County in FY21 and the Enhanced Cleaning initiative in FY22. The current rail service plan is more efficient than in prior years, allowing the District to be able to increase service in February without adding positions to the budget. Looking ahead, the District is pursuing all opportunities for additional revenues while continuing to identify and develop additional cost efficiencies.

**Capital Investments**

The FY23 & FY24 Adopted Budget fully funds capital and other allocations. This includes the Baseline capital allocation, which is used to leverage outside funding or fund work that cannot be funded by other courses. Priority capital projects are fully funded in accordance with current project deliverable timelines, while the Information Technology (IT) and pension allocations are funded in both years. Finally, the Sustainability allocation has been restored beginning in FY23.

These allocations fund critical work across the District that will keep the system running reliably. Though most allocations were cut from the FY21 Adopted Budget, the continuation of emergency federal

assistance enables BART to maintain these investments, and not fall further behind in addressing major deferred maintenance and rehabilitation.

### **Improvements to the Budget Process**

The FY23 & FY24 Adopted Budget's development marks a change from prior years as staff worked to integrate several best practices into the process. The non-labor budget was rebuilt based on prior year actuals, then adjusted at the line-item level to reflect planned changes in costs and service. The labor budget was adjusted to better reflect District spending and hiring realities. The vacancy rate was increased to a more realistic level, while some filled positions initially budgeted in the capital budget were re-assigned to the operating budget to reflect the work they are performing. Upon adoption, staff also improved calendarization—in which month costs are anticipated to occur—to better align with past and current year actuals; this should reduce mid-year budget to actuals variance.

The FY23 & FY24 Adopted Budget will be BART's first two-year operating budget. BART will continue to undertake a budget process each year: the first year will be fixed while the second year will be revisited a year later as a new second year will be incorporated. This year, BART adopted a budget for FY23 & FY24; next year, the District will revisit the FY24 budget while incorporating FY25. By moving to this best practice, BART will be able to plan out costs over a longer time horizon, allowing for greater transparency and more thoughtful fiscal planning.

### **Conclusion**

The FY23 & FY24 Adopted Budget marks a turn of events. After two years of tremendous upheaval as the COVID pandemic suppressed economic activity around the world, society appears to be moving past the pandemic and people are returning to BART for a variety of trip purposes beyond office commutes. BART has been there for the Bay Area since the pandemic began and will continue to support the region moving forward.

## 4. ABOUT US

### DEMOGRAPHICS

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

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

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

### ECONOMY

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

Strong economic growth has created great wealth but also resulted in a housing shortage, high costs of living, and poverty. Since 2007 low-income resident incomes decreased by 9%, with the bottom 10% earning an average of \$20,000.<sup>5</sup>

### TRANSPORTATION

With dozens of transit providers, Bay Area residents have multiple options for regional travel, including light, heavy and commuter rail, bus, ferry, microtransit, and private vehicle sharing utilizing Transportation Network Companies such as Uber and Lyft. BART fills a critical role in this transit sphere, in FY19 prior to the impacts of COVID-19, daily ridership averaged 410,774 trips each weekday with 118.1 million total

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<sup>1</sup> Metropolitan Transportation Commission, <https://mtc.ca.gov/about-mtc/what-mtc>

<sup>2</sup> Metropolitan Transportation Commission, <vitalsigns.mtc.ca.gov/our-population>.

<sup>3</sup> 2010 US Census, <data.census.gov/cedsci/>.

<sup>4</sup> Walker, Richard and Alex Schafran (2015). "The strange case of the Bay Area". Environment and Planning, [web.archive.org/web/20170924185034/http://geography.berkeley.edu/wp-content/uploads/2016/01/Walker\\_107.pdf](http://web.archive.org/web/20170924185034/http://geography.berkeley.edu/wp-content/uploads/2016/01/Walker_107.pdf).

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

trips. BART serves San Francisco, Oakland, and five counties with the addition this year of service to Milpitas and Berryessa/North San José in Santa Clara County.

## THE SYSTEM

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

BART service lines run through urban and suburban landscapes, crossing the San Francisco Bay via an underwater passageway (the “Transbay Tube”), and connecting passengers to San Francisco International Airport, Oakland International Airport, Caltrain, Capitol Corridor, and San Francisco Municipal Railway (“Muni”), Alameda-Contra Costa Transit (AC Transit) and numerous other transit operators across the Bay Area.

## GOVERNANCE

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

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<sup>6</sup> San Francisco Bay Area Rapid Transit District Financial and Operating Information, [bart.gov/about/financials](http://bart.gov/about/financials).



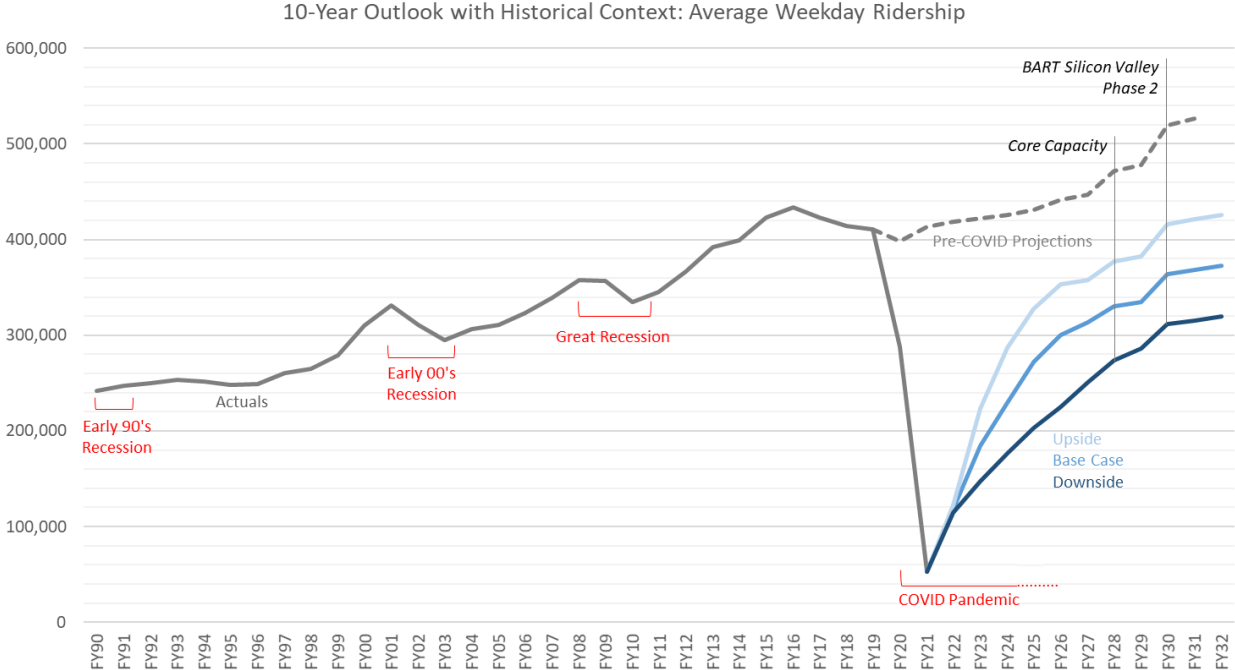
# 5. LONG TERM OUTLOOK

Prior to the COVID-19 pandemic, riders contributed the majority of the funding for BART operations. In FY19, fare revenue and parking fees provided \$520M in revenue, or 66% of operating expense. With ridership falling to just a fraction of pre-pandemic levels, passenger fares and parking fees fell to a low of \$69M (9% of operating expense) in FY21. Based upon the ridership trends discussed in the following sections, this budget assumes these sources will recover to \$236M (27% of operating expense) in FY23 and \$298M (34% of operating expense) in FY24.

One-time federal emergency assistance of \$1.6 billion (B) provided through the Coronavirus Aid, Relief, and Economic Security (CARES) Act (\$377M), Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) (\$378M), and the American Rescue Plan (\$853M) allowed BART to sustain operations and provide service to essential workers during the early stages of the pandemic, and to improve train frequency for most riders and fully restore service hours. However, it is not known when and to what degree ridership will return in the years ahead; BART continues to face an uncertain fiscal future.

The chart below presents a long-range overview of historical ridership along with three preliminary ridership recovery scenarios: the Downside, which assumes a very slow recovery, the Base Case, which is the basis of the FY23 & FY24 budgets, and the Upside, which assumes stronger ridership recovery. The three scenarios assume recovery to long-term plateaus of 60%, 70%, and 80% of pre-pandemic projections, respectively.

**Figure 2: Multi-Year Ridership Outlook**



These scenarios bracket plausible outcomes to inform broad financial strategies over the next 10 years. They include the assumptions outlined in Table 2.

**Table 2: Ridership Scenario Assumptions**

Scenario	% Of Pre-Pandemic Forecasts	Commute Days Per Week Per Worker	Recovery of Work Trips	Recovery of Non-Work Trips	Mode Shift Away from Transit
Downside	60%	2.8	55%	75%	Strong
Base Case	70%	3.2	64%	85%	Medium
Upside	80%	3.6	73%	95%	Mild

The table below describes a range of factors that will drive ridership recovery in the years ahead.

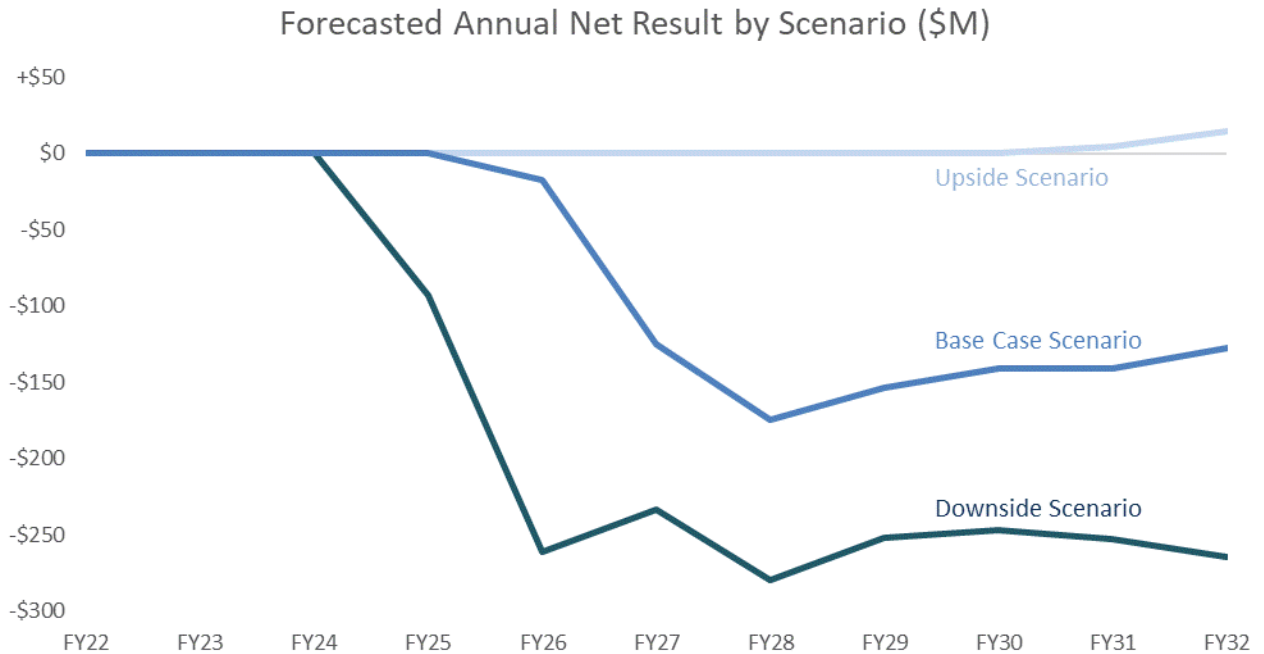
**Table 3: Ridership Recovery**

Factors in Recovery	Opportunities	Risks
Pace of pandemic end	Widespread vaccination and prior infection	Virus variants
Post-pandemic market size / market share	Diversity/resilience of Bay Area economy; Transbay speed/reliability advantage	Widespread adoption of hybrid remote work as standard for office employees; employers shifting away from downtown San Francisco? Continued transit reluctance?
Impact of pre-pandemic trends	Regional growth; regional integration	Rise of ride hailing apps; declining airport ridership; regional housing crisis
Long-term market size / regional growth patterns	New growth centers? New markets to serve?	Slower downtown employment growth? Slower regional growth?

**FY23-FY32 Projection**

The chart below presents deficit projections for three revenue recovery scenarios. The Downside, Base Case, and Upside Scenarios correspond with the respective ridership recovery scenarios, and also reflect a range of potential outcomes for non-fare revenues including sales tax, property tax, and state transit assistance. Expense and Debt Service & Allocations are held constant across all three scenarios at reasonably expected levels. The Base Case and Downside scenarios project overall deficits over the FY23-FY32 at \$1.0B and \$2.0B, respectively. The Upside scenario projects that there will be no deficits over the same period.

**Figure 3: FY23 - FY32 Operating Deficit Scenarios**



The table below provides more detail on the outlook for the years FY23-FY32 corresponding with the Base Case ridership recovery scenario. Projected operating deficits (excluding federal assistance) for the years FY23-FY32 total to \$1,826M and average \$183M per year. In this scenario, federal assistance will offset all projected deficits through FY25 and contribute \$25M toward closing the FY26 deficit. Remaining projected deficits for the FY25-FY32 period would be approximately \$1B. The average annual deficit over that seven-year period would be \$140M. To sustain service at the projected level, BART will need to achieve additional cost reductions and/or revenue increases.

**Table 4: Base Case Budget and Long-Term Forecast Through FY32**

Sources (\$M)	Budget		Forecast							
	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
Operating Revenues	255	320	391	438	465	498	514	578	596	616
Financial Assistance	449	474	491	505	518	534	548	587	604	619
<b>TOTAL REGULAR SOURCES</b>	<b>704</b>	<b>794</b>	<b>882</b>	<b>943</b>	<b>982</b>	<b>1,032</b>	<b>1,062</b>	<b>1,166</b>	<b>1,200</b>	<b>1,236</b>
Uses (\$M)										
Operating Expense	860	880	907	916	934	1,047	1,075	1,166	1,199	1,220
Debt Service & Allocations	157	187	166	170	174	160	140	141	142	143
<b>TOTAL USES</b>	<b>1,017</b>	<b>1,068</b>	<b>1,072</b>	<b>1,086</b>	<b>1,107</b>	<b>1,206</b>	<b>1,215</b>	<b>1,307</b>	<b>1,341</b>	<b>1,364</b>
<b>OPERATING RESULT</b>	<b>(314)</b>	<b>(273)</b>	<b>(191)</b>	<b>(143)</b>	<b>(125)</b>	<b>(174)</b>	<b>(153)</b>	<b>(141)</b>	<b>(141)</b>	<b>(128)</b>
Federal Assistance	314	273	191	126	0	0	0	0	0	0
<b>Revised Net Result</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(17)</b>	<b>(125)</b>	<b>(174)</b>	<b>(153)</b>	<b>(141)</b>	<b>(141)</b>	<b>(128)</b>

## 6. RIDERSHIP OUTLOOK

During the first half of FY22, BART ridership increased steadily from 85,000 average weekday trips in July to 112,000 average weekday trips in November. In mid-December, the region experienced another surge in COVID cases due to the Omicron variant, depressing ridership through January 2022. In March 2022, the Omicron surge had largely tailed off and ridership had begun to exceed highs from late 2021. A rise in COVID cases starting in May 2022 resulted in a flattening of ridership recovery through summer 2022. Ridership began to slowly rise again in Mid-August 2022.

For the FY23 & FY24 budget, the ridership forecast was segmented into work trips and non-work trips, each with their own set of assumptions to inform their respective forecasts. Key assumptions are as follows:

- **Magnitude of work trip recovery:** The recovery of work trips was informed by the December 2021 and January 2022 Bay Area Council (BAC) employer surveys, specifically regarding employer return-to-office plans and remote work expectations. The survey showed that 32% of employers had already begun their “new normal” return-to-office plans (as of December 2021), 85% of employers would by October 2022, and 90% would by March 2023. The survey also indicated that in aggregate, the post-COVID commute-days-per-week would be approximately 3.2 days per week. Note that not all the employers surveyed are BART-commutable nor is there any indication of travel mode for these commutes.
- **Timing of work trip recovery:** In December 2021, Bay Area highway volumes had largely bounced back to 2019 levels, whereas transit ridership had not (BART ridership stood at ~28% of 2019 levels). This disparity indicates that some former transit riders may still prefer personal vehicles over public transit for a variety of reasons. This finding informed an adjustment to lag the return-to-office established by the BAC survey schedule, with the assumption the return to transit may lag the return to on-site work.
- **Non-work trip recovery:** The budget assumes a steady incremental recovery of non-work trips from an estimated 35% of pre-pandemic non-work trips in December 2021, to 42% in July 2022 and 53% in July 2023.
- **Seasonality of COVID:** Lastly, several waves of COVID surges have been observed since the start of the pandemic, with the Winter 2020 and Omicron surges significantly suppressing ridership. While the FY23 & FY24 ridership forecast does not forecast specific potential future COVID variant surges nor seasonal outbreaks, we have tended toward a conservative recovery curve which would account for short-lived, unexpected dips in ridership.

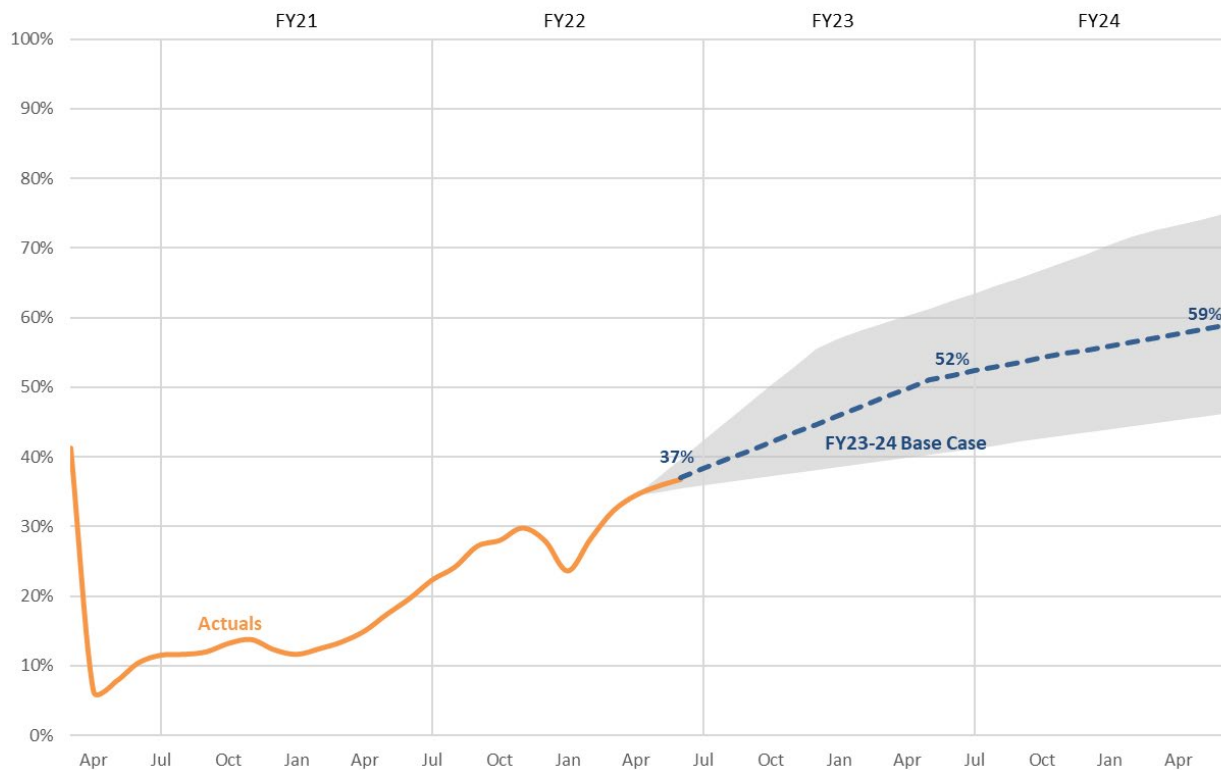
The following graph (Figure 4) presents ridership actuals since the start of the pandemic through January 2022, and the forecasted recovery curve for the Base Case through the FY23 & FY24 budget timeline.

- FY23 is forecasted to begin at approximately 37% and end at approximately 52% of pre-pandemic levels. This period of steep growth reflects that most businesses’ return-to-office plans occur during FY23.
- FY24 is forecasted to begin at approximately 52% and end at approximately 59% of pre-pandemic levels. During this period of flatter growth, it is assumed that remaining businesses will implement

their return-to-office plans, more commuters will shift to using public transit as congestion increases, and more BART trips will be taken for reasons unrelated to work.

The forecast also acknowledges that there is widespread uncertainty about the general pace at which recovery will take place, specifically for rail transit. The range of this uncertainty is represented in Figure 4 by the gray area that is bracketed by high (Upside) and low (Downside) ridership scenarios. The Upside and Downside scenarios were developed by adjusting the work and non-work assumptions described above.

**Figure 4: Actual and Forecasted Ridership with Recovery Milestones**



The Base Case Projection would result in overall ridership of approximately 52.9M trips for FY23, an aggregate 45% of pre-pandemic expectations. Expressed in terms of average weekday ridership, the FY23 projection would range from a low of approximately 145,000 average weekday riders in July to a high of approximately 210,000 average weekday riders in June. In FY23, average weekday ridership would be approximately 180,000.

FY24 is forecast to have overall ridership of 65.8M, an average of 56% of pre-pandemic expectations. The year would range from a low of approximately 210,000 average weekday riders in July to a high of approximately 240,000 average weekday riders in June. Average weekday ridership for FY24 would be approximately 225,000.

## 7. RAIL SERVICE PLAN

Given continued uncertainty around future ridership levels and patterns, BART plans to maintain service levels implemented in February 2022. This schedule is optimized for quality and efficiency and can be modified to respond to increasing ridership as necessary. The schedule improves service equity and provides improved integration with connecting services. The following table describes planned service for FY23 & FY24:

**Table 5: FY23 Service Plan**

Day of Week	Hours of Service	Service
Monday-Friday	5:00 AM – 9:00 PM	15-minute headways (4 trains per hour) on 5 lines
	9:00 PM – 12:00 AM	30-minute headways (2 trains per hour) on 3 lines
Saturday	6:00 AM – 9:00 PM	30-minute headways (2 trains per hour) on 4 lines (Green, Orange, Red, Blue)
		15-minute headways (4 trains per hour) on the Yellow line up to Pittsburg/Bay Point
	9:00 PM – 12:00 AM	30-minute headways (2 trains per hour) on 3 lines
	Effective February 2023, Saturday 5-line service may be extended past 9PM, pending the hiring of critical positions.	
Sunday	8:00 AM – 9:00 PM	30-minute headways (2 trains per hour) on 5 lines
	9:00 PM – 12:00 AM	30-minute headways (2 trains per hour) on 3 lines

The following table provides key statistics for BART’s current service as a baseline to respond to anticipated ridership through FY23 & FY24.

**Table 6: BART’s Current Service**

Service Snapshot	July 2022 Baseline
Weekday Service	5:00 AM System Opening
Total Peak Vehicle Requirement	621
Total Fleet (Projected 7/2022)	859
Peak Period Trains (Excluding Ready Reserve)	59
Total Annual Car Hours	2.9 million
Total Annual Car Miles	94.2 million

## 6.1 SERVICE CHANGE SCHEDULE

BART's schedule is ordinarily modified in September and February each year as part of a negotiated process known as a "bid." Each bid is finalized ("posted") at least one month before the new service takes effect to allow for staff to bid on train runs and shifts in the schedule. Additional bids may be scheduled in limited circumstances, such as service expansions. In an effort to improve schedule alignment with other regional operators, BART may change bid start dates in the future. The current bid took effect September 2022.

## 6.2 FUTURE SERVICE CHANGES

During the height of the pandemic, BART closely monitored train loads and crowding to ensure adequate space for social distancing. While BART is no longer subject to capacity restrictions, the District will continue to monitor ridership going forward and use a data-driven approach to adjust service levels where necessary. Staff will continue to plan for special event and holiday service to ensure BART remains a convenient option at night and on weekends.

## 6.3 ROLLING STOCK

BART is currently taking delivery of an order of 775 new cars, known as the Fleet of the Future. Inactive legacy vehicles are being decommissioned at a similar rate to that of new car deliveries. As of July 2022, BART estimates the revenue fleet will consist of 472 legacy (known as A, B, and C) and 387 new Fleet of the Future (known as D and E) cars for a total fleet of 859 cars.

# 8. ADOPTED FY23 & FY24 SOURCES AND USES

Table 7: FY23 & FY24 Adopted Sources and Uses

Sources & Uses Statement  (\$ millions)	Budget and Year-Over-Year Changes				
	FY22 Adopted	FY23 Adopted	FY22 vs. FY23 Var. \$	FY224 Adopted	FY23 vs. FY24 Var. \$
Rail Passenger Revenue	165.9	222.1	56.2	283.0	60.9
ADA Passenger Revenue	0.5	0.5	0.0	0.5	0.0
Parking Revenue	9.4	13.1	3.7	14.3	1.2
Other Operating Revenue	19.9	19.4	(0.4)	22.6	3.1
<b>Subtotal - Operating Revenue</b>	<b>195.7</b>	<b>255.2</b>	<b>59.5</b>	<b>320.4</b>	<b>65.2</b>
Sales Tax Proceeds	261.7	299.0	37.3	306.6	7.7
Property Tax Proceeds	54.5	58.0	3.5	61.2	3.2
SFO Ext Financial Assistance	22.6	-	(22.6)	-	-
VTA Financial Assistance	35.2	32.7	(2.5)	31.2	(1.5)
MTC Financial Assistance Clipper START	0.6	0.3	(0.3)	0.4	0.2
Local & Other Assistance	7.4	9.1	1.7	9.3	0.1
State Transit Assistance	28.4	22.7	(5.6)	38.6	15.9
Low Carbon Transit Operations Program	4.4	10.3	5.9	10.3	-
Low Carbon Fuel Standard Program	22.6	16.6	(6.0)	16.4	(0.2)
<b>Subtotal - Financial Assistance</b>	<b>437.3</b>	<b>448.6</b>	<b>11.3</b>	<b>474.0</b>	<b>25.3</b>
<b>TOTAL - OPERATING SOURCES</b>	<b>633.0</b>	<b>703.8</b>	<b>70.8</b>	<b>794.4</b>	<b>90.6</b>
Labor & Benefits	649.7	632.2	(17.5)	649.0	16.8
ADA Paratransit	14.0	16.7	2.7	19.6	2.8
Purchased Transportation	12.4	12.7	0.4	13.0	0.2
Power	48.9	52.7	3.8	54.4	1.7
Other Non-Labor	134.6	145.7	11.0	144.4	(1.3)
<b>Subtotal - Operating Expense</b>	<b>859.6</b>	<b>860.0</b>	<b>0.4</b>	<b>880.3</b>	<b>20.3</b>
Bond Debt Service	57.2	59.9	2.8	60.1	0.2
Allocation - Capital Rehabilitation	56.3	46.5	(9.8)	45.3	(1.2)
Allocation - Priority Capital Programs	34.0	33.0	(1.0)	64.0	31.0
Allocation - Other	1.6	1.6	0.0	1.7	0.0
Allocation - Sustainability from LCFS	-	6.4	6.4	6.4	-
Allocation - Pension	10.0	10.0	-	10.0	-
<b>Subtotal - Debt Service &amp; Allocations</b>	<b>159.1</b>	<b>157.4</b>	<b>(1.7)</b>	<b>187.5</b>	<b>30.1</b>
<b>TOTAL USES</b>	<b>1,018.7</b>	<b>1,017.4</b>	<b>(1.3)</b>	<b>1,067.8</b>	<b>50.4</b>
<b>Net Result Before Federal Emergency Assistance</b>	<b>(385.7)</b>	<b>(313.6)</b>	<b>72.1</b>	<b>(273.4)</b>	<b>40.2</b>
Federal Emergency Assistance	385.7	313.6	(72.1)	273.4	(40.2)



<b>NET RESULT</b>	-	-	-	-	-
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# 9. FOUR-YEAR CONSOLIDATED FINANCIAL SCHEDULE

Table 8: Four Year Consolidated Financial Schedule

Four Year Consolidated Financial Schedule				
(\$ millions)	FY21	FY22	FY23	FY24
	Actual	Adopted	Adopted	Adopted
<b>Sources</b>				
Rail Passenger Revenue	62.4	165.9	222.1	283.0
ADA Passenger Revenue	0.2	0.5	0.5	0.5
Parking Revenue	7.2	9.4	13.1	14.3
Other Operating Revenue	21.4	19.9	19.4	22.6
Sales Tax Revenue	258.5	261.7	299.0	306.6
Property Tax	54.9	54.5	58.0	61.2
SFO Extension Financial Assistance	52.4	22.6	-	-
VTA Financial Assistance	37.7	35.2	32.7	31.2
State Transit Assistance (STA)	30.2	28.4	22.7	38.6
Low Carbon Transit Operations Program	8.5	4.4	10.3	10.3
Low Carbon Fuel Standard Program	3.0	22.6	16.6	16.4
Local & Other Assistance	11.1	8.0	9.4	9.7
Federal Emergency Assistance	402.4	385.7	313.6	273.4
<b>TOTAL SOURCES</b>	<b>949.8</b>	<b>1,018.7</b>	<b>1,017.4</b>	<b>1,067.8</b>
<b>Uses</b>				
Labor	568.3	649.7	632.2	649.0
ADA Paratransit	10.1	14.0	16.7	19.6
Purchased Transportation	9.3	12.4	12.7	13.0
Power	40.3	48.9	52.7	54.4
Pension - GASB 68 Adjustment [1]	50.8	-	-	-
Non-Pension - GASB 75 Adjustment	(41.2)	-	-	-
Other Non-Labor	123.5	134.6	145.7	144.4
<b>Total Expense</b>	<b>761.2</b>	<b>859.6</b>	<b>860.0</b>	<b>880.3</b>
Debt Service	47.1	57.2	59.9	60.1
Capital & Other Allocations	151.2	101.9	97.5	127.4
<b>Total Debt Service &amp; Allocations</b>	<b>198.3</b>	<b>159.1</b>	<b>157.4</b>	<b>187.5</b>
<b>TOTAL USES</b>	<b>959.5</b>	<b>1,018.7</b>	<b>1,017.4</b>	<b>1,067.8</b>
<b>Adjustments</b>				
Pension - GASB 68 Adjustment Offset	(50.8)	-	-	-
Non-Pension - GASB 75	41.2	-	-	-
NBV of Fixed Assets Disposed	-	-	-	-
<b>TOTAL USES - After Adjustments</b>	<b>949.8</b>	<b>1,018.7</b>	<b>1,017.4</b>	<b>1,067.8</b>
<b>NET RESULT</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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

## 10. FUND BALANCE

The following table summarizes the fund balances at the beginning of the fiscal year, the sources, and uses of funds during fiscal year 2022 and the ending balances at the end of June 30, 2022.

**Table 9: Fund Balance**

Fiscal Year 2022	General Fund	Capital and Debt Service Fund	Total
<b>Beginning Balance 6-30-2021</b>	7,210,210,767	143,411,049	7,353,621,816
Prior Period Adjustment - GASB 87 Implementation	2,346,087		2,346,087
<b>Balance as of 6-30-2021 as adjusted</b>	<b>7,212,556,854</b>	<b>143,411,049</b>	<b>7,355,967,903</b>
<b>Sources of Funds</b>			
Passenger Fares	135,817,490		135,817,490
Other Operating Income	30,084,341		30,084,341
Sales Tax Revenue	310,706,305		310,706,305
Property Taxes <sup>7</sup>	57,188,739	67,468,692	124,657,431
Investment Income	1,653,183	(588,967)	1,064,216
Financial Assistance	552,553,970	332,321,106 <sup>8</sup>	884,875,076
<b>Total Sources of Funds</b>	<b>1,088,004,028</b>	<b>399,200,831</b>	<b>1,487,204,859</b>
<b>Uses of Funds</b>			
Operating Expenses Excluding Depreciation	(717,313,209)		(717,313,209)
Depreciation	(330,437,004)		(330,437,004)
Planning & Studies Expense		(39,038,389)	(39,038,389)
Interest and Debt Service Expense	(1,533,674)	(75,855,984)	(77,389,658)
Capital Allocation and Transfers <sup>9</sup>	(95,993,642)	95,993,642	-
Transfer from SFO Reserve Fund <sup>10</sup>	28,804,655	(28,804,655)	-
Debt Service Allocations	(56,961,872)	56,961,872	-
Transfer of Materials Inventory from Capital Projects	13,960,028	(13,960,028)	-
Transfer of Completed and Capitalized Fixed Assets <sup>11</sup>	838,731,110	(838,731,110)	-
<b>Total Use of Funds</b>	<b>(320,743,608)</b>	<b>(843,434,652)</b>	<b>(1,164,178,260)</b>
<b>End Balance as of 6/30/2022</b>	<b>7,979,817,274</b>	<b>(300,822,772)</b>	<b>7,678,994,502</b>

<sup>7</sup> The District receives property tax allocations for debt service payments of outstanding General Obligation Bonds.

<sup>8</sup> These are grant funds the District received for capital projects.

<sup>9</sup> Capital Allocations and Transfers include allocations from the General Fund to the Capital Fund to support ongoing capital needs and repayment of advances from General Fund. This also include reverse capital allocations to the General Fund to cover funding of project expenses considered non-capitalizable, which are recognized as operating expenses.

<sup>10</sup> Transfer from SFO Extension Reserve to cover operating shortfall.

<sup>11</sup> The District recognizes capitalized fixed assets upon acquisition or project completion in the General Fund. Depreciation expense and resulting gain or losses from disposition of fixed assets are included in operations. The District ignores depreciation for budgeting purposes.

# 11. OPERATING SOURCES

The below table summarizes the operating sources for the FY23 & FY24 Adopted Budget. The operating sources for the FY22 Adopted Budget are included as a point of reference. Each line item is described in further detail in the subsequent sections.

**Table 10: FY23 & FY24 Adopted Budget Operating Sources**

Operating Sources (\$M)	Budget		FY22 to FY23 Change		FY24 Adopted	FY23 to FY24 Change	
	FY22 Adopted	FY23 Adopted	\$	%		\$	%
(\$ millions)							
<b>Operating Revenue</b>							
Rail Passenger Revenue	165.9	222.1	56.2	34%	283.0	60.9	27%
ADA Passenger Revenue	0.5	0.5	0.0	1%	0.5	0.0	1%
Parking Revenue	9.4	13.1	3.7	39%	14.3	1.2	9%
Other Operating Revenue	19.9	19.4	-0.4	-2%	22.6	3.1	16%
<b>Subtotal - Operating Revenue</b>	<b>195.7</b>	<b>255.2</b>	<b>59.5</b>	<b>30%</b>	<b>320.4</b>	<b>65.2</b>	<b>26%</b>
<b>Financial Assistance</b>							
Sales Tax Proceeds	261.7	299.0	37.3	14%	306.6	7.7	3%
Property Tax Proceeds	54.5	58.0	3.5	6%	61.2	3.2	5%
SFO Ext Financial Assistance	22.6	0.0	-22.6	-100%	0.0	0.0	n/a
VTA Financial Assistance	35.2	32.7	-2.5	-7%	31.2	-1.5	-4%
MTC Assistance – Clipper START	0.6	0.3	-0.3	-54%	0.4	0.2	53%
Local & Other Assistance	7.4	9.1	1.7	24%	9.3	0.1	2%
State Transit Assistance	28.4	22.7	-5.6	-20%	38.6	15.9	70%
Low Carbon Transit Operations Program	4.4	10.3	5.9	135%	10.3	0.0	0%
Low Carbon Fuel Standard Program	22.6	16.6	-6.0	-26%	16.4	-0.2	-1%
<b>Subtotal - Financial Assistance</b>	<b>437.3</b>	<b>448.6</b>	<b>11.3</b>	<b>3%</b>	<b>474.0</b>	<b>25.3</b>	<b>6%</b>
<b>Federal Emergency Assistance</b>	<b>385.7</b>	<b>313.6</b>	<b>-72.1</b>	<b>-19%</b>	<b>273.4</b>	<b>-40.2</b>	<b>-13%</b>
<b>SUBTOTAL - OPERATING SOURCES</b>	<b>1,018.7</b>	<b>1,017.4</b>	<b>-1.3</b>	<b>0%</b>	<b>1,067.8</b>	<b>50.4</b>	<b>5%</b>

## OPERATING REVENUE

### 10.1.1 Passenger Revenue

#### Passenger Revenue

Fare revenue for FY23 & FY24 is based upon the Base Case ridership forecast discussed in Section 3, Ridership Outlook. As presented in the table below, total passenger revenue, including Americans with Disability Act (ADA) paratransit passengers, is budgeted at \$222.6M and \$283.5M for FY23 & FY24, respectively. The FY23 passenger revenue budget is 34% higher than the FY22 budget amount, while FY24 passenger revenues is projected to grow 27% above FY23 levels.

**Table 11: FY23-FY24 Passenger Revenue**

\$M	FY22 Budget	FY23 Adopted	FY24 Adopted
Rail Passenger Revenue	165.9	222.1	283.0
ADA Passenger Revenue	0.5	0.5	0.5
<b>Total Passenger Revenue</b>	<b>166.4</b>	<b>222.6</b>	<b>283.5</b>
Year-over-Year % Change		+34%	+27%

BART's Series 3, 2022-2026, Productivity-Adjusted Inflation-Based Fare Increase called for a 3.4% fare increase in January 2022; however, staff recommended deferring the fare increase at that time. The passenger revenue forecast assumes that the fare increase occurs on July 1, 2022. This fare increase is estimated to generate approximately \$16M over the two-year budget period and approximately \$124M over the 10-year period spanning FY23-FY32. Per policy, a second fare increase would occur in January 2024.

Since adoption of this budget, BART implemented a 50% discounted Clipper fare promotion for the month of September 2022. The expected fare revenue reduction due to this fare promotion, not included in the Adopted Budget, is estimated at approximately \$8.3M.

#### 8.1.2 Parking Fee Revenue

BART generates revenue from daily fee and reserved parking at its 36 stations with parking facilities. The daily fee at most stations have reached the price cap at \$3.00 with the exception of South Hayward (\$2.00) and North Concord/Martinez (\$2.50) and West Oakland (\$12.40), which does not have a cap. The monthly reserved price at all stations is also capped at \$105.00, except for South Hayward (\$84.00) and North Concord/Martinez (\$94.50). Stations with parking in Oakland, Berkeley, and San Francisco are subject to an additional parking tax imposed and collected by those cities.

The FY23 & FY24 parking revenue budgets are \$13.1M and \$14.3M, respectively. The forecast reflects expected ridership levels and associated parking demand. Parking revenue generated at the Milpitas and Berryessa stations is collected by VTA and is not budgeted by BART.

BART staff is advancing a series of parking modernization efforts. In FY22, BART created a new, paperless Reserved parking feature on the BART Official App to improve customer convenience. Staff are planning future modernization to enforcement systems and parking machines in upcoming fiscal years.

### 10.1.3 Other Operating Revenue

BART also generates operating revenue from non-passenger sources. Total other operating revenue is budgeted at \$19.4M in FY23 and \$22.6M for FY24. Sources include:

- **Commercial Communications Revenue Program (CCRP):** The CCRP generates revenue through commercial fiber and wireless telecommunications. It includes BART's Digital Railway Project with Mobilite Services, LLC, which seeks to increase fiber optic and wireless revenue over time. Based upon 2021 forecasts, CCRP is estimated to generate \$9.5M in FY23 and \$8.4M in FY24.
- **Advertising:** BART has an advertising franchise agreement with OUTFRONT Media, which manages the sales and posting of advertising on BART's behalf. BART anticipates receiving \$1.7M in advertising revenue in FY23 and \$6.3M in FY24.
- **Lease Revenue and Transit Oriented Development Revenue:** Revenue from Transit Oriented Development (TOD) includes ground leases at West Dublin/Pleasanton, Pleasant Hill/Contra Costa Centre, Millbrae, Castro Valley, MacArthur, and Coliseum stations, and transit benefit fees at West Dublin/Pleasanton and South Hayward. These revenues are budgeted at \$2.4M in FY23 and \$2.0M in FY24. BART also receives building and ground lease revenue from leasing vacant parcels and office space in the Joseph P. Bort MetroCenter (MET) building, and from Special Entrance Agreements at Powell Street Station that provide access from the station to the Westfield shopping center entrance, budgeted at \$2.7M for FY23 and \$2.0M for FY24.
- **Parking Citations:** Parking citation revenue is budgeted at \$0.3M in FY23 and \$0.7M in FY24.
- **"Other" Revenue:** "Other" revenue is budgeted at \$2.9M in FY22 and \$3.2M in FY23. It includes investment income; concessions; special fees and permits; the Capitol Corridor Joint Powers Authority's (CCJPA) overhead recovery; and other miscellaneous sources.

## TAX AND FINANCIAL ASSISTANCE

### 10.2.1 Sales Tax Revenue

BART receives a dedicated 75% share of a one-half cent sales tax levied in the three BART District counties (San Francisco, Alameda, and Contra Costa). Per AB 1107 (1977) and AB 842 (1979), the remaining 25% may be allocated by MTC to BART, SFMTA, and/or AC Transit. Since 1987, MTC has split the remaining 25% equally between AC Transit and SFMTA. Sales tax is expected to remain BART's largest regular revenue source for operations until FY25.

As of the end of calendar year 2021, sales tax revenue had recovered to around pre-pandemic levels with a FY22 year-end estimated result of \$297.3M. Sales volumes rebounded strongly from a drop in the second and third quarters of 2020, though they have not yet reached pre-pandemic levels; however, prices have risen significantly with inflation and supply chain issues, resulting in a sales tax level comparable to pre-pandemic expectations. Sales tax recovery varies by county: Alameda and Contra Costa counties had higher sales tax receipts in recent quarters than the corresponding quarters in 2019, while San Francisco remains at about 85% of 2019 levels. Data from the California Department of Tax and Fee Administration indicate a continued shift in consumer spending since the beginning of the COVID-19 pandemic away from restaurants and hotels and toward durable goods and autos.

The FY23 & FY24 budgets assume slow sales tax growth due to ongoing economic uncertainty, including the likelihood of ongoing supply chain issues, a shift in spending from durable goods to non-taxed services,

and potential inflation and interest rate change impacts on household savings and consumer spending. Considering these factors, total operating sales tax revenue is estimated at \$299.0M in FY23 and \$306.6M in FY24.

### 10.2.2 Property Tax Revenue

Property tax revenue is derived from a statutory portion of the 1% general levy in each of the three BART counties<sup>12</sup>. This legacy property tax was originally enrolled in 1957 to fund planning and pre-development costs associated with construction of the original BART system and is permanently dedicated to fund ongoing operating needs.

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

BART's property tax revenue is projected at \$58.0M in FY23 and \$61.2M in FY24. Higher residential property taxes driven by increasing sale prices seen in FY21 and FY22 may be offset by reassessment of commercial property at lower values.

### 10.2.3 Other Financial Assistance

#### **SFO Extension Financial Assistance**

BART operates a five-station extension into San Mateo County, outside of the three-county BART District, to the SFO and Millbrae stations. The terms of the District's agreements with MTC and SamTrans governing service outside the District state that BART is to track fare revenue and estimated expenses and set aside net operating surpluses in a reserve account. Funds in this account are to be used first to cover any net operating deficits that occur for the extension, and then to provide \$145M for rail car procurement. Between FY11 and FY19, the extension generated funds that BART deposited into an SFO Extension reserve account. Prior to the pandemic, ridership on the extension began to decline, in part due to the rise in Transportation Network Companies (TNC). During the pandemic, ridership on the extension has declined sharply. BART forecasts that in FY23 & FY24, the expense of operating the extension will exceed revenue by \$27.9M and \$20.6M, respectively. The SFO Extension reserve account is expected to be exhausted during FY22, and no dedicated funds will be available to cover the SFO Extension's project operating deficit in FY23 or FY24.

#### **VTA Financial Assistance**

VTA is responsible for the operating and maintenance (O&M) costs of the BART Silicon Valley extension. VTA's responsibility is calculated as the difference between the net fare revenues associated with trips to or from the Milpitas and Berryessa stations and the calculated O&M costs to provide extension service. VTA's financial assistance to BART under these terms is budgeted at \$32.7M for FY23 and \$31.2M for FY24. Actual results for each fiscal year will be used to calculate the final payment from VTA.

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<sup>12</sup> BART has a separate tax levy for general obligation bond debt service associated with the 2004 seismic retrofit program and for the 2016 system renewal program. For the FY22 tax year, the enrolled rate was \$5.30 and \$8.70 per \$100,000 of assessed value, respectively.

### **MTC Assistance – Clipper START**

BART participates in the MTC's Regional Means-Based Fare Discount Pilot Program known as Clipper START, providing a 20% discount to program participants. MTC has identified approximately \$11M in funding, first to pay administrative and verification expenses and then to help offset up to 50% of an operator's revenue loss. The pilot was recently extended until July 2023 and, pending evaluation, staff anticipates recommending that the Clipper START program be made permanent after the pilot period ends. Funds provided to BART will be booked as financial assistance. MTC's estimated offsetting contribution to BART in FY23 is budgeted at \$0.3M and is assumed to continue for FY24 at \$0.4M.

### **State Transit Assistance**

BART receives funding through appropriations of State Transit Assistance (STA), which is derived from actual receipts of the sales tax on diesel fuel. Statewide collections fluctuate based on diesel prices and consumption. In addition, appropriations to transit operators can vary based on calculations of qualifying revenues for the local operator and the region. A hold harmless provision for the STA funding formula was passed in the state legislature and recently extended through FY23 to mitigate the impacts of pandemic-related drops in local matching fund sources on transit operators' STA receipts. It is expected that the hold harmless provision would continue to be extended through FY24; if it is not extended, BART would expect substantially reduced STA revenue in FY24. BART's STA program revenue is expected to approach pre-pandemic levels due to significantly higher fuel prices and despite reduced fuel consumption.

In FY23, BART is projected to receive \$22.7M in STA funding. This amount is comprised of \$31.2M of revenue-based funds for general operations derived from diesel fuel tax and \$6.6M from the STA State of Good Repair program, from which \$15.0M will be retained by MTC as an offset for American Rescue Plan funding provided in 2021. The retained MTC STA funds will be used, along with other regional funds, to support implementation of the Blue-Ribbon Task Force objectives. In FY24, funding is expected to return to baseline and grow with inflation, resulting in an estimated total of \$38.6M.

Since adoption of this budget, an adjustment was made to STA for FY24. MTC will retain \$15M of the \$38.6M as a 2021 American Rescue Plan funding offset in FY24. To maintain capital funding, this \$15M deduction was shifted from the Transit Capital Priorities (capital funding) source to State Transit Assistance (operating funding) source for FY24. This adjustment is not reflected in the Adopted Budget.

### **Low Carbon Transit Operating Program**

BART receives funding from the Low Carbon Transit Operations Program (LCTOP), one of several programs of the Transit, Affordable Housing, and Sustainable Communities Program (Senate Bill 862) established in 2014 by the California legislature. The LCTOP provides transit agencies with operating and capital assistance for programs to reduce greenhouse gas emissions and improve mobility, and it prioritizes serving disadvantaged communities.

LCTOP revenues are derived from the State's greenhouse gas emissions reduction Cap and Trade auction proceeds. BART will receive \$10.3M of LCTOP funding in FY23 and is projected to receive the same amount for FY24. LCTOP revenues will be programmed for BART to Antioch operations.

### **Low Carbon Fuel Standard Program**

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



producers of conventional transportation fuels for the purpose of meeting their LCFS compliance obligations.

Each year, BART generates LCFS revenues through the sale of its LCFS credits to regulated entities under the LCFS program at prevailing market prices. BART has budgeted \$16.6M of LCFS revenues for FY23 and \$16.4M for FY24, although actual revenues will remain dependent on market pricing of LCFS credits, quantity of LCFS credits generated, and the consistency of LCFS program regulations over time.

### **Other Assistance**

The FY23 & FY24 budget projects other financial assistance to BART totaling \$9.1M in FY23 and \$9.3M in FY24. These sources include \$5.6M in FY23 and \$5.7M in FY24 from Alameda County's Measure BB, which will be used for paratransit and transit operations in Alameda County. Each budget year also includes \$2.2M from San Mateo County Measure A sales tax, \$1.0M paid by Caltrain for the Millbrae Station Use, Operations, and Maintenance Agreement, and \$0.1M from Contra Costa County's Measure J sales tax.

### **EMERGENCY ASSISTANCE**

Since the start of the COVID-19 pandemic, US transit agencies have received emergency funding through three acts of Congress. The Coronavirus Aid, Relief, and Economic Security (CARES) Act, signed into law in March 2020, provided \$25B to transit operators nationwide. The Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA), signed in December 2020, provided an additional \$14B in transit funding. The American Rescue Plan Act, signed March 11, 2021, includes \$30.5 billion in federal funding to support the nation's public transportation systems.

In total, BART will receive \$1,608M from these emergency funding bills: \$377.1M from the CARES Act in 2020, \$378.1M from CRRSAA in 2021, an initial allocation of \$582.3M from the American Rescue Plan in the second half of 2021, and finally an additional tranche of \$270.8M awarded to BART in March 2022.

For FY23, BART is budgeting \$313.6M of emergency federal funds toward balancing the net operating result. In FY24, BART is budgeting at total of \$273.4M of emergency federal funds toward balancing the net operating result. BART projects there to be \$316.6M of Federal aid remaining to balance budgets in FY25 and beyond.

## 12. OPERATING USES

The table below summarizes the operating uses for the FY23 & FY24 Adopted Budget. The operating uses for the FY22 Adopted Budget are included as a point of reference. Expenses are described in further detail in the subsequent sections. Operating Uses includes two main categories: Operating Expenses, which are expenses related to the day-to-day operations of the system, and Debt Service and Allocations, which include debt payments and allocations to fund capital and other projects with operating funds. Total Operating Uses are slightly decreasing from FY22 to \$1.017B in FY23 and then increasing by 5% to \$1.068B in FY24.

**Table 12: FY23 & FY24 Adopted Budget Operating Uses**

(\$ millions)	FY22 Adopted	FY23 Adopted	\$	%	FY24 Adopted	\$	%
<b>TOTAL OPERATING EXPENSES</b>							
Labor & Benefits	649.7	632.2	(17.5)	-3%	649.0	16.8	3%
ADA Paratransit	14.0	16.7	2.7	19%	19.6	2.8	17%
Purchased Transportation	12.4	12.7	0.4	3%	13.0	0.2	2%
Power	48.9	52.7	3.8	8%	54.4	1.7	3%
Other Non-Labor	134.6	145.7	11.0	8%	144.4	(1.3)	-1%
<b>Operating Expense Total</b>	<b>859.6</b>	<b>860.0</b>	<b>0.4</b>	<b>0%</b>	<b>880.3</b>	<b>20.3</b>	<b>2%</b>
<b>TOTAL DEBT SERVICE &amp; ALLOCATIONS</b>							
Bond Debt Service	57.2	59.9	2.8	5%	60.1	0.2	0%
Allocation - Capital Rehabilitation	56.3	46.5	(9.8)	-17%	45.3	(1.2)	-3%
Allocation - Priority Capital Programs	34.0	33.0	(1.0)	-3%	64.0	31.0	94%
Allocation - Other	1.6	1.6	0.0	2%	1.7	0.0	2%
Allocation - Sustainability from LCFS	-	6.4	6.4		6.4	-	0%
Allocation - Pension	10.0	10.0	-	0%	10.0	-	0%
<b>Debt Service &amp; Allocations Total</b>	<b>159.1</b>	<b>157.4</b>	<b>(1.7)</b>	<b>-1%</b>	<b>187.5</b>	<b>30.1</b>	<b>19%</b>
<b>USES TOTAL</b>	<b>1,018.7</b>	<b>1,017.4</b>	<b>(1.3)</b>	<b>0%</b>	<b>1,067.8</b>	<b>50.4</b>	<b>5%</b>

## LABOR: WAGES & BENEFITS

The table below shows changes in full-time equivalent (FTE) positions from the FY22 Adopted Budget to the FY23 Adopted Budget. There are no position changes anticipated between FY23 & FY24.

**Table 13: FY23 Adopted Budget FTE Changes**

FY22 to FY23 FTE Summary			
	Operating	Capital/Reimbursable	Total FTEs
<b>FY22 Adopted Budget</b>	<b>3,409.53</b>	<b>1,023.05</b>	<b>4,432.58</b>
<b>Adjustments</b>			
Midyear Additions	20.60	35.40	56.00
Funding Conversions	31.70	(31.70)	-
Service Increase	16.50	49.66	66.16
Reductions	(4.63)	-	(4.63)
Technical Adjustments	11.70	10.50	22.20
<b>Total Adjustments</b>	<b>75.88</b>	<b>63.86</b>	<b>139.74</b>
<b>FY23 Adopted Budget</b>	<b>3,497.40</b>	<b>1,092.25</b>	<b>4,590.15</b>

A total of 139.74 full-time equivalent (FTE) operating and capital positions have been added in the FY23 budget. All position changes are technical changes, conversions to reflect actual charging, or incorporation of positions added midyear to respond to changing needs. The changes are described below:

- Midyear Additions:
  - Operating: Added 20.6 FTEs to support operating programs in Maintenance & Engineering (14.6) and Planning & Development (1.0) and added 5.0 FTEs to support operations throughout District (Finance, Financial Planning, Government & Community Relations, Human Resources, and Police)
  - Capital: Added 35.4 FTEs to support capital projects, including Design & Construction (14.0), Maintenance & Engineering (11.4), Office of Civil Rights (3.0), and other areas (7.0)
- Funding Conversions: Converted 31.7 FTEs from Capital to Operating sources to reflect capital positions no longer charging to capital projects.
- Service Increase:
  - Operating: Added 16.5 FTEs. This includes 12.5 Station Agents and Train Operators to support service increase, and 4.0 BPD dispatchers to support increased workloads
  - Capital: Added 49.7 FTEs to support capital work in the CBTC and Fleet of the Future (FOTF) Truck Program
- Reductions: Removed 4.6 vacant FTEs
- Technical Adjustments:
  - Operating: Reallocated 11.7 FTEs, by converting 84 Police Officers to an 84-hour bi-weekly work week, resulting in an increase of 4.2 FTEs. In addition, 10.5 FTEs were reinstated to restore critical Operations positions removed in FY21 in response to the COVID-19 pandemic and 3.0 FTEs were removed to convert 8 Train Operators from full-time to part-time
  - Capital: Added 10.5 FTEs to reinstate critical project support positions removed in FY21 in response to the COVID-19 pandemic

**Table 14: FY23 Adopted Budget Labor Expenses**

Labor (Wages and Benefits) (\$ millions)	Budget		FY22 to FY23 Change		Budget	FY23 to FY24 Change	
	FY22 Adopted	FY23 Adopted	\$	%	FY24 Adopted	\$	%
Wages	506.0	480.2	(25.8)	-5%	498.2	18.0	4%
Overtime	48.4	70.8	22.4	46%	70.8	-	0%
CalPERS Pension	115.5	128.0	12.5	11%	127.2	(0.7)	-1%
Other Retirement Benefits	13.9	14.4	0.6	4%	14.5	0.1	1%
Active Employee Medical Insurance	84.5	89.5	4.9	6%	89.2	(0.3)	0%
Retiree Medical	44.0	45.7	1.7	4%	47.0	1.3	3%
Workers' Compensation	17.3	17.2	(0.1)	-1%	17.2	-	0%
Capital & Reimbursable Wages	(137.5)	(146.6)	(9.1)	7%	(148.2)	(1.6)	1%
Capital & Reimbursable Fringe	(67.7)	(73.7)	(6.0)	9%	(73.9)	(0.1)	0%
Capital & Reimbursable Overtime	-	(22.4)	(22.4)	-	(22.4)	-	0%
Other Labor*	25.3	29.1	3.8	15%	29.3	0.2	1%
<b>NET LABOR</b>	<b>649.7</b>	<b>632.2</b>	<b>(17.5)</b>	<b>-3%</b>	<b>649.0</b>	<b>16.8</b>	<b>3%</b>

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

The Adopted labor budget totals \$632.2M in FY23 and \$649.0M in FY24. The FY23 labor budget is \$17.5M lower than FY22, while the FY24 labor budget is \$16.8M higher than FY23.

### Wages

Wages decrease in FY23 by \$25.8M due to an increase in the assumed vacancy rate from 3.14% to 10%, to align with the number of operating positions are expected to be vacant in FY23. The District is making efforts to reduce the number of vacancies, so in FY24, the vacancy rate assumption decreases to 7.5%, which drives the increase in Wages in that year. The budget that was adopted on June 9, 2022, does not include any wage increases. On July 28, 2022, the BART Board approved resolutions ratifying the extension and creation of successor Collective Bargaining Agreements (CBA) with BART unions that included wage increases covering the period between FY23 and FY26. BART Police Unions BPMA and BPOA will receive 2% wage increases in both FY23 & FY24, as well as 3% in FY25 and 3.5% in FY26. All other District Employees, including non-represented employees, will receive a 3.5% increase in FY23, a 3% increase in FY24, and a 4% increase in FY25. Within the adopted budget period, these wage increases are estimated to increase the operating budget by \$14M in FY23 and \$29M in FY24.

### Overtime

In FY23, BART will begin budgeting capital-funded overtime work, reflecting the District's use of overtime hours to complete portions of its capital projects. This change will bring the overtime budget into alignment with how the District budgets other capital Labor expenses such as salaries and fringe. The share of gross overtime funded by operating sources is not changing in FY23 or FY24; the \$22.4M increase in FY23 is entirely funded by capital sources and is fully offset by Capital credits.

## CalPERS Pension

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

As of the latest actuarial valuation reports for FY23 (based on data as of June 30, 2020), BART's funded ratio decreased from 74.1% to 72.5% for the Miscellaneous plan and from 59.4% to 57.9% for the Safety plan. The funded ratio measures plan assets relative to plan liabilities. Both ratios have decreased slightly from the prior year's valuation reports.

### FY23 Employer Contribution

CalPERS has implemented several actions to improve stability of the pension fund and guard against market downturns. In December 2016, the CalPERS board voted to lower the discount rate (assumed rate of return on investments) from 7.5% to 7% over a three-year period beginning with the June 30, 2016 actuarial valuation. In FY23, the assumed discount rate will be 7%. This discount rate, in addition to the amortization of prior year losses and assumption changes, significantly impacts BART's pension contribution. For FY23, BART is required to contribute 8.90% and 25.92% of payroll for the normal cost for the Miscellaneous and Safety plans, down from 9.08% and 26.41%, in FY22. BART is also required to contribute \$81.7M as a flat fixed payment towards the UAL for both plans, up from \$69.3M in FY22. The total employer contribution is projected to increase by \$12.3M from FY22.

### FY23 Employee Contribution

Employees subject to the California Public Employees' Pension Reform Act (PEPRA) pay 100% of the required employee contribution (half of the normal cost), which is 7.0% for Miscellaneous employees and 14.25% for Safety employees. The Miscellaneous PEPRA rate will increase to 7.75% on 7/1/2023. As part of a new Pension Contribution agreement that went into effect in FY20, except for non-sworn BPOA and BPMA, Classic (Non-PEPRA) Miscellaneous employees started paying 6% of the required 7% of employee contributions on July 1, 2019. On January 1, 2020, Classic Miscellaneous employees started paying the full contribution amount of 7%. In FY23 the Miscellaneous employee contribution for both PEPRA and Classics is 8% of pensionable income (7% required employee contribution and 1% employer contribution cost share), the same as in FY22. In FY23, BART will continue to pay for Classic Safety employee member contributions (9%) and Classic Safety employees will pay 10% of BART's employer contribution, the same as in FY22.

**Table 15: FY24 CalPERS Contribution Rates**

CalPERS Employer and Employee Rates					
(\$ millions)		FY22		FY23	
	MISC	MISC	SAFETY	MISC	SAFETY
Classic	Employer Rate	9.08%	26.41%	8.90%	27.73%
	Employee Rate	7.00%	9.00%	7.00%	9.00%
PEPRA	Employer Rate	9.08%	26.41%	8.90%	27.73%
	Employee Rate	7.00%	14.25%	7.00%	14.25%
<b>UAL (Fixed Amount)</b>		\$56.67	\$12.67	\$66.76	\$14.95

**Table 16: FY23 CalPERS Contribution Amounts**

District Estimated Contributions*									
(\$ millions)		FY22 Adopted			FY23 Adopted			Change	
		MISC	SAFETY	TOTAL	MISC	SAFETY	TOTAL	\$	%
Employer Paid	Classic	17.1	3.4	20.5	15.3	3.1	18.4	(2.1)	-10.2%
	PEPRA	19.7	3.7	23.4	21.9	3.8	25.7	2.3	9.8%
UAL (Fixed Amount)		56.7	12.7	69.4	66.8	14.9	81.7	12.3	17.7%
<b>Subtotal - Employer Paid</b>		93.5	19.8	113.3	104.0	21.8	125.8	12.5	11.0%
EPMC**	Classic	0.4	1.9	2.3	0.4	1.7	2.1	(0.2)	-8.7%
<b>Total District Contribution</b>		93.9	21.7	115.6	104.4	23.5	127.9	12.3	10.6%
*The table only shows dollar amounts that BART pays towards pension; it does not include employee contributions									
** Employer Paid Member Contribution – BPMA/BPOA Classics									

**Other Pension Retirement Benefits**

In addition to the CalPERS pension, BART contributes to a defined contribution retirement plan (401(a)), the Money Purchase Pension Plan (MPPP). BART’s contribution consists of 6.65% of base wages, but contributions are capped at an annual amount of \$1,868.65 per employee. The total BART MPPP is projected to be \$8.5M in FY23 and \$8.5M in FY24.

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

- For all employees, 0.0888% is retained by BART
- For employees represented by AFSCME, ATU and SEIU<sup>13</sup> and enrolled in medical insurance, \$37 per month is deducted and included as a contribution towards medical insurance

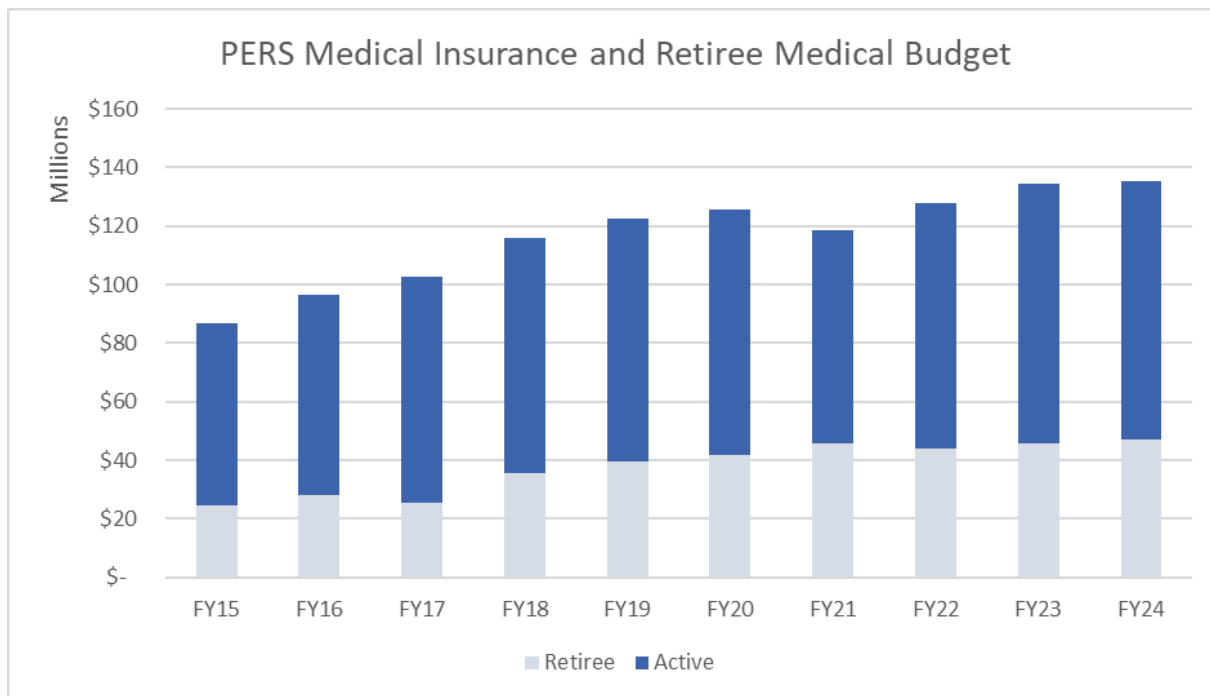
BART’s total estimated net cost for the additional 1.627% MPPP after these deductions is \$6.0M in FY23 and \$6.0M in FY24.

**Active Employee Medical**

The cost of healthcare insurance for active employees is projected to be \$88.7M in FY23 and \$88.4M in FY24. This amount includes an accounting credit for an “implied subsidy” from the Retiree Medical cost actuarial report (see Retiree Medical section below).

<sup>13</sup> AFSCME – American Federation of State, County, and Municipal Employees; ATU – Amalgamated Transit Union; SEIU – Service Employees International Union.

**Figure 5: PERS Medical Insurance and Retiree Medical Adopted Budget**



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

- All employees were subject to a 3% annual contribution increase on January 1, 2022, bringing the “base” employee contribution for AFSCME, ATU & SEIU to \$120.35, BPOA & BPMA to \$169.87 and Non-Rep to \$120.35
- Non-represented employees pay an additional \$37 per month directly in their medical contribution
- AFSCME, ATU and SEIU members “redirect” \$37 per month of BART’s additional 1.627% MPPP contribution to contribute towards the additional \$37 medical insurance costs (see “Other Pension Benefits” section)

**Retiree Medical**

BART’s annual retiree medical cost is the amount of the Actuarial Determined Contribution (ADC) which covers insurance premiums for current retirees and builds funds into a retiree medical reserve to cover payments for the long-term liability of current employees. The FY23 ADC is \$45M, a portion of which is an implied subsidy payment of \$5M and \$47M in FY24 with close to \$6M in implied subsidy.

As of the most recent valuation projections for FY23, the funded ratio is projected to increase from 82.2% to 83.8%. BART’s funding plan follows a 30 year “closed” amortization schedule and is on schedule to pay off the unfunded liability by June 30, 2034.

### Workers' Compensation

BART is self-insured for workers' compensation and maintains a reserve for outstanding losses based on annual actuarial reports. Annual funding is based on actuarial loss projections and BART's reserve balance. If needed, the liability reserve account is supplemented at the end of each fiscal year. The FY23 Workers' Compensation budget is \$17.3M, or \$0.1M, higher than FY22, which is required to maintain appropriate reserves.

### Capital & Reimbursable Wages, Fringe, and Overtime

Reimbursable labor costs (including wages, fringe, and overtime) reflect the offsetting of gross labor costs that are funded by capital or reimbursable funding sources. These credits to the operating budget are scheduled to increase in FY23 & FY24 due to the annualization of midyear position additions funded by capital or reimbursable sources. Capital funded overtime credits are newly budgeted in FY23 & FY24 and fully offset the \$22.4M increase to Overtime above.

### NON-LABOR

Non-Labor for FY23 is \$227.8M, an increase of \$17.9M over the FY22 Adopted Budget and a further \$3.5M increase in FY24 brings that year's Non-Labor to \$231.3M. As part of the FY23 and FY24 budget development process, the Non-Labor budget was baselined to FY21 actual spending levels, then modified to reflect planned service changes, anticipated cost escalation, and miscellaneous other adjustments. The FY23 increase is driven by Professional & Technical Fees, Power, ADA Paratransit, Repairs & Maintenance and Other Miscellaneous expenses totaling \$20.1M. This increase is offset by decreases in Rent and Clipper, Ticket Sales & Bank Fees. FY24 Non-Labor cost changes are generally due to assumed cost escalation or the expiration of one-time FY23 costs. The table below summarizes Non-Labor by category.

**Table 17: FY23 Adopted Budget Non-Labor Expenses**

Non-Labor (\$ millions)	Budget		FY22 to FY23 Change		Budget	FY23 to FY24 Change	
	FY22 Adopted	FY23 Adopted	\$	%	FY24 Adopted	\$	%
Clipper, Ticket Sales & Bank Fees	8.8	8.0	(0.9)	-10%	9.4	1.4	18%
Insurance	9.2	9.6	0.4	5%	9.7	0.1	1%
Materials & Supplies	46.1	45.7	(0.4)	-1%	43.5	(2.2)	-5%
Professional & Technical Fees	42.9	48.6	5.7	13%	49.9	1.4	3%
Repairs & Maintenance	9.2	10.2	1.0	11%	11.6	1.4	13%
Rent	6.3	4.1	(2.2)	-35%	4.1	(0.0)	-1%
Power	48.9	53.0	4.1	8%	54.7	1.7	3%
ADA Paratransit	14.0	16.7	2.7	19%	19.6	2.8	17%
Purchased Transportation	12.4	12.7	0.4	3%	13.0	0.2	2%
Utilities	8.0	8.5	0.4	5%	8.7	0.3	3%
Other Miscellaneous	4.1	10.7	6.6	160%	7.2	(3.5)	-33%
<b>TOTAL</b>	<b>\$209.9</b>	<b>\$227.8</b>	<b>\$17.9</b>	<b>9%</b>	<b>\$231.3</b>	<b>\$3.5</b>	<b>2%</b>



Major Non-Labor account groups are:

- **Clipper, Ticket Sales & Bank Fees** includes credit card and interchange fees, Clipper program fees, ticket sales commissions and bank service charges
- **Insurance** funding pays for premiums, reserve contributions and self-insured losses for public liability, damage to property and risk-related services<sup>14</sup>
- **Materials & Supplies** includes inventory withdrawals and purchases for required maintenance of rail cars, such as aluminum wheel assemblies, circuit boards, seat cushions, other materials used to keep cars in use, diesel and gasoline, parts for infrastructure maintenance such as escalators, automated fare equipment, materials required to keep stations accessible, supplies, etc.
- **Professional & Technical Fees** includes costs for audit and legal services, benefit and insurance administration fees, printing, computer hardware and software service contracts, environmental fees, specialized consulting contracts, professional services contracts, etc.
- **Repairs & Maintenance** funds graffiti removal, traction motor rewinds, painting, equipment overhaul, elevator pit cleaning and other maintenance and repair-related contracts
- **Rent** includes funds for administrative building leases
- **ADA Paratransit** BART manages East Bay Paratransit Consortium (EBPC) jointly with AC Transit in East Bay overlapping service area and provides trips into and out of San Francisco. BART also pays San Francisco Municipal Transportation Agency (SFMTA) for a share of paratransit services in San Francisco, and provides support for Contra Costa County paratransit services
- **Purchased Transportation** Includes contract expense for the Oakland Airport Connector (OAC) project and agreements with other agencies to indirectly support service to BART
- **Utilities** includes non-traction and station power electrical energy, trash collection, natural gas, water, sewer, telephones, and other utilities, etc.
- **Other Miscellaneous** includes election costs, dues and memberships, promotion expense, county filing fees, miscellaneous supplies, other non-building lease expenses, etc.

### **Traction & Station Power**

In FY23 & FY24, BART's annual electric power costs are projected to total \$52.7M and \$54.4M, respectively, to align with the District's current transit service plan. Relative to the FY22 adopted budget of \$48.9M, BART's FY23 electric power budget reflects a year-over-year increase of 7.7%, driven primarily upward pressure on the component costs of electric supply and delivery services included in BART's average electric rate. BART's power budget projections account for the following:

- **Electric Supply:** In FY23 & FY24, the District will rely on two low-cost wholesale renewable power purchase agreements (PPAs), Sky River Wind and RE Slate Solar 1, to serve approximately 50% of the District's annual electric requirements. While the District benefits from favorable pricing of its long-term PPAs, increased pricing of short-term energy, capacity products, and other compliance instruments account for a projected 8.3% increase in its total energy supply costs on year-over-year basis.
- **Transmission & Distribution Delivery:** The total costs of wholesale transmission delivery services are expected to grow by approximately 7.5% on account of planned annual rate increases as well as substantial investment in grid reliability and resiliency upgrades by transmission owners throughout the state, reflected in increased wheeling access charges collected by the California Independent System Operator (CAISO).

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<sup>14</sup> Non-Labor Insurance does not include active employee health insurance, workers' compensation, Medicare, unemployment and other insurance categories included in the labor budget.

## DEBT SERVICE AND ALLOCATIONS

**Table 18: FY23 Adopted Debt Service and Allocations**

Debt Service and Allocations	Budget		FY22 to FY23 Change		Budget	FY23 to FY24 Change	
	FY22 Adopted	FY23 Adopted	\$	%	FY24 Adopted	\$	%
Debt Service	57.2	59.9	2.8	5%	60.1	0.2	0%
Allocations							
Capital Reinvestment	56.3	46.5	-9.8	-21%	45.3	-1.2	-3%
Priority Capital	34.0	33.0	-1.0	-3%	64.0	31.0	48%
Sustainability	-	6.4	6.4		6.4	0.0	0%
Other	1.6	1.6	0.0	2%	1.7	0.0	2%
Pension Trust	10.0	10.0	0.0	0%	10.0	0.0	0%
<b>Total Debt Service and Allocations</b>	<b>159.1</b>	<b>157.4</b>	<b>-1.7</b>	<b>-1%</b>	<b>187.5</b>	<b>30.1</b>	<b>16%</b>

### Debt Service

BART issues bonds, backed by BART's dedicated sales tax revenues, to fund capital costs for system improvement and renovation. The debt service budget in FY23 is \$59.9M and in FY24 is \$60.1M for outstanding Series 2015A, 2016A, 2017A, 2017B, 2019A and 2019B revenue bonds with an outstanding balance of \$657.5M as of June 2022.

### Allocations

Each fiscal year, BART allocates operating funds to capital projects and other programs. These allocations support projects that are critical to the District's basic operations, state of good repair, fiscal stability, and priority initiatives. Some funds go toward uses not eligible for external funds or serve as BART's local match to leverage outside funding. Due to the decrease in fare revenue that resulted from the pandemic, BART suspended most planned capital allocations in the FY21 budget to conserve available funding for operations. The FY22 budget restored only those allocations most critical for the long-term fiscal stability of the District; in FY23 and FY24 those allocations have continued, and the Sustainability allocation has been restored.

- **Capital Reinvestment FY23 \$46.5M, FY24 \$45.3M:** These allocations serve as the local match for federal grants and to fund ongoing capital projects for which grants are not typically available, such as stations and facilities renovation, inventory buildup, non-revenue vehicle replacement, tools, other capitalized maintenance, and funds to support technology needs. This category also includes an allocation for OCIO to fund IT upgrades.
- **Priority Capital FY23 \$33.0M, FY24 \$64.0M:** Between January 2014 and December 2021, incremental fare revenue from BART's productivity-adjusted inflation-based fare increase program was directed to a fund for high-priority capital programs: new rail cars, the Hayward Maintenance Complex, and the Train Control Modernization Program. This allocation was deferred in the FY21 budget due to pandemic fiscal impacts. Since January 2022, BART has continued to fund these programs, that are critical to the District's long-term ability to provide reliable service. The FY23 budget includes \$33M of Priority Capital Allocations, and then increases to \$64M in FY24 to reflect cash flow timing needs for the rail car program.
- **Sustainability Allocation FY23 \$6.4M, FY24 \$6.4M:** Per Board policy, 50% of Low Carbon Fuel

Standard (LCFS) revenues are set aside for Sustainability capital projects. In FY21 and FY22, this policy was suspended, but has been restored in FY23. Note that actual revenues and thus the allocation amount, will remain dependent on market pricing of LCFS credits, quantity of LCFS credits generated, and the consistency of LCFS program regulations over time.

- **Other Allocations FY23 \$1.6M, FY24 \$1.7M:** \$1.1M is budgeted for the BART-to-OAK Capital Asset Replacement Program (CARP) to provide a reserve for future renovation and replacement needs of that asset. Accounting entries of \$0.6M are included to offset amounts booked as Other Revenue or Financial Assistance for the Pleasant Hill/Contra Costa Centre and MacArthur Stations.
- **Allocation to Pension Trust FY23 \$10.0M, FY24 \$10.0M:** The FY23 & FY24 budget includes the District's annual contribution to a trust reserved for paying down pension liability.

# 12. CAPITAL SOURCES AND USES

## CAPITAL BUDGET

The FY23 capital budget anticipates a maximum investment of \$1.494B in BART's capital assets. The annual capital budget provides an estimate of the cost of work project managers intend to accomplish in the coming fiscal year. All cost estimates in the annual capital budget are fully funded by awards received in prior fiscal years.

### Point in Time

The annual capital budget is a plan, which changes in real time as the year progresses based on District priorities, BART needs, funding, and risks and opportunities with respect to operations. While presented as a fixed figure, the annual capital budget is a best estimate of capital investment based on individual project schedules which may shift due to resource constraints, contracting outcomes, or unforeseen site issues. Departments review project progress throughout the year to refine individual budgets as needed. Projects further along in scope completion provide firmer budget estimates which are less likely to change as compared to projects in their early stages.

### Definition of Capital Assets

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

## CAPITAL SOURCES

BART's capital budget is funded with federal, state, and regional grants, along with BART funds, Measure RR system renewal bonds, and Earthquake Safety Program bonds. Projected FY23 Funding sources are shown in the chart "FY23 BART Capital Program - Summary of Sources" at the end of this section.

### BART and Voter-approved Funds (45%)

- **BART Safety, Reliability, and Traffic Relief Program (Measure RR):** Measure RR totals \$3.5B to fund the most critical investments in safety, reliability, and crowding relief. To date, BART has issued \$1.36B in General Obligation Bonds (\$300M in CY2017, \$360M in CY2019, \$700M in CY2020, and \$700M in CY2022). In FY23, Measure RR funding will continue to support investments focusing on traction power improvements, track replacement, structural rehabilitation, station access, and station modernization.
- **Earthquake Safety Program (ESP) Bonds:** In FY23, ESP Bond proceeds will provide funds for the Transbay Tube seismic retrofit.
- **BART Funds:** In FY23, allocations from BART's operating budget, including those reserved from prior years, will go toward capital investments, including the procurement of 775 rail cars, design of rail car maintenance facilities, the Core Capacity Program, station access and sustainability projects, and local match of federal funding for State of Good Repair projects.

#### Federal and Regional Sources (45%)

- **Rail Car Exchange Account:** BART and MTC have reserved funds in a joint account to fund replacement and expansion of BART’s rail car fleet, for both the 775 Rail Car Procurement and 306 Rail Car Procurement projects.
- **Federal Transit Administration Capital Investment Grants Program:** In September 2020, FTA and BART executed a Full Funding Grant Agreement (FFGA) for \$1.169B from the Capital Investment Grants (CIG) Program for the Transbay Corridor Core Capacity Project (TCCCP), specifically to fund the acquisition of 252 new rail cars; improvements to the storage yard at the Hayward Maintenance Complex (HMC); the design and implementation of a new Communications-Based Train Control System (CBTC) in the Transbay corridor; and new traction power substations. In March 2021, the President signed into law the American Rescue Plan Act, which apportions additional CIG funds to projects with an FFGA, including an additional \$87M to the TCCCP.
- **Federal Transit Administration (FTA) Funds, Sections 5304, 5307, 5309 and 5337:** Each year, Congress appropriates funding to surface transportation programs authorized by a surface transportation authorization bill (currently the Bipartisan Infrastructure Law). These programs—the Section 5307 Urban Area and Section 5337 State of Good Repair Formula Programs—are administered by FTA. Current and prior year FTA funds will support BART’s investments in traction power; train control; rail, way and structures; and fare collection equipment. Major projects include fare gates retrofit, non-revenue vehicle procurement, traction power portable substation, Millbrae tail track extension, train control renovation and elevator renovation.
- **US Department of Transportation (USDOT) Transportation Investment Generating Economic Recovery (TIGER) Grant Program:** Now retitled as Rebuilding American Infrastructure with Sustainability and Equity (RAISE) discretionary grant program, the 19<sup>th</sup> Station Modernization project was chosen through a rigorous selection process to receive these prestigious funds.
- **Federal Emergency Management Agency (FEMA) Transit Security Grant Program:** FEMA provides the Transit Security Grant Program to protect critical transportation infrastructure and the travelling public from terrorism, and to increase transportation infrastructure resilience. BART has received funding for various security-related projects.
- **Regional Bridge Tolls:** Regional Measure 2 (RM2) allots a portion of the \$1 collected for each bridge toll measure to BART station modernization and infrastructure investments. Net Bridge toll funds are calculated from toll revenue on the region’s seven state-owned toll bridges and are allocated by MTC. For FY23, MTC allocated RM2 funds for Irvington Station design, an elevator at the Powell Street Station and infrastructure reinvestment.

#### State Sources (4%)

- **California Department of Transportation (Caltrans) and the California Transportation Commission (CTC)** has allocated funds from the Public Transportation Account and the Greenhouse Gas Reduction Funds to TIRCP for BART’s Train Control Modernization Program (TCMP), which will replace the existing train control system with a new communication-based train control (CBTC) system.
- **Solutions for Congested Corridors Program (SCCP):** The CTC has allocated SB1 funds to SCCP for TCMP.
- **Infrastructure Bond (Proposition 1B):** The CTC has allocated funds for BART’s Station Modernization Program, station access improvements and the replacement of escalators and installation of canopies at San Francisco stations.
- **State Transit Assistance (STA):** MTC has allocated STA funds for real-time signage replacement project and the Coliseum station elevator renovation via their Lifeline Transportation Program.
- **State Transportation Improvement Program (STIP):** The CTC has approved allocation of STIP funds

for 19<sup>th</sup> Street and lighting and other improvements at Concord station.

- **Local Partnership Program (LPP):** The CTC has allocated LPP funds for the Fire Suppression System Upgrade project.
- **Affordable Housing and Sustainable Communities (AHSC) Program:** Administered by the California Strategic Growth Council (SGC) and implemented by the California Department of Housing and Community Development, the AHSC program funds California climate investment projects that support new affordable housing and increase mobility through transit. The SGC has allocated AHSC Sustainable Transportation Infrastructure and/or Transportation-Related Amenity funds to bicycle stair channels, North Berkeley access improvements, Ashby signage and wayfinding, and the purchase of rail cars.
- **Local Government Public Safety Power Shutoff Resiliency Program (PSPS):** CalOES has allocated PSPS funds for power enhancement project.

#### County and Local Sources (5%)

- **Alameda County Measures B/BB and Additional County-Controlled Funds:** The Alameda County Transportation Commission (ACTC) administers Measure B and Measure BB, which explicitly includes \$310M for BART projects and funding for discretionary capital programs where BART projects may be competitive. ACTC has allocated funds for the 19<sup>th</sup> Street Station Modernization and Irvington Station Design projects.
- **Contra Costa County Measure J and Additional County-Controlled Funds:** The Contra Costa Transportation Authority (CCTA) has awarded BART funds to support the safety and pedestrian amenities at Hercules Transit Center, fare gate improvements and bicycle access projects.
- **San Francisco County Proposition K Sales Tax Funds:** The San Francisco County Transportation Authority (SFCTA) has awarded BART funds to support the Powell Street Gateway Station and the Balboa Park Upper Plaza projects.
- **2014 Transportation and Road Improvement General Obligation Bond, San Francisco Proposition A:** Proposition A authorizes the City and County of San Francisco (CCSF) to issue \$500M in general obligation bonds to implement many of the infrastructure repairs and improvements identified by former Mayor Ed Lee's Transportation 2030 Task Force. CCSF provided BART an allocation of up to \$45M for the Market Street Entrance Modernization Project (Market Street Canopies project).
- **Transportation Fund for Clean Air (TFCA):** TFCA funds support bicycle, pedestrian, and other transportation projects that help clean the air by reducing motor vehicle emissions. TFCA revenue comes from a \$4 per vehicle surcharge collected by the California DMV on motor vehicle registrations. SFCTA administers the TFCA funds available for San Francisco. SFCTA has awarded BART funds to support Early Bird Express service.
- **Union City Intermodal Phase 2 Bonds:** Funds to improve vertical circulation elements of Union City station.
- **Tri-Valley San Joaquin Valley Regional Authority (TVSJRRRA) Reimbursement:** TVSJRRRA will reimburse BART for cost related to the Valley Link project.
- **Santa Clara Valley Transportation Authority (VTA) Reimbursement:** VTA will reimburse BART for costs related to its share of new rail cars, substation upgrades, TCMF and related project support.

#### **Anticipated Capital Sources**

BART continually seeks new funding opportunities for the District's capital program. Funding from the following sources is anticipated in the near term, but is not yet reflected in the FY23 capital budget:

- **California Road Repair and Accountability Act, Senate Bill 1 (SB 1):** SB 1 augments existing transportation funding programs and creates additional programs that aim to address specific needs across the state. The revenues fund state and local programs. In 2017, the California State Transportation Agency (CalSTA) awarded BART \$318.6M from the Transit and Intercity Rail Capital Program (TIRCP) for the Core Capacity Program, which BART began spending in FY21.
- **Regional Measure 3:** Approved in 2018, this bridge toll increase on state-owned bridges is expected to generate \$4.45 billion statewide for transportation capital investments over a 25-year period and \$60M statewide annually to support transit operations. A lawsuit challenging the measure is currently pending. In the meantime, toll revenues are being collected, but will not be allocated until the litigation is resolved. BART is slated to receive \$500M RM3 funds for Core Capacity Program rail cars and \$50M for Link21, pending judicial adjudication.
- **MTC Financing:** In FY23, MTC plans to issue financing to support the 775 Rail Car Procurement Project. FTA issued in 2019 a Letter of No Prejudice (LONP), approving MTC's request to support the financing with future Formula 5307 and 5337 funds.
- **Alameda Measures B/BB and additional County-controlled funds:** BART is in dialogue with Alameda County Transportation Commission staff regarding funding for high priority projects, such as the Core Capacity Program, Next Generation Fare Gates and station access.
- **San Francisco County Proposition K and other County-controlled funds:** BART has made allocation requests to the San Francisco County Transportation Authority, which administers Proposition K (Prop K) funding, for priority projects in San Francisco, including elevator modernization, traction power substation replacement, tunnel waterproofing, and other access projects.

## CAPITAL USES

The FY23 capital budget directs \$1.494B across five categories, representing Capital Improvement Program (CIP) Purposes: System Reinvestment, Service and Capacity Enhancement, Earthquake Safety, System Expansion, Safety and Security and reimbursable expenses. The following table "FY23 BART Capital Program - Summary of Uses" summarizes planned work by program area. The capital budget includes all planned capital expenditures utilizing capital funds committed in prior years.

The practice by which the BART Capital Program is proportioned by CIP Purpose categories has been refined to reflect projects and programs more accurately. Most BART projects and programs span multiple CIP Purposes. For example, the 775 Rail Car Procurement Project includes 669 replacement rail cars and 106 expansion rail cars; as such, 86% of the project is under the System Reinvestment CIP Purpose category and 14% is under the Service & Capacity Enhancement category. The FY23 BART Capital Program also reflects the advancement of the Core Capacity Program (CCP) and its project elements following the award of the Capital Investment Grant (CIG) for the federal Transbay Corridor Core Capacity Project in FY21. The CCP is considered wholly Service & Capacity Enhancement and its expenses represent 10% of the FY23 Capital Budget.

**Table 19: FY23 Preliminary Capital Budget Sources**

<b>FY23 BART Capital Program – Summary of Sources</b>			
<b>Capital Funding Source</b>	<b>FY23 Funding Summary</b>	<b>Amount (\$M)</b>	<b>% of Program</b>
<b>BART/Voter Approved Funds</b>		<b>\$675</b>	<b>45%</b>
Measure RR	<ul style="list-style-type: none"> <li>Measure RR totals \$3.5B to fund the most critical investments in safety, reliability, and crowding relief</li> <li>In FY23, Measure RR funding will continue to support investment focusing on traction power, track replacement, structural rehabilitation, station access, and station modernization</li> </ul>	\$536	36%
Earthquake Safety Program GO Bonds	<ul style="list-style-type: none"> <li>Earthquake Safety bond funding for the Transbay Tube seismic retrofit project</li> <li>Sales Tax bond funding for BHQ</li> </ul>	\$23	1.5%
BART Funds (Operating Budget)	<ul style="list-style-type: none"> <li>In FY23, allocations reserved from prior years, will go toward the procurement of 775 rail cars, rail car maintenance facilities, station access and sustainability projects, and local match of federal funding for State of Good Repair projects</li> </ul>	\$116	7.5%
<b>Federal and Regional Funds Distributed by MTC</b>		<b>\$676</b>	<b>45%</b>
MTC Rail Car Exchange Account	<ul style="list-style-type: none"> <li>BART and MTC have reserved funds in a joint account, "MTC Exchange Account", to pay for the costs of replacing BART's fleet</li> </ul>	\$432	29%
Federal Funds	<ul style="list-style-type: none"> <li>MTC typically allocates approximately \$53M per year of FTA formula funds toward BART's State of Good Repair needs; FY23 as well as prior-year 5337 and 5307 allocations will be invested in traction power, train control, railway, structure, and AFC equipment</li> </ul>	\$119	8%
FTA CIG	<ul style="list-style-type: none"> <li>Capital Improvement Grant for TCCCP</li> </ul>	\$123	8%
Regional Bridge Tolls	<ul style="list-style-type: none"> <li>Regional Measure 2 funds allocated to multiple Station Modernization Program, including Powell Street Elevator.</li> </ul>	\$2	<1%
<b>State Funding</b>	<ul style="list-style-type: none"> <li>California State infrastructure bonds (Propositions 1A and 1B) approved by voters in 2008 have now been fully committed. Funds reserved from these commitments have been budgeted toward Station Modernization and HMC</li> </ul>	<b>\$57</b>	<b>4%</b>
Prop 1B	<ul style="list-style-type: none"> <li>California infrastructure bonds approved by voters in 2008 have now been fully committed for Station Modernization and HMC</li> </ul>	\$14	1%
TIRCP	<ul style="list-style-type: none"> <li>Transit and Intercity Rail Capital Program funding for CBTC system</li> </ul>	\$31	2%
SCCP	<ul style="list-style-type: none"> <li>Solution for Congested Corridors Program funding for CBTC system</li> </ul>	\$8	<1%
Other State	<ul style="list-style-type: none"> <li>STIP, LPP, and Lifeline funding for various upgrades, station modernization and access projects</li> </ul>	\$3	<1%
<b>Local Funding</b>		<b>\$78</b>	<b>5%</b>
<b>FY23 BART Capital Program – Summary of Sources</b>			



VTA	<ul style="list-style-type: none"> <li>VTA will provide funds toward rail car procurement, and will reimburse BART proportionally for capital costs</li> </ul>	\$51	3%
County Measures	<ul style="list-style-type: none"> <li>Measure J supports station modernization and access projects in Contra Costa County</li> <li>Measures B/BB will support station modernization and access projects in Alameda County</li> <li>Propositions A and K will support station modernization, replacement of escalators, elevators, stairs, and installation of canopies at downtown San Francisco stations</li> </ul>	\$28	2%
<b>Reimbursable</b>		<b>\$8</b>	<b>&lt;1%</b>
<b>Total</b>		<b>\$1,494</b>	<b>100%</b>

**Table 20: FY23 Preliminary Capital Budget Uses**

<b>FY23 BART Capital Program – Summary of Uses</b>			
<b>Program</b>	<b>Example Major Projects (FY23)</b>	<b>Expense (\$M)</b>	<b>% of Total</b>
<b>System Reinvestment</b>		<b>\$738</b>	<b>49%</b>
Rolling Stock	<ul style="list-style-type: none"> <li>\$446M budgeted expenses for 775 Rail Car Procurement Project (Phase 1). 669 of the total 775 rail cars are replacement cars, and the remainder (106 rail cars) are expansion cars. As such, 86% of the budgeted uses (\$384M) is categorized as System Reinvestment</li> </ul>	\$446	30%
Mainline	<ul style="list-style-type: none"> <li>Continuation of a multi-year program of traction power infrastructure replacement, including replacement of traction power cables on BART’s M-line, C-Line, R-Line, and A-Line. Note that the replacement of traction power cables (i.e. 34.5kV Cable project series) is 73% System Reinvestment</li> <li>Guideway infrastructure investment, including rail replacement, trackway structural rehabilitation, tunnel waterproofing, and tunnel lighting replacement</li> </ul>	\$196	13%
Facilities	<ul style="list-style-type: none"> <li>Measure RR funded facilities upgrade and replacements</li> </ul>	\$19	1%
Stations	<ul style="list-style-type: none"> <li>Select station renovation and wayfinding improvements</li> </ul>	\$52	3%
Controls and Communications	<ul style="list-style-type: none"> <li>Renewing components of the existing train control system, including transformers, switch machines, and speed encoding equipment at stations</li> </ul>	\$25	2%
<b>Service &amp; Capacity Enhancement</b>		<b>\$591</b>	<b>40%</b>
Controls and Communications	<ul style="list-style-type: none"> <li>\$184M Core Capacity Program elements including Train Control Modernization Program</li> </ul>	\$194	13%
Stations	<ul style="list-style-type: none"> <li>Station access improvements</li> <li>Station modernization, including Powell Station</li> <li>Station elevator renovations</li> </ul>	\$95	6%

Mainline	<ul style="list-style-type: none"> <li>21% of costs associated with the 34.5kV Cable project series</li> <li>\$31M Core Capacity Program elements including Traction Power Substation</li> </ul>	\$156	10%
Facilities	<ul style="list-style-type: none"> <li>\$54M Core Capacity Program elements including Hayward Maintenance Complex (Phase 2)</li> </ul>	\$72	5%
Rolling Stock	<ul style="list-style-type: none"> <li>14% of costs associated with procuring 775 rail cars (\$62M in FY23) is categorized as Service &amp; Capacity Enhancement</li> </ul>	\$72	5%
Work Equipment	<ul style="list-style-type: none"> <li>Non-Revenue Vehicle Equipment/Garbage Trucks</li> </ul>	\$2	<1%
<b>Earthquake Safety</b>	<ul style="list-style-type: none"> <li>Transbay Tube seismic retrofit</li> </ul>	<b>\$69</b>	<b>5%</b>
<b>System Expansion</b>	<ul style="list-style-type: none"> <li>Irvington Station Design</li> <li>Link21 (New Transbay Rail Crossing)</li> <li>BART Silicon Valley Phase 2 project development</li> </ul>	<b>\$66</b>	<b>4%</b>
<b>Safety &amp; Security</b>	<ul style="list-style-type: none"> <li>Tunnel lighting and station emergency lighting replacement</li> <li>Installation of an emergency generator for Transbay Tube</li> <li>Rehabilitation of fire suppression systems</li> </ul>	<b>\$21</b>	<b>1%</b>
<b>Reimbursable</b>	<ul style="list-style-type: none"> <li>Reimbursable expenses related to Capital Corridor/Other</li> </ul>	<b>\$8</b>	<b>&lt;1%</b>
<b>Total</b>		<b>\$1,494</b>	<b>100%</b>

## CAPITAL INVESTMENT

### New Rail Cars

BART is replacing its aging legacy rail car fleet and expanding from 669 to 775 new rail cars through its initial contract with Bombardier. As part of the Core Capacity Program (discussed elsewhere), BART intends to purchase 306 additional rail cars and may, in the future, expand the fleet up to 1,200 rail cars upon implementation of the Silicon Valley Rapid Transit Project Phase 2, to meet increasing travel demand through the Transbay Corridor.

This new fleet will improve reliability, decrease maintenance costs, relieve crowding, improve the customer experience, and help meet growing demand associated with regional population growth and system expansions. In January 2021, BART Rail Car Procurement suspended rail car acceptance due to reliability concerns. Rail car acceptance resumed in February 2022. The rail car acceptance schedule affects expenditure timing.

### Core Capacity Program (CCP)

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

- **Train Control Modernization Program (TCMP):** Install communication-based train control (CBTC) systemwide, including the extension in Santa Clara County, to enable higher frequency service
- **Rail Cars:** Purchase 306 additional rail cars to provide more frequent and longer trains
- **Hayward Maintenance Complex (HMC) Phase 2:** Construct a new east-side storage yard for up to 250 rail cars and install a new traction power substation at the Hayward Maintenance Complex to support the expanded fleet

- **Traction Power Substations (TPSS):** Install five new substation facilities to provide the additional power needed to support increased service levels

A critical initial segment of the CCP, referred to as the Transbay Corridor Core Capacity Project (TCCCP), secured a CIG Full Funding Grant Agreement in September 2020. The CCP is also funded through state, regional, and local sources.

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

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

In November 2016, BART District voters approved Measure RR. The measure authorizes the sale of \$3.5 billion in general obligation bonds to fund high priority capital projects. Most of the Measure RR funding will go toward projects to repair, replace, and upgrade critical infrastructure. This includes track, power cables and substations, stations, tunnels and structures, mechanical systems, and train control and vital communication systems. Measure RR funding will also support projects to expand access to stations, relieve crowding, enhance the customer experience, and improve system reliability.

Measure RR-funded projects will continue in FY23, focusing on rail replacement, traction power cable and substation replacements and upgrades, downtown San Francisco escalator replacements, and station access improvements.

### **Link 21**

Link21 is a transportation program sponsored by BART and the Capitol Corridor Joint Powers Authority (Capitol Corridor) to transform the passenger rail network serving the 21-county Northern California Megaregion (Megaregion), which includes the greater San Francisco Bay Area, the Monterey Bay area, the Sacramento area, and the Northern San Joaquin Valley. The goals of Link21 are to transform the passenger experience, promote equity and livability, support economic opportunity and global competitiveness, and advance environmental stewardship and protection.

Link21 seeks to build on the existing BART and Regional Rail systems and will include a new passenger rail transbay crossing (Crossing Project) between Oakland and San Francisco that will serve the busiest and most congested corridor in the Bay Area. The Crossing Project will increase capacity and bring new passenger rail connections and services to the Megaregion. It is a key project in the California State Rail Plan and is included in MTC's Plan Bay Area 2050 Final Blueprint as a key strategy for building a next-generation transit system, cited as "the anchor of a plan for rail in the Bay Area, looking out over the next three decades."

The benefits of Link21 extend beyond the San Francisco Bay Area and will include the northern California Megaregion. Link21 will facilitate new connections and open more possibilities for all travelers. The Crossing Project could allow for many more direct trips on rail and enable other rail projects in the region to serve even more travelers.

During Link21's development process, BART and Capitol Corridor will work with partners to identify and prioritize a number of major projects needed to create this integrated passenger rail network. Key investments will connect, build upon, and improve Northern California's existing passenger rail service. FY23 efforts will include development of program concepts, development of a preliminary business case, extensive outreach, and engagement, including co-creations with marginalized communities, and development of an advanced travel demand and land use model.

### **Next Generation Fare Gates**

In FY20, BART initiated the design phase for Next Generation Fare Gates. The objective for the new design is to improve reliability and maintainability of fare gates, while also reducing fare evasion, enhancing security, and modernizing stations to provide a more welcoming experience. BART is continuing coordination with funding partners to supplement secured funding and complete the funding plan to advance the procurement and installation of the new fare gates once the design is complete.

In FY22, BART reviewed and evaluated responses to the Requests for Expressions of Interest and made the determination to move forward with a Request for Proposals (RFP) for the system. The RFP will be advertised in May 2022. In FY23, BART expects to review and evaluate responses to the RFP, award a contract, and purchase the first batch of fare gates. Meanwhile, BART forces have installed new accessible fare gates at station elevators at six stations (Coliseum, Concord, Montgomery, Bay Fair, Balboa Park, and Embarcadero). By the end of calendar year 2022, the remaining accessible fare gates at station elevators will be installed at El Cerrito Plaza, Rockridge, Walnut Creek, North Berkeley, Civic Center, Orinda, and Powell.

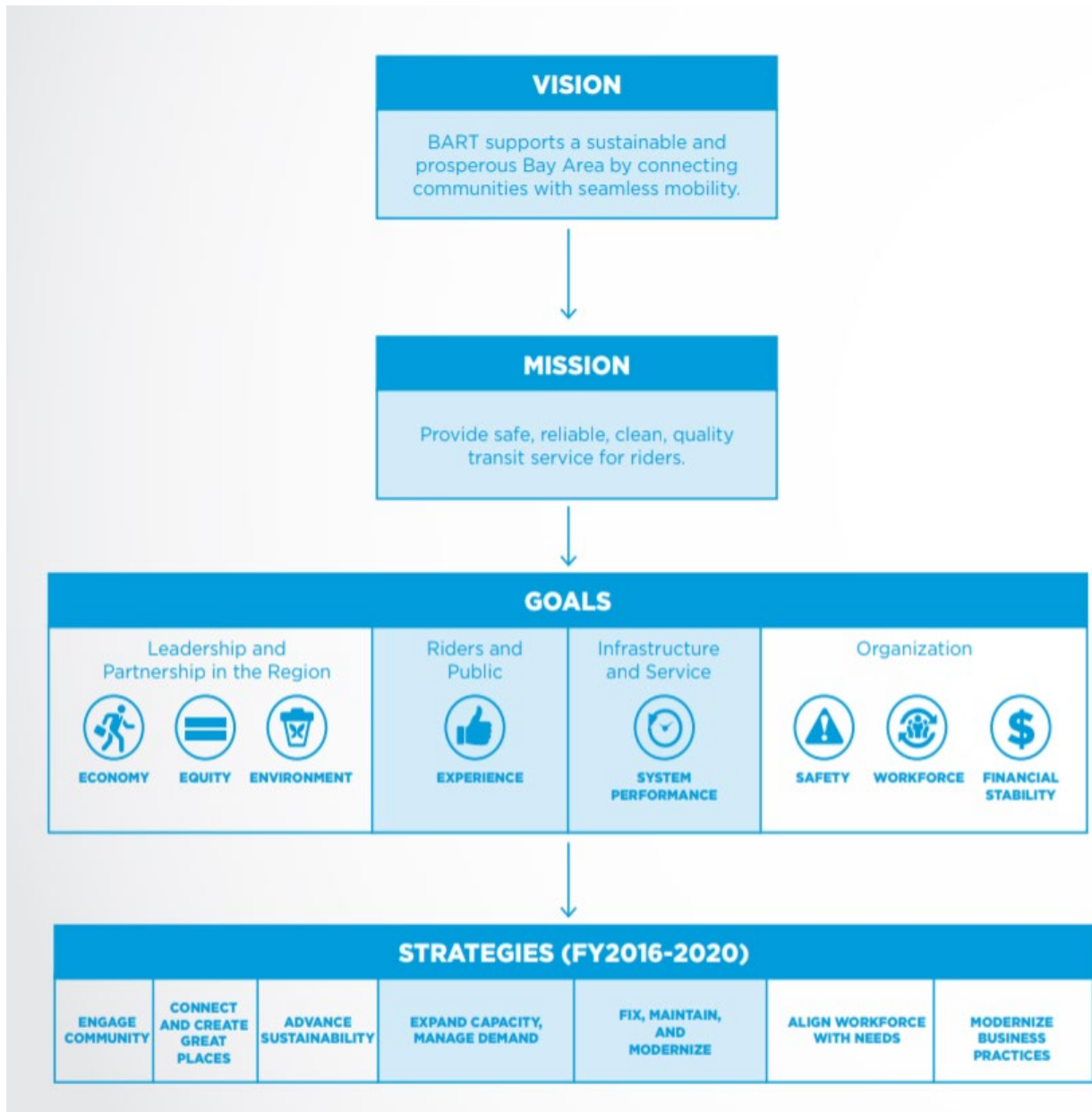
### **State of Good Repair Investment**

With federal formula funds, Measure RR bond proceeds and other BART funds, BART will continue to make important State of Good Repair (SGR) investments in FY23. BART's SGR Program includes investments to renovate and replace critical infrastructure systemwide. Where appropriate, BART incorporates the most current design standards and additional features into these projects to not only maintain our system, but continually update and upgrade it.

# 14. BART GOAL AREAS, OBJECTIVES & PERFORMANCE EVALUATION

## STRATEGIC PLAN FRAMEWORK

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



## 1.2 Goal Areas

The eight strategic plan goal areas are as follows:

### Leadership & Partnership in the Region

- Economy: Contribute to the region's global competitiveness and create economic opportunities.
- Equity: Provide equitable delivery of transit service, policies, and programs.
- Environment: Advance regional sustainability and public health outcomes.

### Riders & Public

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

### Infrastructure & Service

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

### Organization

- Safety: Evolve to a premier safety culture for our workers, riders, and the public.
- Workforce: Invest in our current and future employees' development, wellness, and diversity.
- Financial Stability: Ensure BART's revenues and investments support a sustainable and resilient system.

## 1.3 Priorities, Strategies & Work Plan Activities

The 2020 COVID-19 pandemic changed the world of public transit, which required BART to be nimble and adjust priorities. Within this context of uncertainty, executives from across BART collaborated to identify key BART initiatives over the next two years and identified four priority areas to guide the work during FY21-FY23. Each priority is supported by a series of activities and sub-activities with associated milestones, as outlined in the Two-Year Action Plans included in Attachment G. The Two-Year Action Plan activities support the four priorities in addition to continuing progress on the FY16 - FY20 Strategic Plan strategies (such as "Engage Community" and "Connect and Create Great Places"). Each Two-Year Action Plan focuses on a limited number of key activities that define BART's strategic work in that field in the near term. The Action Plans are interdisciplinary and interdepartmental. The four priority areas and supporting high-level activities are:

**Reset for Financial Stability.** Respond to the financial crisis brought by the COVID-19 crisis by developing a responsive and nimble operating plan, advancing efficiencies, and managing expense, right sizing the agency, and increasing revenue where feasible. This priority is supported by the following activities:

- *Business Process Improvements and Efficiencies*: A variety of efforts to improve business processes, identify efficiencies and cost savings, and modernize business practices are underway across the district in support of long-term financial stability.
- *Establish Sustainable Operating Financial Plan*: Critical to recovery from substantial ridership losses due to the COVID pandemic and related fiscal crisis, this activity includes frequent updates to BART's long-term operating financial plan, planning for multiple outcomes, consideration of the long-term impacts of potential expense and revenue decisions, and implementation of a multi-year budgeting framework.
- *Revenue Generation*: This activity focuses on continuing to advance projects such as the Digital Railway and Marketing, that generate revenue to supplement primary revenue sources.

- *Right Size Workforce:* In the context of substantially reduced ridership and forecasted operating budget challenges, BART implemented a District Retirement Incentive Program to right size the workforce, will continue to reassess staffing needs, and will look to hire, retain and reassign staff to meet District needs as feasible.

**Advocacy & Leadership.** BART will continue to take a leadership role on issues critical to the region and community, including regional transit coordination, equity, and progressive policing. BART will also continue to advocate for legislative action and funding that aligns with BART's goals and objectives as well as for funding to enable ongoing service to our riders and region throughout the pandemic and in recovery. This priority is supported by the following activities:

- *Advance Equity:* Advancing and ensuring equity for our riders, our region and our workforce is a critical priority at the District. This activity focuses on further developing BART's equity program and leveraging expertise both internally and among external partners.
- *Funding & Legislative Advocacy:* Critical to recovery from the COVID pandemic and to continuing to advance BART's critical projects and initiatives is funding and legislative support from partner agencies and institutions. These efforts are ongoing.
- *Progressive Policing:* Continue to implement progressive and equitable policing practices to address customers' concerns about safety and security, strengthen relationships with the diverse communities BART serves, and create a culture of accountability and responsibility in the department.
- *Regional Leadership:* BART continues to play an important role in regional coordination and COVID recovery, including as a participant in the Blue-Ribbon Transit Recovery Task Force, participation in the regional Transformation Action Plan, implementing recommendations from the Fare Integration and Coordination Study, and in transit operator coordination.
- *TOD Program Implementation:* Attract new riders, address the housing and climate crises, and lower the cost of living.

**Recover & Grow Ridership.** Critical to BART's vision, mission, and recovery from the COVID pandemic is regaining ridership. BART will continue to undertake critical activities to recover and grow ridership, focused on welcoming customers back, providing a welcoming customer experience with a renewed focus on better serving transit-dependent riders, encouraging discretionary trips, and improving communication to our riders and the public. This priority is supported by the following activities:

- *Communications & Marketing:* BART will communicate key topics and new initiatives to passengers and to the public at large to build rider and public confidence in BART. Key topics include customer experience, off-peak service enhancements, reimagining safety and preventing harassment, BART storytelling, benefits of reinvestment, and topics relevant to COVID health and safety and improved regional coordination among transit agencies. BART will also celebrate its 50<sup>th</sup> anniversary through storytelling, in person and virtual events, a short story contest, and more.
- *Welcome Back Plan:* BART implemented a plan to welcome back riders, including restoring service, discounted tickets in September, and a regional "return to transit" communications plan.
- *Improve Customer Experience & Address Concerns:* This set of activities focuses on identifying key customer concerns through social media, customer service channels and the customer satisfaction survey. Key activities will address recurring customer concerns in order to improve

rider experience and support ridership recovery. Key actions include addressing homelessness, safety, fare evasion, signage in stations, and customer facing technology improvements.

**Stay on Track for the Future.** BART will continue to keep critical projects and programs on track that serve the long-term needs of the agency and the Bay Area. This priority is supported by the following activities:

- *Capital Program and Project Delivery:* Continue to invest in critical capital programs to ensure safety, reliability, increased capacity, and improved customer experience into the future.
- *Staff Facilities:* Advance critical projects to support staff facilities, including completion of the move to the new BART headquarters, relocation of BART Police Department Headquarters, and other critical employee-facing facilities planning and development.
- *Sustainability and Resiliency:* Essential to BART’s sustainability goals, the district will continue to advance critical efforts related to minimizing the District’s environmental footprint.
- *System Safety:* Complete Strategic Safety Plan/Roadmap to Augment Existing Agency Safety Plan and implement field safety program in coordination with operations and BART Police Department.
- *Workforce Development.* Continue coordinated workforce development program, including training, apprenticeships, and succession planning.

## STRATEGIC PLAN GOAL AREAS & PERFORMANCE INDICATORS

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

### 1.4 Goal Area: System Performance

Indicator		FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
<b>Provide Reliable Service</b>											
SP1	Daily customer on-time performance	94.9%	94.5%	91.8%	91.5%	89.2%	92.4%	92.7%	93.1%	94.9%	89.5%
<b>Provide Reliable Station Equipment</b>											
SP2	Station elevators in service	98.6%	98.0%	98.6%	98.5%	98.6%	98.3%	98.7%	98.8%	98.6%	99.0%
SP3	Street escalators in service	89.6%	92.2%	91.3%	89.5%	87.6%	88.7%	92.0%	94.7%	93.3%	96.8%
SP4	Platform escalators in service	94.8%	95.6%	95.8%	95.3%	96.0%	95.7%	97.0%	96.6%	96.3%	98.2%

### Spotlight Trend: On-Time Performance

BART measures the on-time performance of customers and trains during peak hours and average weekdays. To be “on-time,” a train/customer must arrive at the destination station less than five minutes late compared to published schedules. Factors that contributed to the decreased on-time performance during FY221 included:

- **Service Level:** During the first 16 months of the pandemic, BART significantly reduced service. Fewer trains in operation resulted in fewer delays in FY21, with an increase in on-time performance. Starting in August 2021, BART returned to roughly pre-pandemic levels of service. More trains in operation resulted in increased delays in FY22.



- **Staffing Level:** During the pandemic, staffing for essential functions such as train operators, station agents, rail controllers, and Fore workers decreased. Lower levels of service required fewer staff. When BART decided to resume full service in August 2022, it was with the understanding that staffing was lower than desired. The result was an increase in cancelled trains due to insufficient staffing. While BART has been aggressively recruiting, the result has been decreased on-time performance.
- **Expediting State of Good Repair Work:** Throughout the pandemic, BART leveraged the reduced level of service to expand work on key projects. As a result, BART was able to complete work ahead of schedule on projects such as the Transbay Tube Seismic Retrofit and the M-line 34.5 kV cable replacement through downtown San Francisco. This expansion of work contributed to the lower on-time performance level due to increase single-tracking on evenings and weekends. Starting with the September 2022 schedule, the benefits of completing those projects early will provide improved passenger service through San Francisco and the Transbay tube.
- **End-of-Life Infrastructure Failures:** BART’s infrastructure renewal project aims to renew its 50-year-old infrastructure. Even while this work is underway, some systems are experiencing end-of-life failures. One example in FY22 was the R-line power cables, where a cable failure limited service on the Red and Orange lines for several months, contributing to lower on-time performance.

Because of these and other factors, on-time performance decreased in FY22 to 89.5%.

### 1.5 Goal Area: Rider and Customer Experience

Indicator		CY13	CY14	CY15	CY16	CY17	CY18	CY19	CY20*	CY21	CY22
<b>Increase customer satisfaction</b>											
EX1	% of customers who are satisfied		74%		69%		56%		72%		TBD
<b>Provide clean stations and trains</b>											
EX2	Avg. customer rating for station cleanliness		4.11		3.93		3.57		4.28		TBD
EX3	Avg. customer rating for train interior cleanliness		4.28		4.25		3.65		4.20		TBD

\*Note that due to the very different context in which this survey was conducted, as well as other factors (changes in ridership – both in terms of number of riders and demographic composition – and minor changes to survey methodology), *it is not advisable to directly track satisfaction-related questions and attribute ratings against prior surveys.*

- EX1 Source: BART Bi-Annual Customer Satisfaction Survey. Includes % of customers who are very and somewhat satisfied with BART overall.
- EX2 Source: BART Bi-Annual Customer Satisfaction Survey. Based on 1-7 rating, where 7 is best.
- EX3 Source: BART Bi-Annual Customer Satisfaction Survey. Based on 1-7 rating, where 7 is best

### Spotlight Trend: Customer Satisfaction

Prior to calendar year 2012 (CY12) overall customer satisfaction was stable and relatively high. More than 80% of customers were very or somewhat satisfied with BART service. However, satisfaction declined after that, to 74% in CY14, and further declined to 69% and 56% in CY16 and CY18 respectively. Between the CY12 and CY18 surveys, average weekday ridership grew 9%, reaching historic highs, increasing crowding on trains, and straining the aging BART System, which likely contributed to the decline in satisfaction.

CY20 represents a dramatic change from prior years within the context of the COVID 19 pandemic and corresponding changes in ridership, both in terms of the overall number of riders, as well as changes in rider characteristics. As such, it is not advisable to directly track satisfaction-related questions and attributes against prior years. Relatively high satisfaction ratings in CY20 are likely tied to a combination of multiple factors including provision of a service needed by essential workers, increased space on trains, and increased cleaning tied to health and safety. BART will be conducting its bi-annual Customer Satisfaction Survey in the fall of 2022.

BART continues to prioritize improving the customer experience, with a focus on addressing the underlying satisfaction concerns expressed in earlier years. Major efforts include new rail cars and numerous projects to rebuild BART to improve reliability and improve service. Other efforts to improve customer satisfaction include restoring service to pre-pandemic levels and improving weekend service, enhancing customer communications and wayfinding, adding mobile payment, modernizing parking payment options, reopening previously closed underground restrooms, improving station lighting, adding platform elevator fare gates to improve access, rolling out new art and culture touchpoints at stations, and better coordination with partner transit services. Further, BART has been investing in several Quality-of-Life initiatives over the last several years, including measures to combat the impacts of homelessness, programs to reduce fare evasion, initiatives to prevent and interrupt harassment, and increasing community outreach through Homeless Outreach Teams, and unarmed Crisis Intervention Specialists and Ambassadors.

### 1.6 Goal Area: Safety

Indicator		FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
<b>Reduce Crimes</b>											
SA1	Crimes against persons on the BART system per million riders	2.2	1.9	1.7	1.8	2.7	3.5	4.4	5.1	17.9	7.61
<b>Ensure Patron Safety</b>											
SA2	Safety incidents per million patrons	6.08	6.24	5.07	5.35	2.31	1.85	2.06	1.80	1.88	1.68
<b>Ensure Employee Safety</b>											
SA3	Employee injuries	15.8	14.9	10.0	12.2	10.8	10.8	10.8	11.5	7.94	12.34

#### Spotlight Trend: Crimes Against Persons

Over the past year the BART Police Department has worked to refine its deployment strategy in order to improve system visibility and continued to implement progressive and equitable policing practices to address customers' concerns about safety and security, strengthen relationships with the diverse communities BART serves, and create a culture of accountability and responsibility in the department. The successes of these programs, along with slowly recovering ridership has resulted in a significant reduction in the number of crimes against persons on the BART system per million riders.

As in prior years, a significant driving factor in crimes against persons is the robbery of cell phones and other electronic devices, which is defined by the FBI's Uniform Crime Reporting (UCR) Program as a violent crime. Unfortunately, electronic device robbery is a growing trend in modern society, and public transit is a target rich environment for cell phone thieves. In the BART system, this is evidenced by the

concentration of cellphone thefts which have occurred in our high-density, commuter rich downtown San Francisco stations. As is true on most transit systems, a significant number of riders can be seen using smart phones while commuting on BART. Since the perception of safety is high priority for BART, we continue to educate our riders on how they can reduce the risk of having their cell phone stolen.

As BART continues to play a critical role in the reopening of the Bay Area economy, BART is focusing on strategies to consistently attract more riders and enhance the overall rider experience. One important strategy is an increased presence of staff throughout the system. This increased presence will allow BART to augment cleaning and promote the safety initiatives of BPD’s Progressive Policing Bureau, with the aim of setting an example of how sworn and non-sworn personnel can work together to enhance safety on BART. While pandemic ridership dropped to historic lows, the number of thefts did not decrease as sharply and the ratio of violent crimes per million passengers increased. BPD continues to be highly visible in the system and has had notable success in identifying and prosecuting those persons who are responsible for these types of crimes in the system.

BART will continue to prioritize improving safety through continued system visibility, strengthened relationships with communities, and remaining open to new approaches to safety while ensuring every rider feels welcome. Embracing that concept and the value of reform shows our dedication to make BPD the most progressive police department in the country.

**1.7 Goal Area: Financial Stability**

Indicator		FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
<b>Increase efficiency</b>											
FS1-A	Operating cost per passenger mile	\$0.33	\$0.33	\$0.33	\$0.34	\$0.37	\$0.42	\$0.43	\$0.61	\$3.01	\$1.33
FS1-B	% Change from previous year	0%	0%	-2%	4%	7%	14%	3%	42%	394%	-56%
<b>Stabilize operating revenues</b>											
FS2	% Operating costs covered by fares	72%	73%	76%	74%	70%	67%	64%	44%	8%	19%
<b>Fund post-employment benefits</b>											
FS3	Unfunded pension liability (\$M)	\$-	\$-	\$497	\$439	\$401	\$515	\$693	\$682	\$789	\$833
FS4	Unfunded retiree medical liability (\$M)	\$-	\$-	\$132	\$129	\$111	\$300	\$304	\$282	\$263	\$193

**Spotlight Trend: % Operating Costs Covered by Fares**

Before the COVID-19 pandemic, approximately 2/3 of BART’s operating costs were covered by fares and other passenger revenues. Though this figure was in the top tier of US transit agencies, it was slowly declining as costs increased more quickly than passenger growth as BART faced constraints around ridership capacity during peak commute periods. This trend was accelerated by the massive ridership decrease caused by the COVID-19 pandemic, with the figure falling as low as 8% during FY21.

Looking ahead, because ridership is not projected to return to pre-pandemic levels in the near-term, passenger revenue will not cover such a high share of the District’s operating costs. Despite lower ridership, most costs of operating and maintaining the BART system are fixed, as the District must

maintain its right of way, stations, and rolling stock; these costs only change marginally with service levels. For example, station agents must be present at stations if they are open, regardless of how many trains operate or passengers utilize the station. The result of lower passenger revenue and mostly fixed operating costs can be seen in the dramatic increase in the Operating Cost per Passenger Mile, which increased from \$0.43 in FY19 to \$1.33 in FY22.

This dynamic highlights BART's need to secure additional operating revenues. Though passenger growth is expected as offices slowly re-open, new funding sources will be needed to bridge the difference between the cost of operating the system and the combination of passenger fares and BART's other traditional sources of revenue.

As BART pursues permanent new revenues, it remains focused on reducing long-term liabilities. Though Unfunded Pension Liability is largely driven by CalPERS' investment results, the District is committed to making annual payments to reduce the unfunded liability. In addition, in FY19, BART set up a Section 115 Pension Trust to be utilized to pay down future pension liabilities; though not shown in the Unfunded Pension Liability metric, contributions of \$40M have been made to the trust through FY22. Finally, the District is on schedule to pay down its Unfunded Retiree Medical Liability obligations by the end of FY34.

The District continues to grapple with the fundamental shift to its revenue structure that began with the COVID-19 pandemic. Despite this challenge, progress is being made on reducing long-term liabilities while a stable permanent new revenue source is pursued.

# 15. ATTACHMENTS

## SUMMARY OF ATTACHMENTS

**Attachment A – Executive Decision Document**

**Attachment B – Organization Chart**

**Attachment C – Department Descriptions**

**Attachment D – Position Summary Schedule**

**Attachment E – Acronyms**

**Attachment F – Glossary**

**Attachment G – Two-Year Work Plans**



## EXECUTIVE DECISION DOCUMENT

<b>GENERAL MANAGER APPROVAL:</b> <span style="float: right;">DocuSigned by: <i>Michael Jones</i> 47000790F2D7463...</span>		<b>GENERAL MANAGER ACTION REQ'D:</b>		
<b>DATE:</b> 5/31/2022 <span style="float: right;">6/2/2022</span>		<b>BOARD INITIATED ITEM:</b> Yes		
<b>Originator/Prepared by:</b> Katherine Alagar <b>Dept:</b> Operating Budgets DocuSigned by: <span style="font-family: cursive;"><i>Katherine Alagar</i></span> Signature/Date: 6/1/2022	<b>General Counsel</b> DocuSigned by: <span style="font-family: cursive;"><i>Jana Belan</i></span> 6/1/2022 [ ]	<b>Controller/Treasurer</b> DocuSigned by: <span style="font-family: cursive;"><i>Chris Gan</i></span> 6/1/2022 [ ]	<b>District Secretary</b> [ ]	<b>BARC</b> DocuSigned by: <span style="font-family: cursive;"><i>Pamela Herhold</i></span> 6/1/2022 [ ]

### Two Year Annual Budget Resolution for Fiscal Year 2023 and Fiscal Year 2024

**PURPOSE:**

Authorize adoption of the Fiscal Year 2023 and Fiscal Year 2024 Two-Year Annual Budget Resolution (Budget Resolution).

**DISCUSSION:**

Approval by the Board of Directors is required for the Fiscal Year 2023 and Fiscal Year 2024 (FY23 & FY24) operating and FY23 capital budgets. The total proposed FY23 operating and capital budget is \$2.5 billion (B). The FY23 & FY24 operating budget is balanced, with \$1.02B and \$1.07B in FY23 and FY24, respectively. The FY23 capital/reimbursable budget totals \$1.49B.

The proposed FY23 & FY24 budgets are summarized in Attachments 1, 2, and 3. Attachments 1 and 2 summarize operating and capital sources and uses. Attachment 3 summarizes operating budget changes beginning in FY23, including: restroom attendants; restroom rehabilitation projects; proposed increases in staffing and expenses to support expanded rail service; replacement of BART Police Department vehicles and equipment; and restoration of the Sustainability allocation.

The budget includes an adjustment to increase the FY23 budgeted vacancy rate of full-time equivalent (FTEs) positions from 3.14% to 10%, better reflecting the District’s recent actuals, which for FY22 were 12%. As the District increases its focus on hiring over the coming months, the goal is to lower the actual vacancy rate to the budgeted level and then continue to decrease. In FY24, the budgeted vacancy rate decreases from 10% to 7.5%.

The proposed initiatives and technical changes were reviewed in the Sources and Uses



presentations to the Board of Directors on May 12, 2022, as well as at a public hearing on May 26, 2022.

### **FY23 & FY24 Operating Budget**

The FY23 & FY24 operating budget continues to be highly constrained by reduced operating revenues stemming from the effects of the COVID-19 pandemic. These financial challenges are exacerbated by aging infrastructure, continued expectations to address quality of life issues, and increased operating expense.

The proposed Operating Budget authorizes FY23 and FY24 expenditures of \$1.02B and \$1.07B, respectively, while funding 3,485.4 FTEs in FY23 and 3,497.9 FTEs in FY24.

Operating revenues in the FY23 revenue budget are \$59.7 million (M) higher than the adopted FY22 budget. The revenue budget projects \$255M of operating revenue in FY23 and \$320M in FY24. This includes \$222M of rail passenger revenue in FY23 and \$283M in FY24. Financial assistance is budgeted at \$449M in FY23 and \$474M in FY24. This includes \$299M of sales tax, \$58M of property tax, \$33M of VTA Financial Assistance, and \$23M of State Transit Assistance in FY23. American Rescue Plan (ARP) Assistance Emergency Funding of \$314M in FY23 and \$273M in FY24 balances the budget. BART's single largest revenue source is no longer fare revenue; one-time federal emergency assistance (projected to be fully exhausted in FY26) and sales tax are BART's two largest revenue sources in FY23 and FY24.

### **FY23 Capital & Reimbursable Budget**

The Capital/Reimbursable Budget proposes FY23 expenditures of \$1.49B and funds 1,134.9 FTEs. The \$57M increase from the Preliminary Budget is due to ongoing refinement and timing sequencing of multi-year funded capital projects. The FY23 Capital/Reimbursable Budget is 5% greater than the \$1.42B FY22 budget.

The largest capital investments in FY23 include rail car procurement (\$518M), Measure RR Program (\$539M), and Core Capacity Program (\$274M).

Attachment 2 categorizes the FY23 expenditures by Capital Improvement Program (CIP). The largest share of investment by CIP is System Reinvestment, representing \$738M, 49% of the overall FY23 Capital Budget. System Reinvestment includes replacement of rail cars (\$446M), reinvestment in track and structures (\$98M), and reinvestment in traction power (\$92M). The Capital Budget also includes Service and Capacity Enhancement \$591M (40%), Earthquake Safety \$69M (5%), Safety and Security \$21M (1%), System Expansion \$66M (4%), and reimbursable expenses at \$8M (0.6%).

In November 2016, the passage of Measure RR provided the capital program with a

substantial source of support and authorized issuance of up to \$3.5B in general obligation bonds to fund certain capital improvements. Measure RR has become more prominent in the mix of federal, regional, and local funds. Measure RR funding makes up \$539M (36%) of FY23 capital sources and will continue to support investment in traction power, track replacement, structural rehabilitation, station access, and station modernization.

Typically, the ongoing commitment of BART operating funds is an essential component of the capital program, particularly in delivering major capital projects such as rail car procurement and the Core Capacity Program. Other capital activities dependent on BART operating allocations are local match for grants, grant-ineligible projects and initiatives, routine but necessary capitalized maintenance projects, emergent safety and security projects, and equipment and inventory.

The FY23 budget will provide funds and local matching amounts needed to leverage federal capital funding, restore the Sustainability allocation suspended in FY22, rehabilitate four underground restrooms, and purchase vehicle and equipment. The result is an investment in state of good repair, vehicle procurement, information technology, and infrastructure.

Most capital fund sources and grants are restricted to certain projects and/or activities as a condition of award. The FY23 Capital Budget contains contributions of federal funds matched to prior year capital allocations for state of good repair capital investment. Proceeds from the Earthquake Safety Program general obligation bond are dedicated exclusively to the Earthquake Safety Program. Additionally, there are smaller, defined purpose grants that are limited to specific projects.

### **FY23 & FY24 Budget Resolution**

Staff recommends approval of the attached Resolution to adopt the Fiscal Year 2023 and Fiscal Year 2024 Two-Year Annual Budget. As in previous years, the Budget Resolution includes authorizations that allow the General Manager or the General Manager's designee to apply to different bodies for grant funds (including, but not limited to, Transportation Development Act, State Transit Assistance, Bridge Toll, Federal Emergency Management Agency, and Federal Transit Administration). It also includes authorizations that allow the General Manager or the General Manager's designee to execute agreements that may require payments to regional partner governments and agencies. The Budget Resolution incorporates provisions referring to the SFO Extension and Silicon Valley extension service plans.

For FY23 and FY24, the budget includes BART's Low Carbon Fuel Standard (LCFS) policy, adopted July 27, 2017, which directs a portion of LCFS revenues toward sustainability-related projects.

The Budget Resolution language includes the General Manager's permanent position



authorization of 100 positions in each fiscal year. This provides the flexibility necessary to meet operational needs as they arise over the course of the fiscal year.

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

**FISCAL IMPACT:**

The proposed Fiscal Year 2023 and Fiscal Year 2024 Two-Year Annual Budget is balanced. It may be revised as conditions and actuals change over the course of the fiscal year.

**ALTERNATIVES:**

Do not adopt the budget or adopt a budget that differs from what has been presented to the Board of Directors. Rules of the Board of Directors require that the budget be adopted prior to June 30; adoption of the Budget Resolution by June 30 is required to authorize expenditures in FY23.

**RECOMMENDATION:**

Adoption of the following motion.

**MOTION:**

The Board adopts the attached Resolution in the matter of approving the Annual Budget for the San Francisco Bay Area Rapid Transit District and authorizes expenditures for the fiscal years July 1, 2022 to June 30, 2023 and July 1, 2023 to July 30, 2024.

## Approvals

Created by/for Katherine Alagar on 5/31/2022

Committee/Board: Administration Meeting Date: 6/9/2022

### Staff Routing

Approvers	Action	Date Taken
1. Christopher Simi	Concurred	6/1/2022
2. Nikhila Pai	Concurred	5/31/2022
3. Michael Eiseman	Concurred	5/31/2022
4. Andrew Angeles	Concurred	6/1/2022

### Executive Routing

Approvers	Action	Date Taken
1. Pamela Herhold	Concurred	6/1/2022
2. Christopher Gan	Concurred	6/1/2022
3. Alaric Degrafinried	Concurred	5/31/2022







### COMMENTS

(No comment)

### PROXY NOTES

(There is no proxy note)

Two Year Annual Budget Resolution for Fiscal Year 2023 and Fiscal Year 2024 (cont.)

-  FY23 and FY24 Budget Resolution.pdf
-  Attachment 1 - FY23 and FY24 Income Statement.pdf
-  Attachment 2 - FY23 Capital Budget.pdf
-  Attachment 3 - FY23 Budget Initiatives.pdf
-  Exhibit A - FY23 and FY24 Sources and Uses.pdf
-  Exhibit B - FY23 Salaries and Pay Bands.pdf

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

**In the matter of approving  
The Annual Budget for the  
San Francisco Bay Area Rapid  
Transit District and authorizing  
Expenditures for the Fiscal Year  
July 1, 2022, to June 30, 2023,  
and Fiscal Year July 1, 2023,  
to June 30, 2024**

Resolution No. \_\_\_\_\_

**WHEREAS**, the Board of Directors of the San Francisco Bay Area Rapid Transit District published notices on May 3, May 6, May 11, May 13, May 19, and May 20, 2022, in newspapers of general circulation in the County of San Francisco, the County of Contra Costa, the County of Alameda, and the County of San Mateo of its intention to adopt a Two Year Annual Budget for the Fiscal Years July 1, 2022, to June 30, 2023 and July 1, 2023 to June 30, 2024; and

**WHEREAS**, the Board of Directors of the San Francisco Bay Area Rapid Transit District desires to adopt a Two Year Annual Budget for the Fiscal Years July 1, 2022, to June 30, 2023 and July 1, 2023 to June 30, 2024; and

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

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

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

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

**WHEREAS**, the agreement between the San Francisco Bay Area Rapid Transit District and San Mateo County Transit District, dated April 27, 2007, states that the San Francisco Bay

Area Rapid Transit District will provide service on the San Francisco Airport (SFO) extension in a manner consistent with BART's system-wide operating policies; and

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

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

**WHEREAS**, the Regional Institutional and Employer Pass Pilot program was presented to the Board of Directors on May 12, 2022, in a presentation entitled 22-190 Regional Institutional and Employer Pass Pilot; and

**WHEREAS**, the system-wide operating plan for Fiscal Year 2023 and Fiscal Year 2024 was presented to the Board of Directors on May 12, 2022, in a presentation entitled "Rail Service Plan, Fiscal Year 2023 and Fiscal Year 2024 Operating Budget Sources and Uses"; and

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

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

**BE IT FURTHER RESOLVED** that, subject to the resolved clauses, said Annual Budget includes a delayed fare increase consistent with Board Resolution 5405 ("New Fare Rates and Charges: Series 3, 2022-2026, Productivity-Adjusted Inflation-Based Fare Increase Program") adopted June 13, 2019; and

**BE IT FURTHER RESOLVED** that, subject to the resolved clauses, said Annual Budget includes participation in the Regional Institutional and Employer Pass Pilot program; and

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

- (1) The General Manager shall first determine that the work or services concerned, in the amounts authorized in a service agreement, cannot satisfactorily be performed by the officers or employees of the District;
- (2) Agreements that are let by public bidding, service, lease, and license agreements, and amendments thereto, between \$25,000 and \$100,000, shall be reported bi-monthly to the Board of Directors;

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

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

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

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

**BE IT FURTHER RESOLVED** that the General Manager or the General Manager's designee is authorized to execute and file a Bridge Toll Application, a TDA Application and an STA Application along with necessary supporting documents, with the Metropolitan Transportation Commission for allocation of bridge toll revenues, TDA and STA funds in FY2023 and FY2024; and

**BE IT FURTHER RESOLVED** that the General Manager or the General Manager's designee is authorized to execute and file a reimbursement claim with FEMA or its designee for expenses incurred in FY2023 and FY2024; and

**BE IT FURTHER RESOLVED** that the General Manager or the General Manager's designee is authorized to execute and file an application to the FTA for allocation of Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) funding in FY2023 and FY2024; and

**BE IT FURTHER RESOLVED** that the General Manager or the General Manager's designee is authorized to execute and file an application to the FTA for allocation of American Rescue Plan Act (ARP) funding in FY2023 and FY2024; and

**BE IT FURTHER RESOLVED** that the San Francisco Bay Area Rapid Transit District's system-wide operating policies shall be generally as set forth in the May 12, 2022, presentation entitled "Rail Service Plan, Fiscal Year 2023 and Fiscal Year 2024 Operating Budget Sources and Uses", subject to such adjustments that staff determines necessary to operate the service in the public's interest; and

**BE IT FURTHER RESOLVED** that the General Manager or the General Manager's designee is authorized to execute agreements with regional transit operators to provide or receive transfer payments, such transfer payments being paid or received by the District to facilitate the coordination of transit service and to furnish incentives for providing of enhanced transfer services between San Francisco Bay Area Rapid Transit District and other operators' operations; and

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

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

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

**BE IT FURTHER RESOLVED** that the General Manager is authorized to act on behalf of the District, and to make expenditures and incur liabilities against all funds of the District as provided for in contracts which have been authorized by the Board of Directors of the District and that the Board's authorizations of such contracts also include the necessary appropriations for such contracts and change orders authorized by Rules approved by the Board, subject, however, to compliance with such specific appropriation resolutions as may be adopted by the Board from time to time; and

**BE IT FURTHER RESOLVED** that the General Manager or the General Manager's designee is authorized to issue free or discounted promotional rides in FY2023 and FY2024 for purposes of building ridership on the system, consistent with ridership development guidelines; and

**BE IT FURTHER RESOLVED** that effective July 1, 2022:

- (1) The total number of permanent full and permanent part-time positions (“full time equivalent”) as of July 1, 2022, budgeted for the District shall be 4,572.31 in FY2023 and 4,590.15 in FY2024 (a part-time position is counted as 0.625 positions). Additional permanent positions are authorized, as required, not to exceed 100 positions;
- (2) The character and salary ranges of such positions, including officers appointed by the Board pursuant to Public Utilities Code Section 28811 shall be as set forth in the agreements entered into with Service Employees’ International Union, Local 1021, Amalgamated Transit Union, Local 1555, American Federation of State and County Municipal Employees, Local 3993, the BART Police Officers Association and the BART Police Managers Association as to the employees represented thereby, and with other Bargaining Units for employees that may later be represented thereby, and for all other employees as set forth in the attached “Exhibit B”, incorporated herein as though set forth at length. The employment benefits for non-represented employees shall be administered by the General Manager in accordance with Board Rule 4-1.2;
- (3) The General Manager is authorized to make future adjustments to the Professional/Management Salary Ranges (“Exhibit B”) for non-represented employees in accordance with applicable provisions of the Compensation Manual, which reflects the District policy and practice to evaluate such ranges on an annual basis and to establish the mid-points of the pay ranges for positions so that they approximate the 75<sup>th</sup> percentile of the average of salaries paid for similar jobs in the labor market and to promptly advise the Board of any and all such range adjustments. The General Manager is directed to initiate the annual review by October of each year; and
- (4) The District Secretary shall ensure that an amendment to Exhibit B be prepared to reflect any adjustment to the hourly wage rates or professional/management pay bands as provided above or any adjustment to the Board appointed officers' salaries as a result of merit adjustments or scheduled increases provided in such officers' employment agreements that take effect during the fiscal year. The District Secretary shall attach any such amendment to Exhibit B as an addendum to this resolution; and

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

###



**Attachment 1**  
**FY23 and FY24 District Operating Budget**  
**Sources and Uses Detail**

	FY23 Preliminary Budget	FY23 Adopted Budget	Delta from Preliminary Budget	FY24 Preliminary Budget	FY24 Adopted Budget	Delta from Preliminary Budget
Rail Passenger Revenue	\$ 221,738,334	222,125,035	386,701	282,095,187	283,010,838	915,650
ADA Passenger Revenue	488,339	488,339	-	494,443	494,443	-
Parking Revenue	13,107,361	13,107,361	-	14,322,169	14,322,169	-
Other Operating Revenue	19,445,279	19,445,279	-	22,573,120	22,573,120	-
<b>Subtotal - Operating Revenue</b>	<b>254,779,314</b>	<b>255,166,015</b>	<b>386,701</b>	<b>319,484,919</b>	<b>320,400,569</b>	<b>915,650</b>
Sales Tax Proceeds	298,959,010	298,959,010	-	306,613,345	306,613,345	-
Property Tax Proceeds	57,986,737	57,986,737	-	61,176,007	61,176,007	-
SFO Ext Financial Assistance	-	-	-	-	-	-
VTA Financial Assistance	34,284,908	32,662,603	(1,622,305)	33,391,033	31,207,427	(2,183,606)
MTC Financial Assistance Clipper Start	214,313	287,092	72,779	333,488	438,091	104,603
Local & Other Assistance	6,876,071	9,112,691	2,236,620	6,983,645	9,261,223	2,277,578
State Transit Assistance	22,748,170	22,748,170	-	38,608,082	38,608,082	-
Low Carbon Transit Operations Program	10,258,949	10,258,949	-	10,258,949	10,258,949	-
Low Carbon Fuel Standard Program	16,629,838	16,629,838	-	16,414,398	16,414,398	-
<b>Subtotal - Financial Assistance</b>	<b>447,957,996</b>	<b>448,645,090</b>	<b>687,095</b>	<b>473,778,948</b>	<b>473,977,522</b>	<b>198,574</b>
<b>TOTAL - OPERATING SOURCES</b>	<b>702,737,310</b>	<b>703,811,105</b>	<b>1,073,795</b>	<b>793,263,866</b>	<b>794,378,091</b>	<b>1,114,225</b>
Labor & Benefits	646,753,203	632,196,786	(14,556,417)	659,892,464	649,020,661	(10,871,803)
ADA Paratransit	16,701,033	16,701,033	-	19,550,041	19,550,041	-
Purchased Transportation	12,721,457	12,721,457	-	12,957,287	12,957,287	-
Power	52,699,910	52,699,910	-	54,380,454	54,380,454	-
Other Non-Labor	144,334,848	145,670,207	1,335,359	143,982,972	144,390,612	407,640
<b>Subtotal - Operating Expense</b>	<b>873,210,451</b>	<b>859,989,393</b>	<b>(13,221,058)</b>	<b>890,763,218</b>	<b>880,299,055</b>	<b>(10,464,163)</b>
Bond Debt Service	59,919,129	59,919,129	-	60,131,289	60,131,289	-
Allocation - Capital Rehabilitation	44,636,387	46,486,387	1,850,000	45,327,114	45,315,114	(12,000)
Allocation - Priority Capital Programs	33,000,000	33,000,000	-	64,000,000	64,000,000	-
Allocation - Other	1,636,232	1,636,232	-	1,668,957	1,668,957	-
Allocation - Sustainability from LCFS	8,809,883	6,375,125	(2,434,758)	8,680,620	6,375,125	(2,305,495)
Allocation - Pension	10,000,000	10,000,000	-	10,000,000	10,000,000	-
Allocations	98,082,502	97,497,744	(584,758)	129,676,690	127,359,196	(2,317,495)
<b>Subtotal - Debt Service &amp; Allocations</b>	<b>158,001,631</b>	<b>157,416,873</b>	<b>(584,758)</b>	<b>189,807,979</b>	<b>187,490,485</b>	<b>(2,317,495)</b>
<b>TOTAL - USES</b>	<b>1,031,212,082</b>	<b>1,017,406,266</b>	<b>(13,805,816)</b>	<b>1,080,571,197</b>	<b>1,067,789,540</b>	<b>(12,781,658)</b>
<b>Net Result Before Federal Emergency Assistance</b>	<b>\$ (328,474,772)</b>	<b>\$ (313,595,161)</b>	<b>\$ 14,879,611</b>	<b>\$ (287,307,331)</b>	<b>\$ (273,411,449)</b>	<b>\$ 13,895,882</b>
<b>Federal Emergency Assistance</b>	<b>328,474,772</b>	<b>313,595,161</b>	<b>(14,879,611)</b>	<b>287,307,331</b>	<b>273,411,449</b>	<b>(13,895,882)</b>
<b>NET RESULT</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Average Weekday Trips	185,000	180,000	(5,000)	230,000	225,000	(5,000)
Total Ridership	52,734,000	52,950,000	216,000	65,521,000	65,794,000	273,000
Rail Farebox Recovery Ratio	25%	26%		32%	32%	
Operating Ratio	29%	30%		36%	36%	

## Attachment 2

### FY23 Capital & Reimbursable Budget Headcount and Planned Expenditures Program Summary by Category

Program Category	FY23 Headcount*	FY23 Planned Expenditures
<b>System Reinvestment</b>		
Mainline	275.8	\$ 195,749,342
Rolling Stock	86.2	\$ 445,889,055
Stations	59.5	\$ 51,652,096
Controls & Communications	51.7	\$ 25,363,171
Facilities	21.3	\$ 19,477,300
Work Equipment	0.3	\$ 143,531
<b>Total System Reinvestment</b>	<b>494.9</b>	<b>\$ 738,274,494</b>
<b>Service &amp; Capacity Enhancement</b>		
Mainline	113.3	\$ 155,678,736
Rolling Stock	17.7	\$ 71,974,804
Stations	69.4	\$ 95,074,053
Controls & Communications	164.3	\$ 194,349,382
Facilities	56.3	\$ 72,075,875
Work Equipment	1.5	\$ 2,172,127
<b>Total Service and Capacity Enhancement</b>	<b>422.5</b>	<b>\$ 591,324,977</b>
<b>Safety &amp; Security</b>	29.5	\$ 20,969,335
<b>Earthquake Safety</b>	45.3	\$ 69,430,799
<b>System Expansion</b>	52.2	\$ 65,816,874
<b>SUBTOTAL CAPITAL</b>	<b>1,044.4</b>	<b>\$ 1,485,816,480</b>
<b>Capitol Corridor**</b>	23.0	\$ 5,048,278
<b>Reimbursable***</b>	19.5	\$ 3,342,621
<b>SUBTOTAL REIMBURSABLE</b>	<b>42.5</b>	<b>\$ 8,390,899</b>
<b>Cost Allocation Plan</b>	48.0	
<b>TOTAL CAPITAL &amp; REIMBURSEABLE</b>	<b>1,134.9</b>	<b>\$ 1,494,207,379</b>

\* Total authorized permanent positions.

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

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

**Attachment 3****FY23 Operating and Capital Budget Initiatives/Changes (General Fund)**

<b>OPERATING</b>		<b>FTEs</b>	<b>Labor</b>	<b>Non-Labor</b>	<b>Total</b>
Quality of Life	Restroom Attendants at 4 stations	-	\$ -	\$ 1,400,000	\$ 1,400,000
Increased Service*	Station Agents	6.5	831,126	-	831,126
	Train Operators	6.0	767,193	-	767,193
	Title VI - Interpretive Services, Policy Outreach	-	-	409,000	409,000
<b>OPERATING TOTAL</b>		<b>12.5</b>	<b>1,598,319</b>	<b>1,809,000</b>	<b>3,407,319</b>
<b>CAPITAL</b>					<b>Total</b>
Quality of Life	FY22 and FY23 Rehabilitation of 4 Underground Restrooms	-	-	1,850,000	1,850,000
	Restore Sustainability Allocation	-	-	6,375,125	6,375,125
	BPD Vehicles and Equipment	-	-	600,000	600,000
<b>CAPITAL TOTAL</b>		<b>-</b>	<b>-</b>	<b>8,825,125</b>	<b>8,825,125</b>
<b>Total Change</b>		<b>12.5</b>	<b>\$ 1,598,319</b>	<b>\$10,634,125</b>	<b>\$ 12,232,444</b>

\*Service increase added a total of 13 Station Agents and 12 Train Operators budgeted Jan 1, 2023 start = 12.5 FTEs in FY23 and 25 FTEs in FY24

**EXHIBIT A**  
**SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT**  
**ANNUAL BUDGET - FY23 and FY24**

<u>FUND SOURCES</u>	<u>FY23</u>	<u>FY24</u>
FUND SOURCES FOR NET OPERATING EXPENSE BUDGET, DEBT SERVICE AND CAPITAL ALLOCATIONS		
Operating Revenue	\$ 255,166,015	\$ 320,400,569
Sales Tax	298,959,010	306,613,345
Property Tax	57,986,737	61,176,007
VTA Financial Assistance	32,662,603	31,207,427
MTC Financial Assistance Clipper Start	287,092	438,091
Local & Other Assistance	9,112,691	9,261,223
State Transit Assistance	22,748,170	38,608,082
Low Carbon Transit Operations Program	10,258,949	10,258,949
Low Carbon Fuel Standard Program	16,629,838	16,414,398
<b>Subtotal Operating Sources</b>	<b>703,811,105</b>	<b>794,378,091</b>
Federal Emergency Assistance	313,595,161	273,411,449
<b>Subtotal – Emergency Assistance</b>	<b>313,595,161</b>	<b>273,411,449</b>
<b>Total Operating Sources</b>	<b>1,017,406,266</b>	<b>1,067,789,540</b>
FUND SOURCE FOR CAPITAL BUDGET		
Capital Funds - Cash Flow FY23 <sup>(2)</sup>	\$ 1,494,207,379	\$ 1,494,207,379
<b>TOTAL ESTIMATED FUND SOURCES</b>	<b>\$ 2,511,613,644</b>	<b>\$ 2,561,996,919</b>

**FUND USES**

FUND USES FOR NET OPERATING EXPENSE BUDGET, DEBT SERVICE AND CAPITAL ALLOCATIONS		
Net Labor Expense <sup>(1)</sup>	\$ 632,196,786	\$ 649,020,661
Non-Labor Expense	227,792,607	231,278,394
<b>Total Net Operating Expense</b>	<b>\$ 859,989,393</b>	<b>\$ 880,299,055</b>
Revenue Bond Debt Service	59,919,129	60,131,289
Allocation to Capital - Rehabilitation	46,486,387	45,315,114
Allocation to Capital - Priority Capital Programs	33,000,000	64,000,000
Allocation to Capital - Other	1,636,232	1,668,957
Allocation - Sustainability from LCFS	6,375,125	6,375,125
Allocation - Pension	10,000,000	10,000,000
<b>Total Operating Uses</b>	<b>\$ 1,017,406,266</b>	<b>\$ 1,067,789,540</b>
FUND USES FOR CAPITAL BUDGET		
Capital Funds - Cash Flow FY23 <sup>(2)</sup>	\$ 1,494,207,379	\$ 1,494,207,379
<b>TOTAL ESTIMATED FUND USES</b>	<b>\$ 2,511,613,644</b>	<b>\$ 2,561,996,919</b>
<b>NET FINANCIAL RESULT (DEFICIT)</b>	<b>-</b>	<b>-</b>

<sup>(1)</sup> Total Authorized Permanent Positions as of 07/01/22 = 4,572.316, as of 07/01/23 = 4,590.150

<sup>(2)</sup> The FY24 Capital Budget is a rollover of the FY23 Budget and will be updated as part of the FY24 Capital Budget Proces

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

CHARACTER OF POSITION/PAYROLL CLASSIFICATION TITLE		HOURLY WAGE RANGE					
CLERICAL & HOURLY	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	
ADMINISTRATIVE TECHNICIAN	\$34.1362	\$35.6154	\$36.9864	\$38.3930	\$39.8363	\$40.3902	
PARALEGAL	\$40.6341	\$42.3978	\$44.0311	\$45.7088	\$47.4300	\$48.0842	
P/T SURVEY TAKER (SINGLE RATE)	\$39.1091						
ENGINEER INTERN	\$22.5000						

NOTE: The clerical rates are effective 06/30/2021, no rate increases in FY23.

**PROFESSIONAL/MANAGEMENT PAY BANDS**

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

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

**MANAGEMENT INCENTIVE PAY (ANNUAL) Amount**

Assistant General Manager - Operations	\$4,800
Assistant General Manager - External Affairs	\$4,800
Assistant General Manager - Administration	\$4,800
Assistant General Manager - Technology/CIC	\$4,800
Assistant General Manager - Design & Construction	\$4,800
Assistant General Manager - Performance & Budget	\$4,800
Deputy General Manager	\$4,800
Managing Director - Capitol Corridor	\$4,800
Police Chief	\$4,800
Deputy Police Chief	10%

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

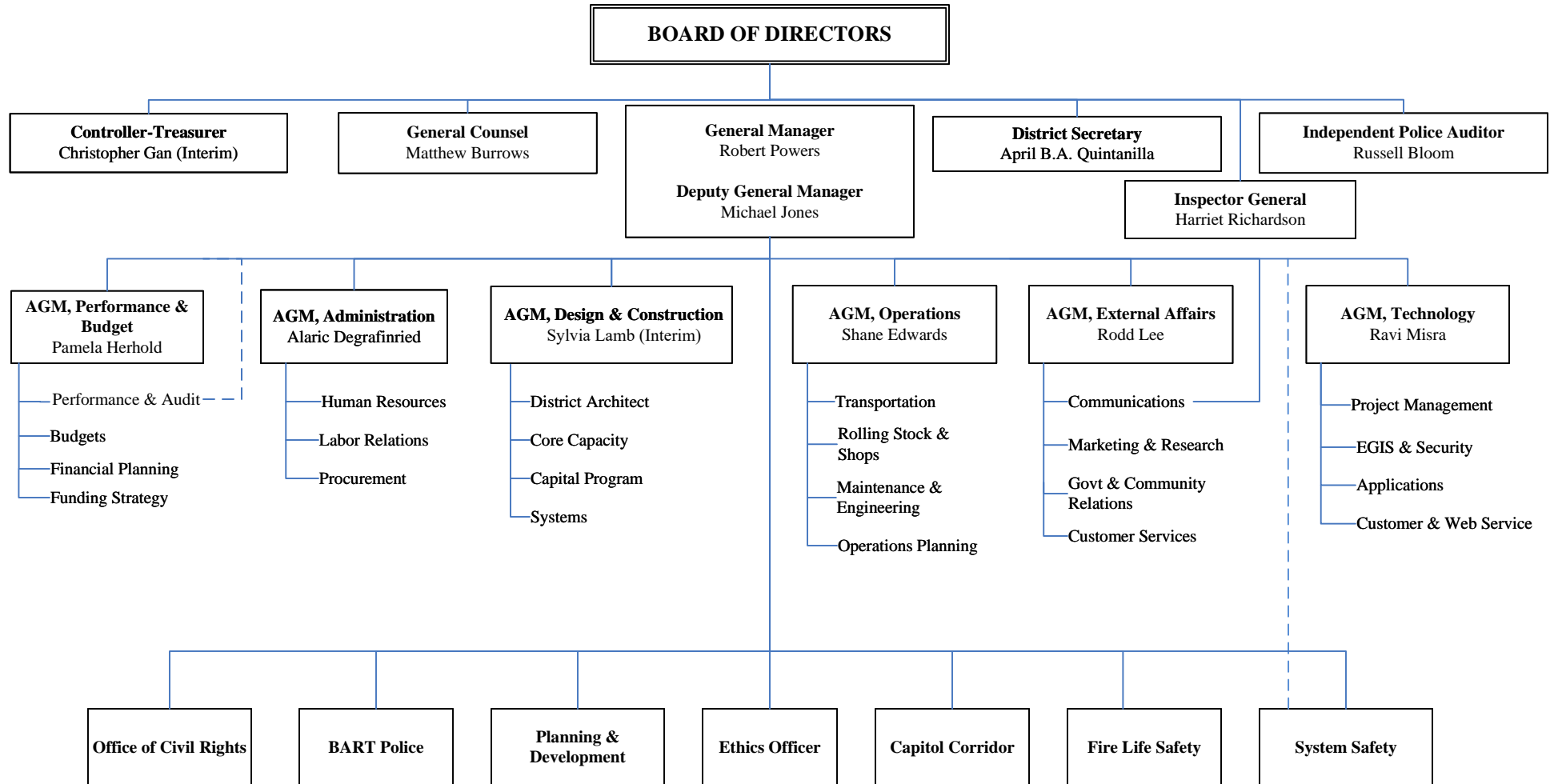
Due to the unique nature of the job as first level management over Police Lieutenants, the Deputy Police Chief classification is eligible to receive Deputy Police Chief Management Incentive Pay in the amount of 10% of the regular base pay rate.

**BOARD APPOINTED OFFICERS' ANNUAL SALARIES**

	Base Salaries	Effective
DISTRICT SECRETARY*	\$220,307.33	7/1/2022
CONTROLLER-TREASURER*	\$279,829.28	7/1/2022
GENERAL COUNSEL	\$309,391.56	7/1/2022
GENERAL MANAGER	\$396,210.03	7/1/2022
INDEPENDENT POLICE AUDITOR	\$210,730.48	7/1/2022
INSPECTOR GENERAL	\$210,968.98	7/1/2022

\* Board Appointed Officer positions currently vacant, listed latest base salary  
Note: No rate increases in FY23.

**SAN FRANCISCO BAY AREA RAPID TRANSIT  
ORGANIZATION CHART  
FY23 Adopted Budget**



<b>TOTAL HEADCOUNT</b>	
Operating	3,497.9
Capital	1,049.8
Reimbursable	42.5

## Attachment C – Department Descriptions

### Office of the General Manager

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

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

### *Office of Civil Rights*

The Office of Civil Rights aims to create a workplace free of discrimination, harassment and retaliation, and ensures that those who do business with BART are treated equitably and is responsible for Environmental Justice, Title VI of the Civil Rights Act of 1964, Diversity, Equity, Inclusion and Social Justice strategy, policy and program implementation at BART according to local and federal laws. The office is comprised of the following divisions: Contract and Labor Compliance Programs, Economic Opportunity Policies and Programs, and Workforce and Policy Compliance, and Agreement Compliance Programs.

### *System Safety*

BART prioritizes the safety of its employees and riders. BART's Chief Safety Officer ensures that safety remains BART's top priority in all functions including planning, design, construction, testing, maintenance, and operations of the rail system. System Safety strives to make the system as safe as possible by implementing a Safety Management System and tracking safety hazards to resolution. System Safety oversees, audits, and monitors safety in the areas of: Rail Operations, Occupational Health & Safety, Engineering & Safety Certification, and Environmental Compliance. System Safety maintains, revises, and implements the BART Public Transportation Agency Safety Plan (PTASP), and handles safety and compliance issues with regulatory agencies including the California Public Utilities Commission (CPUC), Cal/OSHA, Federal Transit Administration (FTA), local public health departments, CDC, NTSB, CUPA/EPA, and many others.

### *Fire Life Safety (FLS)*

The primary responsibility of the department is to support the BART Safety Management System (SMS) program by minimizing the risks associated with fire and smoke events for the BART system. This responsibility includes performing inspections of facilities and infrastructure, conducting FLS assessment activities, investigating fire/smoke incidents, and enforcing BART Facilities Standards, federal and state laws, and city ordinances pertaining to fire protection and life safety. The Fire Life Safety department will work in conjunction with Safety Certification processes to join BART projects at concept level in order to address issues related to Fire Life Safety requirements in the development

or modification of new BART stations/facilities. The Fire Life Safety department will serve as the single point of contact for local and state fire agencies on matters of policy, training, familiarization and hosting the Fire Liaison Committee.

#### Office of Technology

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

#### Office of the General Counsel<sup>15</sup>

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

- Board of Directors: Review all matters submitted to the Board and respond to all questions referred to the Office of the General Counsel
- Litigation: Defend BART's interests in matters handled inhouse and provide clear direction and control of litigation referred
- Labor Relations: Provide accurate and timely legal advice on labor matters including contract negotiations, arbitrations, terminations and discipline
- Human Resources: Provide accurate and timely legal advice on all Human Resources matters including compliance of District policies and procedures (concerning wages, working conditions and benefits) with legal requirements and Board action
- Contracts & Agreements: Review, revise as necessary, and approve contracts and agreements of all types in support of BART

#### Office of the Controller-Treasurer<sup>16</sup>

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

- Formulates, develops and implements policies and procedures that maintain and improve the District's financial position;
- Develops new sources of funding and financial forecasts to identify and plan for future cash flow needs and to ensure that the District has adequate funding to meet ongoing and project commitments;
- Manages and update the District's Financial Stability Policy, Investment Policy and Debt Service Policy and develop a means for the establishment of adequate operating and working capital reserves to support the District's operations;
- Invest District funds;
- Issues and monitors District bonds; manages required disclosures and the payments of bond debt service;
- Pays District's obligations, administer timekeeping, prepare and distribute payroll, monitor, control and account for cash collected, coordinate and monitor variances;
- Administer General Ledger closing, prepare annual financial statements, and handle the audits of the District's books and records;

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<sup>15</sup> Board appointed position

<sup>16</sup> Board appointed position



- Process billing and collections of grants and handle related financial reporting and audits;
- Ensures that the District complies with regulatory financial filing requirements;
- Administers the Debit/Credit Card Ticket Program, EZ Rider Parking Program, Group Sales Program, Customer Refund Claims, and off-site ticket sales;
- Formulates and implements risk management strategies. Manages, design and procure various line of insurance and self-insurance programs;
- Reviews and processes liability, property and workers compensation claims, and provide management and oversight of all third-party litigation.
- Controller-Treasurer is the Trustee of the Retiree Health Benefit Trust, Survivor Benefit Trust and Pension Liability Trust.

#### Office of the District Secretary<sup>17</sup>

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

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

#### Office of Administration

The Office of Administration provides comprehensive human resources, procurement, and labor relations services to BART. The Human Resources Department is responsible for managing compensation and analytics, benefits, human resources information systems, absence and leave management, talent acquisition, workforce development, and Substance abuse programs for BART's employees. The Procurement Department oversees contract management, inventory management, logistics, purchasing and strategic maintenance across the BART system. The Labor Relations Department is responsible for fostering effective and cooperative labor-management relationships between BART and its labor unions and charged with negotiating, administering and resolving grievances and employment issues related to agreements for BART's five represented bargaining units.

#### Office of External Affairs

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

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<sup>17</sup> Board appointed position

### Police Department

The BART Police Department is a 24/7 full-service law enforcement agency that provides police services for the San Francisco Bay Area Rapid Transit District. The BART Police Department is comprised of both sworn and non-sworn personnel. The Department's sworn personnel are comprised of the following classifications: Chief of Police, Deputy Chiefs, Lieutenants, Sergeants, and Police Officers. The Department Bureaus are: Operations, Support Services, Personnel & Training and Progressive Policing & Community Engagement. The Department's non-sworn personnel are comprised of the following classifications: Community Service Officers, Transit Ambassadors, Fare Inspection Officers, Police Dispatchers, Civilian Supervisors, Revenue Protection Guards, Police Administrative Specialists, Police Administrative Analyst, Director of Security Programs, Manager of Security Programs, CALEA Accreditation Manager, Executive Assistant, Crime Analyst, Crisis Intervention Specialist and CAD/RMS Administrator. The Department is a signatory to the Bay Area's mutual-aid pacts with allied law enforcement agencies in order to obtain assistance during major emergencies, critical incidents and tactical callouts. The Department has a variety of specialized assignments that include: Central County SWAT Team, Critical Asset Patrol Team, Criminal Investigations, FBI Joint Terrorism Task Force, Narcotics Task Force, Background Investigations, Training Officer, Evidence Technician, Motorcycle Officer, Bicycle Officer, and Electric Personal Vehicle Operator.

In August of 2020, the BART Police Department created the Progressive Policing & Community Engagement Bureau under the command of Deputy Chief Angela Averiett. The Bureau's mission is to engage the BART Police Department in leading transparent, equitable, and innovative policing practices to improve public safety across the diverse communities in which BART serves. The Bureau is committed to rebuilding trust and nurturing relationships between communities and law enforcement through a culture of accountability, responsibility, and collaboration. The Progressive Policing & Community Engagement Bureau includes the Transit Ambassadors, Crisis Intervention Specialists and Community-Oriented Policing Unit.

### Operations

Operations ensures BART fulfills its mission to provide safe, clean, reliable and customer-friendly regional public transit service by providing engineering, maintenance frontline employees for BART's 50 stations, 131.4 miles of track, control systems and infrastructure, passenger trains and work equipment. Operations also manages and delivers major capital infrastructure and vehicle programs. Operations includes the following departments: Transportation, Rolling Stock & Shops, Maintenance & Engineering, Fire Life Safety and Operations Planning.

### Office of Design & Construction

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

### Office of Planning & Development

Planning & Development (P&D) focuses on customer access needs, long-range planning, energy procurement and transit-oriented development. P&D includes the following departments: Customer Access, Property Development & Real Estate, Station Area Planning, Strategic Planning, Sustainability, and Link 21.

### Office of Performance & Budget

Performance & Budget develops and manages BART's operating and capital budgets; manages grant compliance and reporting; develops BART's Short Range Transit Plan/Capital Improvement Program (SRTP/CIP) and implements financial planning strategy and analysis; leads grant advocacy and pursuit of external funds; develops and implements fare policy and fare changes; supports the Clipper® program; conducts internal audits and capital project support; and promotes and advances efficiency, effectiveness, and economy through continuously monitoring, managing and improving business performance across BART. Performance & Budget includes the following departments: Budget, Financial Planning, Funding Strategy and Performance & Audit.

### Capitol Corridor

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

### Office of the Independent Police Auditor<sup>18</sup>

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

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

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<sup>18</sup> Board appointed position

### Office of the Inspector General<sup>19</sup>

The Office of the Inspector General provides independent oversight of District programs and operations to ensure that the District makes effective use of its revenues and operates efficiently, effectively, and in compliance with applicable federal and state laws. It accomplishes this by conducting audits and investigations to:

- Identify fraud, waste, and abuse, and opportunities for efficiencies in the administration of programs and operations.
- Identify opportunities to improve the data used to determine project resource allocations
- Identify best practices and recommend policies to enable the District to adopt these practices
- Recommend policies promoting efficiency in the administration of programs and operations
- Ensure BART administration, the Board of Directors, the California State Legislature, and the public

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<sup>19</sup> Board appointed position

**Attachment D – Position Summary Schedule**

Department	FY21		FY22		FY23 Adopted	
	Operating	Capital	Operating	Capital	Operating	Capital
<b>TOTAL ALL DEPARTMENTS</b>	<b>3,336.1</b>	<b>1,001.7</b>	<b>3,409.5</b>	<b>1,023.1</b>	<b>3,479.9</b>	<b>1,092.3</b>
<b>General Manager</b>	<b>33.0</b>	<b>13.0</b>	<b>35.0</b>	<b>13.0</b>	<b>37.0</b>	<b>16.0</b>
Administration	5.0	-	5.0	-	5.0	-
Civil Rights	13.0	8.0	13.0	8.0	15.0	11.0
Fire Life Safety	2.0	1.0	2.0	1.0	2.0	1.0
System Safety	13.0	4.0	15.0	4.0	15.0	4.0
<b>General Counsel</b>	<b>17.0</b>	<b>4.0</b>	<b>17.0</b>	<b>2.0</b>	<b>17.0</b>	<b>2.0</b>
<b>Controller-Treasurer</b>	<b>95.0</b>	<b>10.0</b>	<b>93.0</b>	<b>8.0</b>	<b>94.0</b>	<b>8.0</b>
Administration	2.0	-	2.0	-	2.0	-
Assistant Controller	38.0	9.0	37.0	7.0	38.0	7.0
Assistant Treasurer	51.0	-	50.0	-	50.0	-
Insurance	4.0	1.0	4.0	1.0	4.0	1.0
<b>District Secretary</b>	<b>7.0</b>	<b>-</b>	<b>7.0</b>	<b>-</b>	<b>7.0</b>	<b>-</b>
<b>Administration</b>	<b>137.6</b>	<b>17.0</b>	<b>139.6</b>	<b>13.0</b>	<b>139.6</b>	<b>13.0</b>
Administration	3.0	-	3.0	-	2.0	-
Human Resources	35.6	8.0	39.6	4.0	42.6	4.0
Procurement	90.0	9.0	90.0	8.0	89.0	9.0
Labor Relations	9.0	-	7.0	-	6.0	-
<b>External Affairs</b>	<b>44.5</b>	<b>8.3</b>	<b>43.4</b>	<b>5.8</b>	<b>44.4</b>	<b>5.8</b>
Administration	2.8	0.3	2.8	0.3	2.8	0.3
Communications	7.0	2.0	8.5	1.5	8.5	1.5
Customer Services	14.0	2.0	12.0	2.0	12.0	2.0
Govt. & Community Relations	8.0	-	7.0	-	8.0	-
Marketing and Research	12.8	4.0	13.1	2.0	13.1	-
<b>Police</b>	<b>381.0</b>	<b>3.0</b>	<b>402.0</b>	<b>3.0</b>	<b>413.2</b>	<b>3.0</b>
<b>Operations</b>	<b>2,486.3</b>	<b>819.1</b>	<b>2,538.9</b>	<b>862.9</b>	<b>2,602.4</b>	<b>916.8</b>
Administration	2.0	-	2.0	-	2.0	-
BART to Antioch/BART-to-OAK*	68.0	-	57.0	-		
Maintenance and Engineering*	703.5	737.6	705.3	778.2	746.4	775.1
Operations Planning	13.0	6.0	12.0	6.0	12.0	7.0
Rolling Stock & Shops*	703.0	70.0	760.8	72.0	780.8	128.0
Transportation*	996.9	5.5	1,001.9	6.8	1,061.3	6.8
<b>Design &amp; Construction</b>	<b>4.3</b>	<b>70.8</b>	<b>4.3</b>	<b>64.8</b>	<b>4.3</b>	<b>78.8</b>
Administration	1.1	2.0	1.1	5.0	1.1	21.0
District Architect	1.7	4.3	1.7	5.3	1.7	5.3
Extensions	1.5	64.5	1.5	54.5	1.5	52.5
<b>Performance &amp; Budget</b>	<b>30.5</b>	<b>11.5</b>	<b>27.5</b>	<b>10.5</b>	<b>34.5</b>	<b>8.5</b>
Administration	4.0	-	4.0	-	2.0	-
Budget	13.0	4.0	10.0	3.0	14.0	2.0
Financial Planning*	7.5	4.5	7.5	5.5	5.0	3.0
Funding Strategy					7.5	1.5
Performance & Audit	6.0	3.0	6.0	2.0	6.0	2.0

Department	FY21		FY22		FY23 Preliminary	
	Operating	Capital	Operating	Capital	Operating	Capital
<b>Chief Information Officer</b>	<b>62.5</b>	<b>2.5</b>	<b>60.5</b>	<b>2.5</b>	<b>60.5</b>	<b>2.5</b>
<b>Capitol Corridor</b>	-	<b>21.0</b>	-	<b>20.0</b>	-	<b>22.0</b>
<b>Independent Police Auditor</b>	<b>3.0</b>	-	<b>5.0</b>	-	<b>5.0</b>	-
<b>Inspector General</b>	-	<b>3.0</b>	<b>3.0</b>	-	<b>3.0</b>	-
<b>Planning &amp; Development</b>	<b>34.4</b>	<b>18.7</b>	<b>33.4</b>	<b>17.7</b>	<b>36.1</b>	<b>17.0</b>
Administration	0.5	0.5	0.5	0.5	0.8	0.3
Customer Access	9.5	1.5	8.5	1.5	8.5	0.5
Link 21	1.0	3.0	-	5.0	-	7.0
Real Estate & Property Dev.	12.9	7.2	13.9	5.2	16.8	3.2
Station Area Planning	4.0	3.0	4.0	2.0	4.0	2.0
Strategic & Policy Planning	4.0	1.0	4.0	1.0	3.5	1.5
Sustainability	2.5	2.5	2.5	2.5	2.5	2.5
<b>TOTAL</b>	<b>3,336.1</b>	<b>1,001.7</b>	<b>3,409.5</b>	<b>1,023.1</b>	<b>3,497.9</b>	<b>1,092.3</b>
<i>*Creation/removal of department or impacted by reorganization</i>						

## 1.9 Attachment E – Acronyms

Acronym/Term	Definition
<b>ADA</b>	Americans with Disabilities Act
<b>ADC</b>	Actuarially Determined Contributions
<b>AFSCME</b>	American Federation of State, County and Municipal Employees
<b>ARP</b>	American Rescue Plan
<b>ATU</b>	Amalgamated Transit Union
<b>BART</b>	Bay Area Rapid Transit District
<b>BPCRB</b>	BART Police Citizen Review Board
<b>BPMA</b>	BART Police Managers' Association
<b>BPOA</b>	BART Police Officers' Association
<b>BSPF</b>	BART Strategic Plan Framework
<b>CalSTA</b>	California State Transportation Agency
<b>CALEA</b>	Commission on Accreditation for Law Enforcement Agencies
<b>CARB</b>	California Air Resources Board
<b>CARES</b>	Coronavirus Aid, Relief, and Economic Security Act
<b>CARP</b>	Capital Asset Replacement Program
<b>CBTC</b>	Communication-Based Train Control
<b>CCJPA</b>	Capital Corridor Joint Powers Authority
<b>CCP</b>	Core Capacity Program
<b>CCRP</b>	Commercial Communications Revenue Program
<b>CCTV</b>	Closed-Circuit Television
<b>CDC</b>	Centers for Disease Control
<b>CIG</b>	Capital Investment Grant
<b>COVID-19</b>	Coronavirus Disease 2019
<b>CPI</b>	Consumer Price Index
<b>CPUC</b>	California Public Utilities Commission
<b>CY</b>	Calendar Year
<b>D&amp;C</b>	Design and Construction
<b>DCC</b>	Doppelmayr Cable Car
<b>DOT</b>	Department of Transportation
<b>EBPC</b>	East Bay Paratransit Consortium
<b>EGIS</b>	Enterprise Geographic Information System
<b>ESP</b>	Earthquake Safety Program
<b>FLS</b>	Fire Life Safety
<b>FTA</b>	Federal Transit Administration
<b>FOTF</b>	Fleet of the Future
<b>FTE</b>	Full-Time Equivalent
<b>FY</b>	Fiscal Year
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GFOA</b>	Government Finance Officers Association
<b>GO</b>	General Obligation bonds
<b>HMC</b>	Hayward Maintenance Complex
<b>IG</b>	Inspector General

Acronym/Term	Definition
IPA	Independent Police Auditor
LCFS	Low Carbon Fuel Standard
LCTOP	Low Carbon Transit Operations Program
M&E	Maintenance and Engineering
MBF	Means-based Fare
Measure RR	BART Safety, Reliability, and Traffic Relief Program
MET	Joseph P. Bort MetroCenter Building
MPPP	Money Purchase Pension Plan
MTC	Metropolitan Transportation Commission
O&M	Operating and Maintenance
OAK	Oakland International Airport
OCIO	Office of the Chief Information Officer
OCT	Office of the Controller-Treasurer
OGC	Office of the General Counsel
OGM	Office of the General Manager
P&D	Planning and Development
PEPRA	California Public Employees' Pension Reform Act
PPE	Personal Protective Equipment
QFR	Quarterly Financial Report
RS&S	Rolling Stock and Shops
SB	Senate Bill
SEIU	Service Employees International Union
SF HOT	San Francisco Homeless Outreach Team
SFCTA	San Francisco County Transportation Authority
SFMTA	San Francisco Municipal Transportation Agency
SFO	San Francisco International Airport
SMP	Strategic Maintenance Program
SMS	Safety Management System
SPUR	San Francisco Bay Area Planning and Urban Research Association
SRTP/CIP	Short Range Transit Plan/Capital Improvement Program
STA	State Transit Assistance
SVBX	Silicon Valley Berryessa Extension
TCCCP	Transbay Corridor Core Capacity Project
TCMP	Train Control Modernization Project
TIF	Transportation Improvement Fee
TIRCP	Transit and Intercity Rail Capital Program
TOD	Transit Oriented Development
TPH	Trains Per Hour
TPSS	Traction Power Substations
TSAC	Transit Security Advisory Committee
VTA	Santa Clara Valley Transportation Authority



## 1.10 Attachment F – Glossary

Term	Definition
Accrual Basis of Accounting	A method of accounting which recognizes expenses when incurred and revenues when earned.
Actuarially Determined Contribution	The amount needed to fund pension benefits over time as determined by actuarial reports.
Alameda-Contra Costa Transit District (AC Transit)	The Alameda-Contra Costa Transit District is the third-largest public bus system in California, serving 13 cities and adjacent unincorporated areas in Alameda and Contra Costa counties. <sup>20</sup>
Arbitration	The hearing and determining of a dispute or the settling of differences between parties by a person or persons chosen or agreed to by them.
Audit	An official examination and verification of accounts and records.
BART Strategic Plan Framework	Adopted by the BART Board of Directors in 2015, the BART Strategic Plan Framework (BSPF) documents BART’s organizational objectives including our mission, vision, goals and strategies.
BART System	An electrically powered rapid transit commuter rail system serving the residents of the San Francisco Bay Area.
Balanced Budget	A budget where revenue and expenses are equal.
CalPERS	The California Public Employees' Retirement System is an agency in the state of California which manages the pension and health benefits for BART employees.
Caltrain	Caltrain is a commuter railroad operating between San Francisco and San José, with limited service to Gilroy. Caltrain is owned and operated by the Peninsula Corridor Joint Powers Board, which is made up of representatives from the City and County of San Francisco, the San Mateo County Transit District and the Santa Clara Valley Transportation Authority. <sup>21</sup>
Caltrans	Caltrans manages more than 50,000 miles of California's highway and freeway lanes, provides inter-city rail services, permits more than 400 public-use airports and special-use hospital heliports, and works with local agencies. Caltrans carries out its mission of providing a safe, sustainable, integrated and efficient transportation system to enhance California's economy and livability, with six primary programs: Aeronautics, Highway Transportation, Mass Transportation, Transportation Planning, Administration and the Equipment Service Center. <sup>22</sup>
Capital Asset	An asset with a useful life of more than one year that is capitalized in accordance with GAAP with a value greater than \$5,000.

<sup>20</sup> “Facts and Figures.” AC Transit, [actransit.org/about-us/facts-and-figures/](http://actransit.org/about-us/facts-and-figures/).

<sup>21</sup> Caltrain Fast Facts, [caltrain.com/Assets/Public+Affairs/Fact+Sheets/TA+Fact+Sheet+FY2017.pdf](http://caltrain.com/Assets/Public+Affairs/Fact+Sheets/TA+Fact+Sheet+FY2017.pdf).

<sup>22</sup> California, State of. “About Caltrans.” About Caltrans | Caltrans, [dot.ca.gov/about-caltrans](http://dot.ca.gov/about-caltrans).

Term	Definition
Capitol Corridor	An intercity passenger train system that provides service in Placer, Sacramento, Yolo, Solano, Contra Costa, Alameda, San Francisco and Santa Clara counties managed through the Capitol Corridor Joint Powers Authority (CCJPA) which BART is a member of and provides day-to-day management support. <sup>23</sup>
Clipper	Clipper® is the Bay Area’s all-in-one transit-fare payment card. MTC operates Clipper in partnership with the region’s 20-plus different transit agencies. <sup>24</sup>
Close (Year-End/Monthly)	Following the finance departments posting of all transactions in a given period, the period is considered closed. Subsequent reporting and analysis can then be completed on the time period.
Commercial Communications Revenue Program	License agreements which work to expand BART’s commercial fiber and wireless telecommunications revenue footprint.
Communication-Based Train Control (CBTC)	A railway signaling system that makes use of the telecommunications between the train and track equipment for traffic management and infrastructure control. <sup>25</sup>
COVID-19 Operating Measures	Measures implemented by BART in response to the pandemic: Enhanced cleaning of vehicles, stations, and facilities; Longer trains to reduce crowding; Deployment of PPE; Reduced customer touchpoints in station areas; Clear customer communication on new safety protocols.
Customer Satisfaction Survey	An independent research firm surveys BART customers every two years to gauge customer satisfaction, and BART uses the results to focus resources on areas that need the most improvement.
Depreciation	A reduction in the value of an asset with the passage of time.
District	The three counties which make up BART's special-purpose district; Alameda, Contra Costa and San Francisco.
Enterprise Fund	The fund structure utilized by BART to report financial activities.
Fare Evasion	The act of circumventing barriers, fare gates or tailgating to avoid payment on a transit system.
Fare Policy	The collective policies which make up BART's fare structure.
Financial Stability Policy	BART's financial policy which aims to manage finances for both the short and long term. Goals include maintaining adequate reserves, the highest possible credit rating, establishing a fare structure to maintain revenues and align with operating costs while ensuring the delivery of safe, quality and efficient service to meet demand.

<sup>23</sup> “CCJPA Service, Capitol Corridor Services.” Capitol Corridor, [capitolcorridor.org/ccjpa-service/](http://capitolcorridor.org/ccjpa-service/).

<sup>24</sup> “Your All-In-One Transit Card: Operate + Coordinate: Our Work.” Metropolitan Transportation Commission, [mtc.ca.gov/our-work/operate-coordinate/traveler-services/your-all-one-transit-card](http://mtc.ca.gov/our-work/operate-coordinate/traveler-services/your-all-one-transit-card).

<sup>25</sup> Communications-Based Train Control (CBTC) |, [railsystem.net/communications-based-train-control-cbtc/](http://railsystem.net/communications-based-train-control-cbtc/).

Term	Definition
Fiscal Year	BART's fiscal year begins on July 1st of each year and concludes on June 30th of the following calendar year.
Fixed Guideway System	A public transportation facility using and occupying a separate right-of-way or rail for the exclusive use of public transportation and other high occupancy vehicles. <sup>26</sup>
Fleet of the Future (FOTF)	BART's new rail cars developed by Bombardier which began to enter service in 2018.
Full-Time Equivalent (FTE)	Employee hours reflected in the form of individual, full-time employees.
Fund	A sum of money and/or resources designated for a specific objective.
Fund Balance	The accounting of the organization's funds at the beginning of the fiscal year, the preliminary unaudited sources and uses of funds during the fiscal year, and the preliminary ending balances as of the end of the fiscal year.
General Obligation Bonds	A municipal bond backed by the issuing state or local government.
Golden Gate Transit	Based in San Francisco, the Golden Gate Bridge, Highway and Transportation District operates the Golden Gate Bridge, and two public transit systems: Golden Gate Transit buses and Golden Gate Ferry. <sup>27</sup>
Hayward Maintenance Complex	A new maintenance and repair facility being constructed to support BART operations of both the legacy rail cars and the Fleet of the Future.
Headways	The time interval or distance between two vehicles, as automobiles, ships, or railroad or subway cars, traveling in the same direction over the same route. <sup>28</sup>
Interlocking	Referring to the signaling field, a Railway Interlocking is a set of signal apparatus placed on the track in order to prevent conflicting movements among trains, through an arrangement of track devices such as junctions, derails and crossings. <sup>29</sup>
Low Carbon Fuel Standard Program	A California policy which allows low and zero carbon fuel producers and transportation providers to generate credits and requires high carbon-intensity fuel providers (primarily oil refineries) to purchase credits while they work to reduce their carbon content.
Means-Based Fare	The MTC program which allows adults whose annual earnings are up to 200% of the federal poverty level to qualify for a fare discount.
Measure RR	Measure RR, a San Francisco Bay Area Rapid Transit District bond measure which authorizes BART to issue and sell bonds of up to \$3.5B in general obligation (GO) bonds.
Metropolitan Transportation Commission	MTC is the transportation planning, financing and coordinating agency for the nine-county San Francisco Bay Area. <sup>30</sup>

<sup>26</sup> Transportation Equity Act for the 21st Century, [fhwa.dot.gov/tea21/h2400iii.htm](http://fhwa.dot.gov/tea21/h2400iii.htm).

<sup>27</sup> "About Us." Golden Gate Transportation District, [goldengate.org/organization/](http://goldengate.org/organization/).

<sup>28</sup> "Headway." Dictionary.com, Dictionary.com, [dictionary.com/browse/headway](http://dictionary.com/browse/headway).

<sup>29</sup> "Railway Interlocking: How Does It Work?" Railwaysignalling.eu, 24 Feb. 2014, [railwaysignalling.eu/railway-interlocking-principles](http://railwaysignalling.eu/railway-interlocking-principles).

<sup>30</sup> "MTC Homepage." Metropolitan Transportation Commission, [mtc.ca.gov/](http://mtc.ca.gov/).

Term	Definition
New Transbay Rail Crossing Program	A suite of projects across the 21-county Northern California megaregion that will transform the megaregion’s rail network. One of the main projects is to double BART’s capacity for Transbay service between Oakland and the East bay. It will also create a direct regional rail link that will connect the East Bay, Central Valley and Sacramento with the San Francisco Peninsula.
Next Generation Fare Gates	Newly designed fare gates to improve reliability and maintainability, while reducing fare evasion and enhancing security.
Northern California Megaregion	The 21-county region in Northern California which includes Alameda, Contra Costa, El Dorado, Marin, Merced, Monterey, Napa, Placer, Sacramento, San Benito, San Francisco, San Joaquin, San Mateo, Santa Clara, Santa Cruz, Solano, Sonoma, Stanislaus, Sutter, Yolo and Yuba counties as defined by the San Francisco Bay Area Planning and Urban Research Association (SPUR).
Operating Reserve	A fund balance set aside for use when unexpected losses or expenses occur.
Pacific Gas & Electric	A utility that operates in California to provide electricity and gas.
Passenger Environment Survey	Routine surveys conducted aboard BART trains to obtain feedback from passengers regarding their experience on a specific day.
Pension Reform	Known in California as the Public Employees' Pension Reform Act (PEPRA) which places compensation limits on members in addition to other stipulations, effectively creating a two-tier retirement system made up of Classic (legacy employees) and PEPRA employees, hired on or after the specified date in the legislation. <sup>31</sup>
Preliminary Budget	A budget submitted for review to the BART Board of Directors prior to final adoption.
Proforma Budget	The baseline budget which presents estimated revenues and expenditures prior to other significant changes being finalized.
Proposition 13	An amendment to the Constitution of California that provides guidelines for assessment and taxation of real property.
Purchased Transportation	Transportation service purchased by a public entity from another transit agency.
Quality of Life	A reference to initiatives and efforts that focus on improving safety, security and cleanliness throughout the BART System.
Quarterly Financial Report	A report produced each quarter throughout the fiscal year to analyze the performance of the fiscal year's budget to actual spending in that quarter and fiscal year-to-date. Variance analysis is conducted on substantial variances and highlighted in the report.

<sup>31</sup> “Public Employees’ Pension Reform Act.” CalPERS, [calpers.ca.gov/page/about/laws-legislation-regulations/public-employees-pension-reform-act](http://calpers.ca.gov/page/about/laws-legislation-regulations/public-employees-pension-reform-act).

Term	Definition
Regional Measure 3 (RM3)	A ballot measure to finance a comprehensive suite of highway and transit improvements through an increase to tolls on the region's seven state-owned toll bridges. <sup>32</sup>
Ridership	In public transportation, ridership refers to the number of people using a transit service.
Rolling Stock	Locomotives, carriages, wagons, or other wheeled vehicles used on a railroad.
Sales Tax Revenue Bonds	A municipal bond backed by the revenue from sales tax.
San Francisco Municipal Transportation Agency (SFMTA)	The SFMTA is a department of the City and County of San Francisco responsible for the management of all ground transportation in the city. The SFMTA has oversight over the Municipal Railway (Muni) public transit, as well as bicycling, paratransit, parking, traffic, walking, and taxis. <sup>33</sup>
San Mateo County Transit District (SamTrans)	The San Mateo County Transit District is the administrative body for the principal public transit and transportation programs in San Mateo County: SamTrans bus service, including Redi-Wheels & RediCoast paratransit service, Caltrain commuter rail and the San Mateo County Transportation Authority. <sup>34</sup>
Santa Clara Valley Transportation Authority	A special district responsible for public transit services, congestion management, specific highway improvement projects, and countywide transportation planning for Santa Clara County, CA. <sup>35</sup>
Short Range Transit Plan/Capital Improvement Program	The Short Range Transit Plan/Capital Improvement Program (SRTTP/CIP) provides an overview of BART's long-term operating and capital financial outlook, and as such is a guiding document for staff and policymakers. It helps inform BART's yearly budget process and assesses system performance.
Silicon Valley Berryessa Extension, Phase I	A planned 10-mile extension of the BART System into Santa Clara County continuing from the Warm Springs Station in Southern Fremont and continuing into the Berryessa district of San José.
Single Tracking	Moving rolling stock or trains going in both directions along a single line of track.
State of Good Repair	Senate Bill (SB) 1, The Road Repair and Accountability Act of 2017 authorizing funding for public transit agencies.
State Transit Assistance	Funding received from passage of Senate Bill (SB) 1, The Road Repair and Accountability Act of 2017. Also known as the State of Good Repair program.

<sup>32</sup> "Regional Measure 3: Fund + Invest: Our Work." Metropolitan Transportation Commission, [mtc.ca.gov/our-work/fund-invest/toll-funded-investments/regional-measure-3](http://mtc.ca.gov/our-work/fund-invest/toll-funded-investments/regional-measure-3).

<sup>33</sup> Belov, Charles. "About the SFMTA." SFMTA, San Francisco Municipal Transportation Agency, 7 June 2019, [sfmta.com/about-sfmta](http://sfmta.com/about-sfmta).

<sup>34</sup> "About SamTrans." Caltrain Website, [samtrans.com/about.html](http://samtrans.com/about.html).

<sup>35</sup> "Member Profile." Santa Clara Valley Transportation Authority (VTA) | California Association of Councils of Government (CALCOG), [calcog.org/index.php?src=directory&view=members&srctype=detail&back=members&refno=66](http://calcog.org/index.php?src=directory&view=members&srctype=detail&back=members&refno=66).

Term	Definition
Station Access Policy	The BART Station Access Policy is designed to support the broader livability goals of the Bay Area, reinforce sustainable communities, and enable riders to get to and from stations safely, comfortably, affordably, and cost-effectively.
Station Hardening	The act of reinforcing, repairing, and/or upgrading equipment at stations in an effort to reduce fare evasion.
The CARES Act	The Coronavirus Aid, Relief, and Economic Security Act the president signed on March 27, 2020, which provides \$2 trillion across a host of domestic funding and relief programs to support efforts to respond to and prepare for recovery from the COVID-19 pandemic.
Traction Power Network	An electricity grid for the supply of electrified rail networks.
Train Control Modernization	Removing aging train control equipment from the BART System and upgrading to a new CBTC system.
Transbay Corridor Core Capacity Project (STCCCP)	TCCCP will allow BART to operate up to 30 ten-car trains per hour (300 cars) in each direction on the existing Transbay Tube, maximizing throughput in the most heavily used part of the system. The project includes four elements: 306 additional rail cars to provide the additional trains needed, a new Communications-Based Train Control system that will allow closer headways, a new rail car storage yard at the Hayward Maintenance Complex (Phase 2), and additional traction power substations to provide the additional power needed for the more frequent service.
Transbay Tube/Transbay Corridor	A 3.6-mile underwater rail tunnel which carries BART's four Transbay lines under San Francisco Bay between the cities of San Francisco, CA and Oakland, CA.
Transit Oriented Development	The creation of compact, walkable, pedestrian-oriented, mixed-use communities centered around high-quality train systems. <sup>36</sup>
Transportation Network Company	A company that matches passengers with vehicles typically using mobile applications and/or websites. Often referred to as rideshare.
Unfunded Accrued Liability	The excess, if any, of the Actuarial Accrued Liability over the Actuarial Value of Assets. In other words, the present value of benefits earned to date that are not covered by current plan assets. <sup>37</sup>
Way and Structures	The fixed facilities of a railroad including the track and structures needed for its operation. <sup>38</sup>

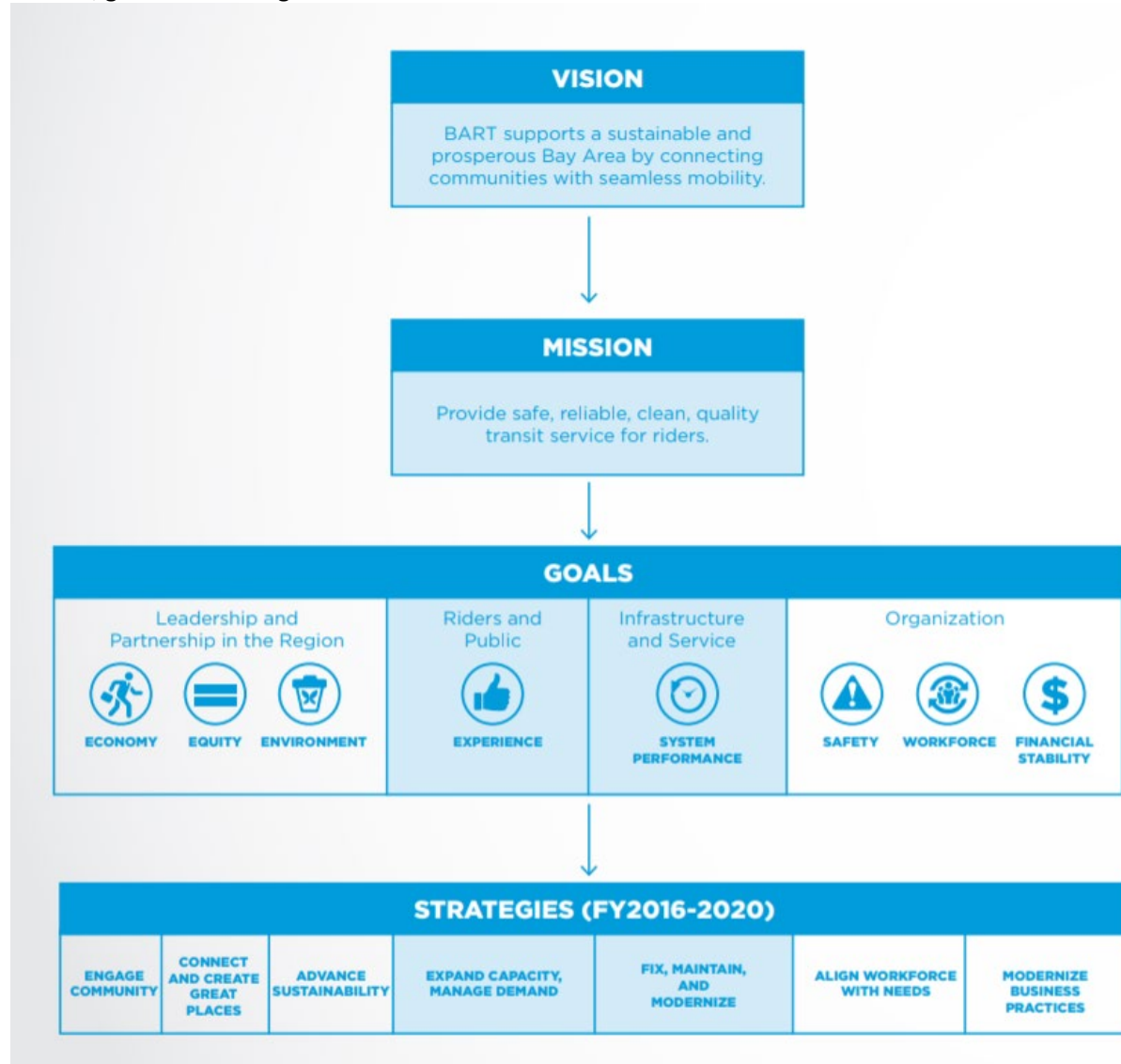
<sup>36</sup> Transit Oriented Development, [tod.org/](http://tod.org/).

<sup>37</sup> "Pension Terminology." Texas Pension Review Board, [prb.state.tx.us/files/education/terminologyfinal.pdf](http://prb.state.tx.us/files/education/terminologyfinal.pdf).

<sup>38</sup> "Way And Structures." Merriam-Webster, Merriam-Webster, [merriam-webster.com/dictionary/way%20and%20structures](http://merriam-webster.com/dictionary/way%20and%20structures).

## 1.11 Attachment G – Two-Year Work Plans & Day-to-Day Activities

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



The COVID-19 pandemic changed the world of public transit and required BART to be nimble and adjust priorities. Within this context of uncertainty, executives from across BART collaborated to identify key BART initiatives over fiscal years 2021-2023 and identified four priority areas to guide the work over the next two years. The four priority areas are:

- Reset for Financial Stability
- Advocacy & Leadership
- Recover & Grow Ridership
- Stay on Track for the Future

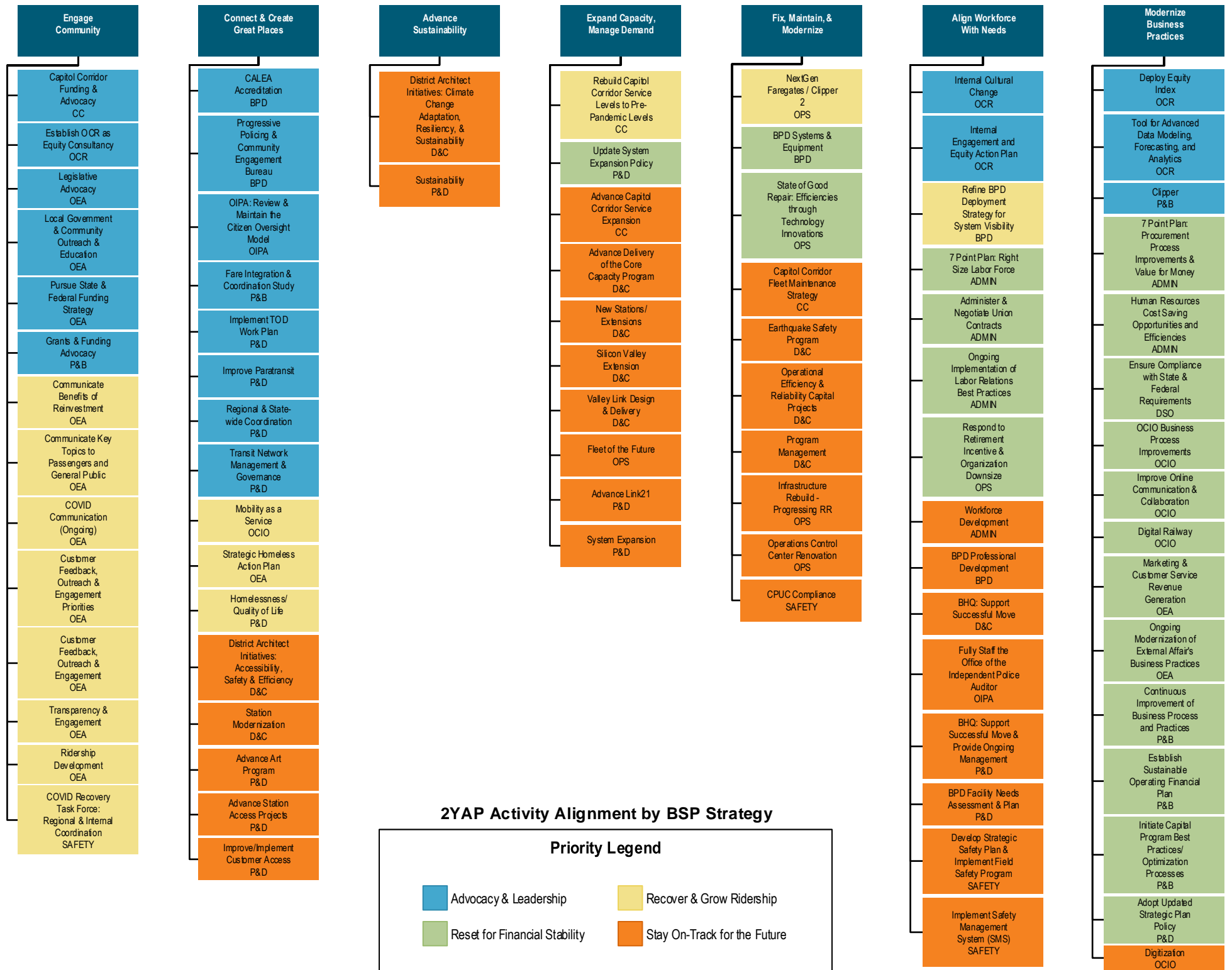
The Two-Year Action Plans connect departmental activities with the four priorities as well as to the BSPF goals and strategies and outlines key sub-activities with specific milestones. These actions are cross

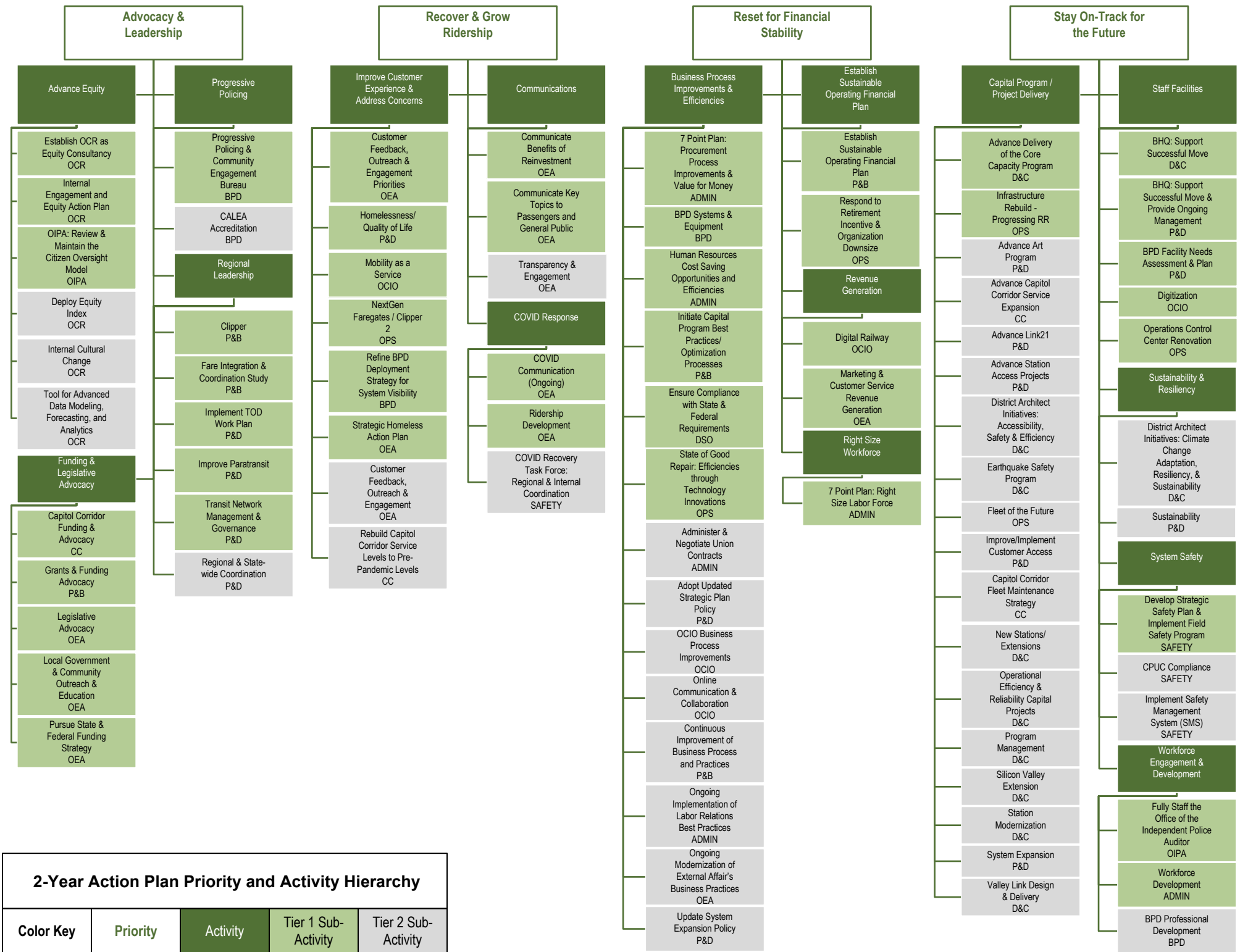
functional in nature; therefore, activities are grouped and reported on by priority area. Each activity is owned by at least one department with supporting departments noted for each action. The responsible department provides guidance across departments to ensure the activity/BSPF Strategy is successfully advanced. In addition to Two-Year Action Plans, each department lists their key day to day activities with performance metrics, and aligns them with a BSPF goal; thus, reflecting how a department's day to day work supports the BSPF goals. Since day-to-day activities are department specific, they are included with the department's organizational chart. Together, the Two-Year Action Plans and Day to Day activities provide transparency on department activities, communicates progress made toward advancing the BSPF, and positions BART to begin to assess risks to accomplishing our organizational objectives.

While major progress has been made on many activities, just over one third of activities are currently behind schedule or stalled. Over half of the delays are due to external dependencies; other reasons were due to department re-prioritization of resources and adjustment of timelines as well as activity-specific delays.

The following graphics summarize actions included in the Two-Year Action Plans, first by BSPF strategies and then by priorities and activities. Additional detail is included in the Two-Year Action Plans and Day to Day Activities that follow.









## 2-Year Action Plan for Priority: Reset for Financial Stability



Respond to the financial crisis brought by the COVID 19 crisis by developing a responsive and nimble operating plan, advancing efficiencies and managing expense, right sizing the agency, and increasing revenue where feasible.

### Business Process Improvements & Efficiencies

<b>Tier: 1</b> 7 Point Plan: Procurement Process Improvements & Value for Money			<b>BSP: MBP</b>	
●	Procurement Metrics Reports <i>Supported by: OCIO, P&amp;B</i>	EO: ADMIN	FY22	Q2
●	Streamline Management Decision Document Procedure <i>Supported by: P&amp;B</i>	EO: ADMIN	FY22	Q3
●	Materials Master Contracting	EO: ADMIN	FY22	Q4
<b>Tier: 1</b> BPD Systems & Equipment			<b>BSP: FMM</b>	
●	Replace Tasers and Body Cameras	EO: BPD	FY22	Q1
●	Move to MET G to Support Patrol Operations and Progressive Policing <i>Supported by: Ops</i>	EO: BPD	FY22	Q1
●	Upgrade Data Collection, Reporting, & Dispatch Systems to meet RIPA (racial & identity profiling act) Data Collection Requirements	EO: BPD	FY22	Q2
●	Complete Implementation of LEFTA (Law Enforcement Field Training Applications)	EO: BPD	FY22	Q2
<b>Tier: 1</b> Ensure Compliance with State & Federal Requirements			<b>BSP: MBP</b>	
●	Perform Federally Required Redistricting to Ensure Population Equity Among the Nine Districts	EO: DSO	FY22	Q4
●	Review Job Descriptions to Ensure Compliance with Conflict of Interest Code	EO: DSO	FY22	Q4
<b>Tier: 1</b> Human Resources Cost Saving Opportunities and Efficiencies			<b>BSP: MBP</b>	
●	HR Strategic Plan	EO: ADMIN	FY21	Q4
●	HR Data Metrics Report	EO: ADMIN	FY21	Q4
●	Reduce Third-party Contracting	EO: ADMIN	FY22	Q2
●	Consolidation of Enterprise Applications	EO: ADMIN	FY22	Q2
●	Phase 1 SOP in Alignment with HR Best Practices Completed	EO: ADMIN	FY23	Q1
<b>Tier: 1</b> Initiate Capital Program Best Practices/Optimization Processes			<b>BSP: MBP</b>	
●	Advance Best Practices for Capital Program Administration Processes <i>Supported by: D&amp;C, Ops, P&amp;D</i>	EO: P&B	Annual	
●	Assess, Monitor & Manage Funding Risks in High Priority/Major Capital Projects	EO: P&B	Annual	
●	Develop & Advance Funding Strategy for Capital Program	EO: P&B	Annual	
●	Implement PPMS Modules: Contract Management, Budget, & Finance <i>Supported by: OCIO</i>	EO: P&B	FY21	Q4

Milestone is Complete

Milestone is Behind Schedule

Future Milestone



## 2-Year Action Plan for Priority: Reset for Financial Stability



Respond to the financial crisis brought by the COVID 19 crisis by developing a responsive and nimble operating plan, advancing efficiencies and managing expense, right sizing the agency, and increasing revenue where feasible.

<b>Tier: 1 State of Good Repair: Efficiencies through Technology Innovations</b>			<b>BSP: FMM</b>	
●	Revenue Vehicle Wheel Impact Detector Bid	EO: OPS	FY21	Q3
●	Consolidate 15 UPS Systems into Single Alert View	EO: OPS	FY22	Q2
●	Reduce Wayside Weather-Related Service Delays: Sensors, Alerts, Data Analytics	EO: OPS	FY22	Q2
●	Revenue Vehicle Wheel Impact Detector Installation	EO: OPS	FY22	Q3
●	Drone Lidar (Structural Inspection: Safety & Maintenance)	EO: OPS	FY23	Q1
●	Geometry Car - Lidar	EO: OPS	FY23	Q2
<b>Tier: 2 Administer &amp; Negotiate Union Contracts</b>			<b>BSP: AW</b>	
●	Pre-Planning for Police Union Negotiations	EO: ADMIN	FY21	Q3
●	Negotiate and Complete Police Union Contracts	EO: ADMIN	FY21	Q3
●	Complete Accretion of eBART <i>Supported by: Ops, Safety</i>	EO: ADMIN	FY21	Q4
●	Implement New Police Union Contracts	EO: ADMIN	FY21	Q4
●	Print & Distribute New AFSCME/ATU/SEIU Collective Bargaining Agreements	EO: ADMIN	FY22	Q1
●	Evaluate Ridership to Inform AFSCME/ATU/SEIU Wage Increase	EO: ADMIN	FY22	Q4
●	Evaluate Ridership to Inform AFSCME/ATU/SEIU Wage Increase	EO: ADMIN	FY23	Q2
<b>Tier: 2 Adopt Updated Strategic Plan Policy</b>			<b>BSP: MBP</b>	
●	Initiate Strategic Plan Update	EO: P&D	FY22	Q3
●	Adopt Updated Strategic Plan	EO: P&D	FY23	Q3
<b>Tier: 2 Continuous Improvement of Business Process and Practices</b>			<b>BSP: MBP</b>	
●	Conduct Process Improvement & Audit Intake & Advance Priority Projects/Audits <i>Supported by: OCIO</i>	EO: P&B	Annual	
●	Implement Accounts Payable Process Improvements <i>Supported by: OCIO</i>	EO: P&B	FY21	Q4
●	Rollout Performance Management Program in Coordination with Strategic Plan Update & Budget Development <i>Supported by: P&amp;D</i>	EO: P&B	FY22	Q3
<b>Tier: 2 Improve Online Communication &amp; Collaboration</b>			<b>BSP: MBP</b>	
●	Roll-out Email to All Staff (Dependent on Funding) <i>Supported by: Admin</i>	EO: OCIO	Annual	
●	Roll-out of eSignature to Departments	EO: OCIO	Annual	

Milestone is Complete

Milestone is Behind Schedule

Future Milestone



## 2-Year Action Plan for Priority: Reset for Financial Stability



Respond to the financial crisis brought by the COVID 19 crisis by developing a responsive and nimble operating plan, advancing efficiencies and managing expense, right sizing the agency, and increasing revenue where feasible.

Tier: 2 Improve Online Communication & Collaboration			BSP: MBP	
●	Initiate Acquisition of eSignature	EO: OCIO	FY21	Q3
●	Migrate Sharepoint to Online: Phase 1 <i>Supported by: Comm</i>	EO: OCIO	FY21	Q4
●	Initiate Phased SharePoint Conversions <i>Supported by: Comm</i>	EO: OCIO	FY22	Q4
Tier: 2 OCIO Business Process Improvements			BSP: MBP	
●	Improve Procurement Process <i>Supported by: Admin</i>	EO: OCIO	Annual	
●	Improve Capital Inventory <i>Supported by: P&amp;B</i>	EO: OCIO	FY21	Q3
●	Scan Invoices & Punch Out Marketplace	EO: OCIO	FY21	Q3
●	Warranty Management	EO: OCIO	FY21	Q4
●	Integrate Virtual Assistant Tool	EO: OCIO	FY21	Q4
●	Initiate Work on OneDrive to Centralize	EO: OCIO	FY22	Q3
●	Improve Inventory Management <i>Supported by: P&amp;B</i>	EO: OCIO	FY22	Q4
●	Implement eSupplier	EO: OCIO	FY23	Q2
Tier: 2 Ongoing Implementation of Labor Relations Best Practices			BSP: AW	
●	Develop Streamlined Grievance Handling Process	EO: ADMIN	FY22	Q1
●	Develop Ongoing Manager Labor Relations Training Curriculum	EO: ADMIN	FY22	Q2
●	Phase 1 Standard Operating Procedure Documentation Completed	EO: ADMIN	FY22	Q3
●	Phase 2 Standard Operating Procedure Documentation Completed	EO: ADMIN	FY23	Q1
●	Electronic Discipline Log <i>Supported by: OCIO</i>	EO: ADMIN	FY23	Q2
Tier: 2 Ongoing Modernization of External Affairs Business Practices			BSP: MBP	
●	Increase Engagement Through Expanded use of Salesforce Platform <i>Supported by: OCIO</i>	EO: OEA	FY21	Q4
●	Modernize & Expand BART Stock Photo Library	EO: OEA	FY22	Q1
●	Digitize Media Legacy Assets	EO: OEA	FY22	Q2
●	Enhance Communications & Marketing Collaboration for Greater Impact <i>Supported by: OEA</i>	EO: OEA	FY22	Q2

Milestone is Complete

Milestone is Behind Schedule

Future Milestone



## 2-Year Action Plan for Priority: Reset for Financial Stability



Respond to the financial crisis brought by the COVID 19 crisis by developing a responsive and nimble operating plan, advancing efficiencies and managing expense, right sizing the agency, and increasing revenue where feasible.

Tier: 2 Update System Expansion Policy			BSP: ECMD	
●	Initiate System Expansion Policy Update	EO: P&D	FY21	Q3
●	Adopt Revised System Expansion Policy	EO: P&D	FY22	Q4

### Establish Sustainable Operating Financial Plan

Tier: 1 Establish Sustainable Operating Financial Plan			BSP: MBP	
●	Reduce Budget to Actuals Variance	EO: P&B	Annual	
●	Explore Opportunities for Ongoing Federal, State, or Regional Operating Subsidy	EO: P&B	Annual	
●	Regularly Update Dynamic 5-Year Revenue & Expenditure Forecast	EO: P&B	FY21	Q3
●	Adopt Balanced FY22 Budget	EO: P&B	FY21	Q4
●	Update Long-term Capital/Operating Outlook (SRTP/CIP)	EO: P&B	FY22	Q3
●	Pursue Rolling Two-Year Budget Beginning in Fiscal Years 23 & 24	EO: P&B	FY22	Q4

Tier: 1 Respond to Retirement Incentive & Organization Downsize			BSP: AW	
●	Retrain to Respond to Need & Ensure Right Skills for Positions <i>Supported by: Admin, OCR</i>	EO: OPS	Annual	
●	Plan for Continuity of Operations	EO: OPS	FY21	Q3

### Revenue Generation

Tier: 1 Digital Railway			BSP: MBP	
●	Complete BUC 2,3,4 Project Work Plans <i>Supported by: OCR</i>	EO: OCIO	FY21	Q4
●	SFMTA Design & Permit <i>Supported by: OCR</i>	EO: OCIO	FY21	Q4
●	Complete Mobility Headend Data Center <i>Supported by: OCR</i>	EO: OCIO	FY22	Q2
●	Complete Fiber for SFMTA & Transbay Tube <i>Supported by: OCR</i>	EO: OCIO	FY22	Q2
●	Complete DAS for SFMTA & Walnut Creek <i>Supported by: OCR</i>	EO: OCIO	FY22	Q2
●	Complete DAS for Fremont tunnel <i>Supported by: OCR</i>	EO: OCIO	FY22	Q4
●	Complete 80 Additional Fiber Miles <i>Supported by: OCR</i>	EO: OCIO	FY23	Q2
●	Complete 85 Additional Wayside Poles <i>Supported by: OCR</i>	EO: OCIO	FY23	Q2

Milestone is Complete

Milestone is Behind Schedule

Future Milestone



## 2-Year Action Plan for Priority: Reset for Financial Stability



Respond to the financial crisis brought by the COVID 19 crisis by developing a responsive and nimble operating plan, advancing efficiencies and managing expense, right sizing the agency, and increasing revenue where feasible.

### Tier: 1 Digital Railway BSP: MBP

- Wi-Fi at Eight Additional BART Stations EO: OCIO    FY23    Q2  
*Supported by: OCR*

### Tier: 1 Marketing & Customer Service Revenue Generation BSP: MBP

- Maximize Advertising Franchise Sales EO: OEA    Annual
- Increase Retail Sales Online & at Stores EO: OEA    Annual  
*Supported by: Comm*
- Resume Buildout of Digital Ad Space EO: OEA    FY21    Q4
- Design and Operate BART Store at BHQ EO: OEA    FY22    Q2

## Right Size Workforce

### Tier: 1 7 Point Plan: Right Size Labor Force BSP: AW

- Assess Need & Renegotiate as Needed EO: ADMIN    Annual  
*Supported by: P&B*
- Complete District Retirement Incentive Program (DRIP) EO: ADMIN    FY21    Q3
- Assess Staffing Needs, Retrain & Reassign EO: ADMIN    FY21    Q4  
*Supported by: Ops, OCR*

#### BSP Strategy Key

Strategy Acronym	Strategy
EC	Engage Community
CCGP	Connect & Create Great Places
AS	Advance Sustainability
ECMD	Expand Capacity, Manage Demand
FMM	Fix, Maintain, & Modernize
AW	Align Workforce With Needs
MBP	Modernize Business Practices

Milestone is Complete

Milestone is Behind Schedule

Future Milestone



## 2-Year Action Plan for Priority: Advocacy & Leadership



BART will continue to take a leadership role on issues critical to the region and community, including regional transit coordination, equity, and progressive policing. BART will also continue to advocate for legislative action and funding that aligns with BART's goals and objectives as well as for funding to enable ongoing service to our riders and region throughout the pandemic and in recovery.

### Advance Equity

<b>Tier: 1</b>	Establish OCR as Equity Consultancy			<b>BSP: EC</b>
●	Develop Consultancy Action Plan	EO: OCR	FY21 Q4	
●	Assess Internal Risk, Identify & Implement KPIs	EO: OCR	FY22 Q2	
●	Build Reputation: Support 3 Current + 3 Upcoming Projects	EO: OCR	FY22 Q3	
●	Advance External Consultancy Work with Partners	EO: OCR	FY23 Q2	
<b>Tier: 1</b>	Internal Engagement and Equity Action Plan			<b>BSP: AW</b>
●	Define BART Racial Equity Framework	EO: OCR	FY21 Q4	
●	Pilot One Project With Equity Taskforce	EO: OCR	FY22 Q2	
●	Rollout Equity Action Plan	EO: OCR	FY22 Q3	
●	Equity Seminar in Each Department	EO: OCR	FY23 Q2	
<b>Tier: 1</b>	OIPA: Review & Maintain the Citizen Oversight Model			<b>BSP: CCGP</b>
●	Initiate the Triennial BOD Review of the Citizen Oversight Model	EO: OIPA	FY22 Q2	
<b>Tier: 2</b>	Deploy Equity Index			<b>BSP: MBP</b>
●	Test Community Metric for Link21 (v0.5)	EO: OCR	FY22 Q1	
●	Assess Internal Equity Metrics (v1.0)	EO: OCR	FY23 Q1	
<b>Tier: 2</b>	Internal Cultural Change			<b>BSP: AW</b>
●	Begin OCR "Cadence" Workshops	EO: OCR	FY23 Q1	
●	Nimble Staffing to Address Projects as Needed	EO: OCR	FY23 Q2	
<b>Tier: 2</b>	Tool for Advanced Data Modeling, Forecasting, and Analytics			<b>BSP: MBP</b>
●	Use of Tool v1.0 Ongoing to FY23 Q2	EO: OCR	FY23 Q2	
●	Tool v2.0 Related to CBTC	EO: OCR	FY23 Q4	

### Funding & Legislative Advocacy

<b>Tier: 1</b>	Capitol Corridor Funding & Advocacy			<b>BSP: EC</b>
●	Advocacy at State and Federal Level	EO: CC	Annual	
<b>Tier: 1</b>	Legislative Advocacy			<b>BSP: EC</b>
●	Monitor/Bring forth Legislation with Nexus to District; Seek to Introduce/Pass Legislation Addressing a Specific Problem/Goal as Identified by the Board and/or Staff	EO: OEA	Annual	

Milestone is Complete

Milestone is Behind Schedule

Future Milestone





## 2-Year Action Plan for Priority: Advocacy & Leadership



BART will continue to take a leadership role on issues critical to the region and community, including regional transit coordination, equity, and progressive policing. BART will also continue to advocate for legislative action and funding that aligns with BART's goals and objectives as well as for funding to enable ongoing service to our riders and region throughout the pandemic and in recovery.

<b>Tier: 1</b> Local Government & Community Outreach & Education			<b>BSP: EC</b>	
● Strategic Engagement of Board of Directors with Community Organizers & Local Elected Officials	EO: OEA	Annual		
● Inform Stakeholders About Projects & Initiatives	EO: OEA	Annual		
<b>Tier: 1</b> Pursue State & Federal Funding Strategy			<b>BSP: EC</b>	
● Ongoing Funding Advocacy: Federal Infrastructure (partner APTA); State Assistance (partner MTC & CTA); Ensure Timely Obligation of CIG Funds for Core Capacity Project	EO: OEA	Annual		
● Advocate for Additional Federal COVID-19 Relief Funding	EO: OEA	FY21	Q3	
<b>Tier: 2</b> Grants & Funding Advocacy			<b>BSP: EC</b>	
● Advance BART Capital Priorities, Including Core Capacity & Next Gen Faregates, for Sales Tax Measures	EO: P&B	Annual		
● Initiate Executive-level Regular Strategy Meetings with Funding Partners	EO: P&B	FY21	Q3	
● Pursue Increased Federal Support for Capital Program, Including STR & Stimulus	EO: P&B	FY22	Q4	
<b>Progressive Policing</b>				
<b>Tier: 1</b> Progressive Policing & Community Engagement Bureau			<b>BSP: CCGP</b>	
● Transit Ambassadors & Crisis Intervention Specialist: Track Demographics to Ensure Equitable Outcomes	EO: BPD	Annual		
● Partner with OEA/Comm on Community Engagement <i>Supported by: Comm, OEA</i>	EO: BPD	Annual		
● Continue Ongoing Partnership with Center for Police & Equity (CPE)	EO: BPD	Annual		
● Officer Wellness Program: Launch BPD Peer Support Team	EO: BPD	FY21	Q1	
● Complete Roll Call Items (RCI)	EO: BPD	FY21	Q3	
● Transit Ambassador Program Full Staffing (10 new positions) <i>Supported by: Admin</i>	EO: BPD	FY22	Q1	
● Staff & Refine Transit Ambassador Program with 20 Crisis Intervention Specialists & 1 Supervisor	EO: BPD	FY22	Q4	
● Expand Officer Wellness Program	EO: BPD	FY22	Q4	
<b>Tier: 2</b> CALEA Accreditation			<b>BSP: CCGP</b>	
● Complete External On-Site Assessment	EO: BPD	FY23	Q2	

Milestone is Complete

Milestone is Behind Schedule

Future Milestone



## 2-Year Action Plan for Priority: Advocacy & Leadership



BART will continue to take a leadership role on issues critical to the region and community, including regional transit coordination, equity, and progressive policing. BART will also continue to advocate for legislative action and funding that aligns with BART's goals and objectives as well as for funding to enable ongoing service to our riders and region throughout the pandemic and in recovery.

### Regional Leadership

<b>Tier: 1</b> Clipper			<b>BSP: MBP</b>	
●	Clipper 2: Exercise Open Payment Option <i>Supported by: OCIO, Ops</i>	EO: P&B	FY21	Q3
●	Clipper 2: Public Launch - Clipper Mobile App <i>Supported by: OCIO, Ops</i>	EO: P&B	FY21	Q4
●	Consider Extending ClipperSTART Pilot <i>Supported by: OCIO, Ops</i>	EO: P&B	FY22	Q1
●	Clipper 2: Complete Account Based System Design & Test <i>Supported by: OCIO, Ops</i>	EO: P&B	FY23	Q1
●	Clipper 2: Start Account Based System Installation <i>Supported by: OCIO, Ops</i>	EO: P&B	FY23	Q2
<b>Tier: 1</b> Fare Integration & Coordination Study			<b>BSP: CCGP</b>	
●	Advance Regional Fare Integration Initiatives	EO: P&B	Annual	
●	Define Regional Fare Integration Fare Structure Options	EO: P&B	FY21	Q3
●	Finalize Regional Fare Integration Study	EO: P&B	FY22	Q2
<b>Tier: 1</b> Implement TOD Work Plan			<b>BSP: CCGP</b>	
●	Initiate R-Line TOD and Access Study	EO: P&D	FY21	Q3
●	RFQ for 1 Berkeley Station	EO: P&D	FY22	Q4
●	Lake Merritt Approval	EO: P&D	FY22	Q4
●	Deliver 140 Housing Units	EO: P&D	FY23	Q2
●	Determine AB 2923 Conformance	EO: P&D	FY23	Q2
●	Deliver 210 Housing Units	EO: P&D	FY23	Q2
●	West Oakland Phase 1 Break Ground	EO: P&D	FY23	Q3
<b>Tier: 1</b> Improve Paratransit			<b>BSP: CCGP</b>	
●	Launch Contactless Paratransit Payment <i>Supported by: OCIO</i>	EO: P&D	FY22	Q2
●	Update Paratransit Route Planning Software	EO: P&D	FY22	Q3
●	RFP for Paratransit Service Contract	EO: P&D	FY22	Q4
●	Award Paratransit Service Contract	EO: P&D	FY23	Q2

Milestone is Complete

Milestone is Behind Schedule

Future Milestone



## 2-Year Action Plan for Priority: Advocacy & Leadership



BART will continue to take a leadership role on issues critical to the region and community, including regional transit coordination, equity, and progressive policing. BART will also continue to advocate for legislative action and funding that aligns with BART's goals and objectives as well as for funding to enable ongoing service to our riders and region throughout the pandemic and in recovery.

Tier: 1 Transit Network Management & Governance			BSP: CCGP	
● Transit Agency Coordination & Response	EO: P&D	Annual		
<i>Supported by: Capitol Corridor, P&amp;B, Ops, Comm, OEA</i>				
● Engage in Transit Network Management (TNM) Discussions as Part of MTC's Blue Ribbon Transit Recovery Task Force	EO: P&D	FY22	Q1	
<i>Supported by: OEA</i>				
● Transformation Action Plan	EO: P&D	FY22	Q1	
<i>Supported by: OEA, Ops, P&amp;B</i>				
● Support Completion of TNM Evaluation and Business Case	EO: P&D	FY22	Q3	
<i>Supported by: OEA, Ops, P&amp;B</i>				
● Implement TNM Consistent with Business Case Recommendations & Legislation	EO: P&D	FY22	Q4	
<i>Supported by: OEA, Ops, P&amp;B</i>				
Tier: 2 Regional & State-wide Coordination			BSP: CCGP	
● Rail Studies Participation	EO: P&D	Annual		
<i>Supported by: Ops</i>				
● Valley Link Environmental Review Comments	EO: P&D	FY21	Q3	
<i>Supported by: Ops, D&amp;C</i>				
● MTC Plan Bay Area Engagement, Review, & Comment	EO: P&D	FY22	Q1	
<i>Supported by: Ops</i>				

### BSP Strategy Key

Strategy Acronym	Strategy
EC	Engage Community
CCGP	Connect & Create Great Places
AS	Advance Sustainability
ECMD	Expand Capacity, Manage Demand
FMM	Fix, Maintain, & Modernize
AW	Align Workforce With Needs
MBP	Modernize Business Practices

Milestone is Complete

Milestone is Behind Schedule

Future Milestone



## 2-Year Action Plan for Priority: Recover & Grow Ridership



Critical to BART's vision, mission and recovery from the COVID pandemic is recovery and growth of ridership. BART will continue to undertake critical activities to recover and grow ridership, focused on customer experience and communication to our riders and the public.

### Communications

#### Tier: 1 Communicate Benefits of Reinvestment BSP: EC

- Communicate Impacts & Benefits of Rebuilding Projects & Capital Investments EO: OEA Annual  
*Supported by: Ops*

#### Tier: 1 Communicate Key Topics to Passengers and General Public BSP: EC

- Not One More Girl EO: OEA FY21 Q3  
*Supported by: P&D*
- Progressive Policing EO: OEA FY21 Q3  
*Supported by: OCR*
- BART TOD Leadership EO: OEA FY21 Q3
- BART Sustainability Best Practice EO: OEA FY22 Q2
- Youth Safety & Gender Equity EO: OEA FY22 Q2  
*Supported by: OCR*
- BART Watch Outreach EO: OEA FY22 Q4  
*Supported by: BPD*
- BART Social Media Playbook EO: OEA FY22 Q4

#### Tier: 2 Transparency & Engagement BSP: EC

- Strategic Virtual Participation EO: OEA Annual  
*Supported by: OEA*
- Office of the Independent Police Auditor Media Tour EO: OEA FY21 Q3
- General Manager Media Tour EO: OEA FY21 Q4
- Police Chief Media Tour EO: OEA FY22 Q1
- Hold Twitter Town Hall EO: OEA FY22 Q2
- Office of the Independent Police Auditor Media Tour Two EO: OEA FY22 Q3
- Launch Renewed Rider Listening Tour EO: OEA FY23 Q2
- Hold Twitter Town Hall EO: OEA FY23 Q2

### COVID Response

#### Tier: 1 COVID Communication (Ongoing) BSP: EC

- Regional Return to Transit Joint Messaging EO: OEA FY21 Q4  
*Supported by: OEA, P&D*
- Update COVID Signage & Messaging EO: OEA FY22 Q1

Milestone is Complete

Milestone is Behind Schedule

Future Milestone



## 2-Year Action Plan for Priority: Recover & Grow Ridership



Critical to BART's vision, mission and recovery from the COVID pandemic is recovery and growth of ridership. BART will continue to undertake critical activities to recover and grow ridership, focused on customer experience and communication to our riders and the public.

<b>Tier: 1</b> COVID Recovery Task Force: Regional & Internal Coordination			<b>BSP: EC</b>	
● Procure PPE 1-Year Stockpile	EO: ADMIN	FY22	Q1	
<i>Supported by: Safety</i>				
<b>Tier: 1</b> Ridership Development			<b>BSP: EC</b>	
● Build BART Ridership Across all Segments: Commute, Off-Peak & Leisure Through Marketing, Advertising, and Promotions	EO: OEA	Annual		
<i>Supported by: Comm</i>				
<b>Tier: 2</b> COVID Recovery Task Force: Regional & Internal Coordination			<b>BSP: EC</b>	
● Coordinate Actions & Responses with Counties, State, & CDC (Including Vaccination)	EO: SAFETY	Annual		
● Manage PPE 1-Year Stockpile	EO: SAFETY	FY22	Q1	
<i>Supported by: Admin</i>				
<b>Improve Customer Experience &amp; Address Concerns</b>				
<b>Tier: 1</b> Customer Feedback, Outreach & Engagement Priorities			<b>BSP: EC</b>	
● Facilitate Board Member & GM Interface with Elected Officials to Conduct Education & Advocacy	EO: OEA	Annual		
● Work with Counties Within the BART Service Area to Address Homelessness & Related System Impacts	EO: OEA	Annual		
● Customer Satisfaction Survey 2020 Report	EO: OEA	FY21	Q3	
● Customer Satisfaction Survey 2022 Fieldwork	EO: OEA	FY23	Q2	
<b>Tier: 1</b> Mobility as a Service			<b>BSP: CCGP</b>	
● Implement Phase 1 Permit Parking Application	EO: OCIO	FY21	Q3	
<i>Supported by: OCR, P&amp;B, P&amp;D</i>				
● East Bay Paratransit Contactless Payment Application	EO: OCIO	FY22	Q1	
<i>Supported by: OCR, P&amp;D</i>				
● Assess Mobile Ticketing	EO: OCIO	FY22	Q1	
<i>Supported by: P&amp;B, P&amp;D, BPD, Comm, OCR</i>				
● Migrate EZ Rider to new Platform	EO: OCIO	FY22	Q3	
<i>Supported by: P&amp;D, Admin, OCR, Ops</i>				
● Begin Mobile Ticketing Procurement	EO: OCIO	FY22	Q3	
<i>Supported by: P&amp;B, P&amp;D, BPD, Comm, OCR</i>				
<b>Tier: 1</b> NextGen Faregates / Clipper 2			<b>BSP: FMM</b>	
● Preliminary Schedule (Dependent on Funding)	EO: OPS	FY21	Q3	
● Full Phasing & Funding Plan	EO: OPS	FY21	Q4	
<i>Supported by: P&amp;B</i>				
● RFP for Partnership (Manufacturing)	EO: OPS	FY21	Q4	

Milestone is Complete

Milestone is Behind Schedule

Future Milestone



## 2-Year Action Plan for Priority: Recover & Grow Ridership



Critical to BART's vision, mission and recovery from the COVID pandemic is recovery and growth of ridership. BART will continue to undertake critical activities to recover and grow ridership, focused on customer experience and communication to our riders and the public.

<b>Tier: 1</b> NextGen Faregates / Clipper 2			<b>BSP: FMM</b>	
●	1st Full Faregate Array in Place	EO: OPS	FY22	Q1
●	All Elevators Enclosed with New Swing-style Gates	EO: OPS	FY23	Q2
●	Separate Network Phase 1 (Timeline TBD)	EO: OPS	FY23	Q4
<b>Tier: 1</b> Refine BPD Deployment Strategy for System Visibility			<b>BSP: AW</b>	
●	QPR Based on Presence & Overall Crime Statistics	EO: BPD	Annual	
●	Re-scope Staffing Study for Comprehensive Approach	EO: BPD	FY22	Q1
●	Complete Staffing Study for Civilian Positions (inc. Dispatch)	EO: BPD	FY22	Q2
●	Fill 16 Sworn Officer Vacancies <i>Supported by: Admin</i>	EO: BPD	FY23	Q1
●	Additional 19 Sworn Officers Based on Staffing Study	EO: BPD	FY23	Q1
<b>Tier: 1</b> Strategic Homeless Action Plan			<b>BSP: CCGP</b>	
●	Ongoing Funding Advocacy to Secure Local Funding to Address Quality of Life Issues <i>Supported by: P&amp;B</i>	EO: OEA	Annual	
●	Seek to Continue Elevator Ambassador Program & Extend to Reopened Restrooms as Feasible <i>Supported by: OEA, Ops</i>	EO: P&D	Annual	
●	Initiate Homeless Action Plan <i>Supported by: BPD, OEA</i>	EO: P&D	FY21	Q4
●	Coordinate Unhoused Strategy Across BART Departments <i>Supported by: All</i>	EO: OEA	FY22	Q1
●	Create Transit Advocacy Coalition <i>Supported by: BPD, OEA</i>	EO: P&D	FY22	Q1
●	Launch SFO HOT <i>Supported by: BPD, OEA</i>	EO: P&D	FY22	Q2
<b>Tier: 2</b> Customer Feedback, Outreach & Engagement			<b>BSP: EC</b>	
●	Conduct Passenger Environment Surveys & Support Various District Research Needs	EO: OEA	Annual	
●	External Stakeholder Outreach for Input on Projects, Progressive Policing, Quality of Life Initiatives, and Funding	EO: OEA	Annual	
●	Develop/Implement a Plan to Enable the Transit Information Center (TIC) to Operate Remotely	EO: OEA	FY22	Q1
●	Integrate Calls from the Complaint Line into Salesforce to More Efficiently Respond to Customer Calls	EO: OEA	FY22	Q1

Milestone is Complete

Milestone is Behind Schedule

Future Milestone



## 2-Year Action Plan for Priority: Recover & Grow Ridership



Critical to BART's vision, mission and recovery from the COVID pandemic is recovery and growth of ridership. BART will continue to undertake critical activities to recover and grow ridership, focused on customer experience and communication to our riders and the public.

Tier: 2 Customer Feedback, Outreach & Engagement			BSP: EC	
●	Enhance Interactive Voice Response System with Updated Programs (Increase Customer Usage, Allow Caller Self-help)	EO: OEA	FY22	Q1
Tier: 2 Rebuild Capitol Corridor Service Levels to Pre-Pandemic Levels			BSP: ECMD	
●	Implement Pulse Service Schedule	EO: CC	FY21	Q3
●	Initiate Marketing Campaign for Return to Transit	EO: CC	FY22	Q1
●	Target Return to Pre-Pandemic Service Levels	EO: CC	FY22	Q4

### BSP Strategy Key

Strategy Acronym	Strategy
EC	Engage Community
CCGP	Connect & Create Great Places
AS	Advance Sustainability
ECMD	Expand Capacity, Manage Demand
FMM	Fix, Maintain, & Modernize
AW	Align Workforce With Needs
MBP	Modernize Business Practices

Milestone is Complete

Milestone is Behind Schedule

Future Milestone



## 2-Year Action Plan for Priority: Stay On-Track for the Future



BART will continue to keep critical projects on track that serve the long-term needs of the agency.

### Capital Program / Project Delivery

Tier: 1 Advance Delivery of the Core Capacity Program		BSP: ECMD	
● Strategic Partnering Sessions: Traction Power, FOTF, HMC, CBTC	EO: D&C	FY21	Q4
<i>Supported by: Ops</i>			
● CBTC: Concept Design	EO: D&C	FY22	Q1
● Traction Power East Bay: Complete Design	EO: D&C	FY22	Q3
● CBTC: Start Final Design	EO: D&C	FY22	Q3
● HMC2 Storage Yard: Complete Design	EO: D&C	FY22	Q4
● Traction Power East Bay: Contract Approval	EO: D&C	FY23	Q2
● CBTC: Complete Design	EO: D&C	FY23	Q3
● HMC2 Storage Yard: Contract Approval	EO: D&C	FY23	Q4
Tier: 1 Infrastructure Rebuild - Progressing RR		BSP: FMM	
● Coordinate Communications Strategy	EO: OPS	Annual	
<i>Supported by: Comm</i>			
● Complete Recommissioning A65	EO: OPS	FY21	Q4
● Complete Coverboard Renewal for L-Line	EO: OPS	FY21	Q4
● Complete M-Line 34.5 kV Cable from Transbay Tube to 24th St	EO: OPS	FY22	Q2
● Four Interlocking Projects (Including Shutdowns)	EO: OPS	FY23	Q4
Tier: 2 District Architect Initiatives: Accessibility, Safety & Efficiency		BSP: CCGP	
● Wayfinding Program Phase 4: Complete Design	EO: D&C	FY22	Q1
● Accessibility Improvement Phase 1: Award Contract	EO: D&C	FY22	Q1
● Wayfinding Program Phase 4: Start Construction	EO: D&C	FY22	Q3
● Complete Updates to BART Facilities Standards (BFS)	EO: D&C	FY22	Q4
● Wayfinding Program Phase 4: Complete Construction	EO: D&C	FY23	Q3
Tier: 2 Advance Art Program		BSP: CCGP	
● Install Art at El Cerrito Del Norte	EO: P&D	FY21	Q3
● Install Art at Powell	EO: P&D	FY22	Q1
<i>Supported by: D&amp;C</i>			
● Antioch Fence Design & Fabrication	EO: P&D	FY22	Q2
<i>Supported by: D&amp;C</i>			
● North Berkeley Station Art Design	EO: P&D	FY22	Q2
● Tanforan Exhibit & Memorial	EO: P&D	FY22	Q3
<i>Supported by: D&amp;C</i>			

Milestone is Complete

Milestone is Behind Schedule

Future Milestone





## 2-Year Action Plan for Priority: Stay On-Track for the Future



BART will continue to keep critical projects on track that serve the long-term needs of the agency.

Tier: 2 Advance Art Program			BSP: CCGP	
●	Irvington Station Art Design <i>Supported by: D&amp;C</i>	EO: P&D	FY22	Q4
●	Install Art at 19th St <i>Supported by: D&amp;C</i>	EO: P&D	FY23	Q3
Tier: 2 Advance Capitol Corridor Service Expansion			BSP: ECMD	
●	Sacramento-Roseville Phase 1 Service Expansion Final Design	EO: CC	FY22	Q3
●	DEIR South Bay Connect	EO: CC	FY22	Q3
Tier: 2 Advance Link21			BSP: ECMD	
●	Finalize Market Analysis <i>Supported by: CapCorr</i>	EO: P&D	FY21	Q4
●	Award Four Professional Service Contracts <i>Supported by: CapCorr</i>	EO: P&D	FY21	Q4
●	Advance List of Program Alternatives to Phase 1 <i>Supported by: CapCorr</i>	EO: P&D	FY22	Q3
●	Advance Short List of Program Alternatives to Preliminary Business Case Analysis / Concept Engineering <i>Supported by: CapCorr</i>	EO: P&D	FY23	Q2
Tier: 2 Advance Station Access Projects			BSP: CCGP	
●	100% Design Ped/Bike Access: N. Berkeley & Dublin/Pleasanton	EO: P&D	FY22	Q1
●	SR2B: All Four Awarded Projects in Construction	EO: P&D	FY22	Q2
●	SR2B: Announce Cycle 2	EO: P&D	FY23	Q1
Tier: 2 Capitol Corridor Fleet Maintenance Strategy			BSP: FMM	
●	Implement Improved Sustainable Strategy for Mechanical Fleet Maintenance	EO: CC	FY23	Q2
Tier: 2 Earthquake Safety Program			BSP: FMM	
●	M1 Tube: Complete Retrofit	EO: D&C	FY22	Q2
●	M2 Tube: Complete Retrofit	EO: D&C	FY23	Q3
Tier: 2 Fleet of the Future			BSP: ECMD	
●	Achieve Reliability Milestones	EO: OPS	Annual	
●	Decommissioning Legacy Fleet Contract	EO: OPS	FY21	Q3
●	Assume Responsibility for Component Repair	EO: OPS	FY22	Q3
●	Complete Staff Technical Training	EO: OPS	FY22	Q3
●	Receive & Commission 20 New Cars per Month	EO: OPS	FY23	Q2

Milestone is Complete

Milestone is Behind Schedule

Future Milestone



## 2-Year Action Plan for Priority: Stay On-Track for the Future



BART will continue to keep critical projects on track that serve the long-term needs of the agency.

Tier: 2 Improve/Implement Customer Access			BSP: CCGP	
● Station Wayfinding Standards	EO: P&D	FY21	Q3	
<i>Supported by: D&amp;C</i>				
● Launch Parking Permit Purchase on Mobile App	EO: P&D	FY22	Q2	
<i>Supported by: OCIO, Treasury</i>				
● Parking Enforcement: Implement ALPR	EO: P&D	FY22	Q4	
<i>Supported by: BPD</i>				
Tier: 2 New Stations/Extensions			BSP: ECMD	
● WSX/Irvington Station: Secure ROW Funding	EO: D&C	FY21	Q4	
● WSX Mission Creek Wetland Mitigation Site Agency Acceptance	EO: D&C	FY21	Q4	
● Warm Springs West Access Bridge & Plaza Complete	EO: D&C	FY22	Q1	
● WSX/Irvington Station: Secure Additional Construction Funding	EO: D&C	FY22	Q3	
● WSX/Irvington Station: Complete Design	EO: D&C	FY23	Q1	
● WSX Wetland Mitigation Site Agency Acceptance	EO: D&C	FY23	Q2	
Tier: 2 Operational Efficiency & Reliability Capital Projects			BSP: FMM	
● Millbrae Tail Tracks: Complete Design	EO: D&C	FY21	Q4	
● Concord Wheel Truing Facility: Advertise for Construction	EO: D&C	FY22	Q4	
● VOHRS: Secure Funding for Design to Re-initiate Project	EO: D&C	FY23	Q1	
Tier: 2 Program Management			BSP: FMM	
● Award Transbay Tube Construction Management Agreements	EO: D&C	FY21	Q4	
● Advertise Sustaining Systems or Architecture RFSOQ	EO: D&C	FY22	Q1	
● Advertise Sustaining Construction Management	EO: D&C	FY22	Q2	
● Advertise Next General Engineering Contract	EO: D&C	FY22	Q3	
Tier: 2 Silicon Valley Extension			BSP: ECMD	
● Design Criteria & Requirements	EO: D&C	FY21	Q4	
Tier: 2 Station Modernization			BSP: CCGP	
● Market Street Station Entrances: Install First Three Escalators	EO: D&C	FY21	Q4	
● El Cerrito Del Norte Mod Construction Complete	EO: D&C	FY21	Q4	
● Complete Antioch Station Access Improvements	EO: D&C	FY22	Q1	
● Balboa Park Plaza: Complete Design	EO: D&C	FY22	Q1	
● Reopen Station Restrooms at Powell St and 19th St	EO: D&C	FY22	Q2	
<i>Supported by: Ops, P&amp;D</i>				

Milestone is Complete

Milestone is Behind Schedule

Future Milestone



## 2-Year Action Plan for Priority: Stay On-Track for the Future



BART will continue to keep critical projects on track that serve the long-term needs of the agency.

Tier: 2 Station Modernization			BSP: CCGP	
●	Union City: Phase 2A Complete	EO: D&C	FY22	Q2
●	Concord Station LED and Emergency Lighting: Complete Design	EO: D&C	FY22	Q2
●	Design Air Quality Improvements to 24th St Station Train Operator Supervisor's Booth	EO: D&C	FY22	Q2
●	19th St Station Bike Parking: Complete Design	EO: D&C	FY22	Q3
●	Powell St Station Modernization: Construction Substantially Done	EO: D&C	FY22	Q4
●	Market St Station Entrances: Install First Two Canopies	EO: D&C	FY23	Q1
●	19th St Station Modernization: Construction Substantially Complete	EO: D&C	FY23	Q1
●	Concord Station Modernization Phase 1: Complete Design	EO: D&C	FY23	Q2
Tier: 2 System Expansion			BSP: ECMD	
●	Begin Property Acquisition for HMC2	EO: P&D	FY22	Q4
●	Begin Property Acquisition for Irvington	EO: P&D	FY23	Q2
<b>Staff Facilities</b>				
Tier: 1 BHQ: Support Successful Move			BSP: AW	
●	Start BHQ Construction	EO: D&C	FY21	Q3
●	BHQ Construction: Substantial Completion <i>Supported by: P&amp;D</i>	EO: D&C	FY21	Q4
●	Hire Property Management Firm	EO: P&D	FY21	Q4
●	Complete Move to new BHQ <i>Supported by: D&amp;C</i>	EO: P&D	FY21	Q4
●	Terminate LKS Lease	EO: P&D	FY22	Q1
Tier: 1 BPD Facility Needs Assessment & Plan			BSP: AW	
●	Police Space Needs Assessment/Space Plan <i>Supported by: BPD</i>	EO: P&D	FY22	Q3
Tier: 1 Digitization			BSP: MBP	
●	Record Retention Policy <i>Supported by: OGC</i>	EO: OCIO	FY21	Q4
●	BHQ Move 100% Disposition <i>Supported by: P&amp;D</i>	EO: OCIO	FY21	Q4
●	Capture & Scan EDMS Phase 1	EO: OCIO	FY22	Q1
●	Capture & Scan EDMS Phase 2 Warehouse Locations	EO: OCIO	FY22	Q3
●	Data Migration & Workflow App Integrate	EO: OCIO	FY23	Q1

Milestone is Complete

Milestone is Behind Schedule

Future Milestone



## 2-Year Action Plan for Priority: Stay On-Track for the Future



BART will continue to keep critical projects on track that serve the long-term needs of the agency.

### Tier: 1 Operations Control Center Renovation BSP: FMM

● Temporary Relocation of Operations Control Center	EO: OPS	FY22	Q3
● Renovation Complete Design	EO: OPS	FY22	Q4
● Renovation Start Construction	EO: OPS	FY23	Q1

## Sustainability & Resiliency

### Tier: 2 District Architect Initiatives: Climate Change Adaptation, Resiliency, & Sustainability BSP: AS

● Climate Change Adaptation & Resiliency: Design Criteria for BSV2	EO: D&C	FY21	Q4
● Sustainability/Energy Savings: Complete Garage LED Lighting	EO: D&C	FY22	Q3

### Tier: 2 Sustainability BSP: AS

● Report on Implementation of the Sustainability Action Plan	EO: P&D	FY22	Q1
● Initiate Station LED Lighting Study	EO: P&D	FY22	Q2
● Renewable Power Purchase Agreements Begin Commercial Operation	EO: P&D	FY22	Q2
● Electric Vehicle Charging Policy	EO: P&D	FY22	Q2

## System Safety

### Tier: 1 Develop Strategic Safety Plan & Implement Field Safety Program BSP: AW

● Fill Critical Positions <i>Supported by: Admin</i>	EO: SAFETY	FY22	Q1
● Establish East/West Bay Teams	EO: SAFETY	FY22	Q2
● Draft Updated Safety Plan <i>Supported by: BPD, Ops</i>	EO: SAFETY	FY22	Q2
● 24/7 Safety Coverage <i>Supported by: Admin</i>	EO: SAFETY	FY22	Q3

### Tier: 2 CPUC Compliance BSP: FMM

● End CPUC Probation	EO: SAFETY	FY22	Q2
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### Tier: 2 Implement Safety Management System (SMS) BSP: AW

● Internal Outreach	EO: SAFETY	Annual	
● All BART Staff Trained on SMS	EO: SAFETY	FY23	Q2

## Workforce Engagement & Development

### Tier: 1 Fully Staff the Office of the Independent Police Auditor BSP: AW

● Complete Recruitment of Two FTEs	EO: OIPA	FY22	Q1
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### Tier: 1 Workforce Development BSP: AW

● Improve Internal Communications <i>Supported by: Comm, OCIO</i>	EO: ADMIN	Annual	
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Milestone is Complete

Milestone is Behind Schedule

Future Milestone



## 2-Year Action Plan for Priority: Stay On-Track for the Future



BART will continue to keep critical projects on track that serve the long-term needs of the agency.

Tier: 1 Workforce Development		BSP: AW	
● Provide Email Access for all Staff (TBD) <i>Supported by: OCIO</i>	EO: ADMIN	Annual	
● Assess Workforce Development Program & Identify Priorities <i>Supported by: OCR, Ops</i>	EO: ADMIN	FY22	Q1
● Review & Update Workforce Policies	EO: ADMIN	FY22	Q2
Tier: 2 BPD Professional Development		BSP: AW	
● Maintain Training Plan Compliance	EO: BPD	Annual	
● Succession Planning	EO: BPD	Annual	
● 100% ICAT Training Within Six Months of Hire	EO: BPD	FY21	Q3
● Develop Training Plan for Ambassadors & Crisis intervention specialists	EO: BPD	FY21	Q4
● Team Building Workshop	EO: BPD	FY21	Q4

### BSP Strategy Key










Strategy Acronym	Strategy
EC	Engage Community
CCGP	Connect & Create Great Places
AS	Advance Sustainability
ECMD	Expand Capacity, Manage Demand
FMM	Fix, Maintain, & Modernize
AW	Align Workforce With Needs
MBP	Modernize Business Practices

Milestone is Complete

Milestone is Behind Schedule

Future Milestone

# Day to Day Functions & KPIs for Executive Office: OFFICE OF THE GENERAL COUNSEL










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

Unmet or Unmeasured due to COVID-19

Target was Met

Target was Unmet

# Day to Day Functions & KPIs for Executive Office: OFFICE OF THE CONTROLLER-TREASURER

<b>OFFICE OF THE CONTROLLER-TREASURER</b>	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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## FUNCTIONS





ASSISTANT CONTROLLER	✓								
ASSISTANT TREASURER	✓								
RISK & INSURANCE	✓								

## KEY PERFORMANCE INDICATORS

Process & Pay Vendors & Contractors Timely									88% in < 30 Days
Prepare & Distribute Annual 1099s to All Vendors & Contractors Timely									By March 15th
Administer the Annual Federal Grant Single Audit									By March 31st
Administer the FTA Financial Status Reports (FSR) Program									< 30 Days After Quarter End
Respond to Customer Debit/Credit Inquiries Timely					< 5 Days				
Process Patron Refund Claims Timely					< 10 Days				
Submit Revenue Collection Accounting Reports Timely									<3 Days
Invest Funds to Preserve Capital									>0%
Achieve QPR Metric for AFC Equipment Reliability (shared with M&E)					95%				
Process Group Sales Orders Timely					< 5 Days				
Deposit Collected Fare Revenue Timely									<2 Days
Administer GAAP & GASB Compliant Financial Statements Program									By Dec. 31st
Administer the State & Local Grant Reporting Program									By Dec. 31st

Unmet or Unmeasured due to COVID-19	Target was Met	Target was Unmet
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## Day to Day Functions & KPIs for Executive Office: OFFICE OF THE CONTROLLER-TREASURER

OFFICE OF THE CONTROLLER-TREASURER	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Administer the Annual Fixed Asset Program									By April 15th
Prepare RHBT Statements Timely Following End of Quarter									≤ 45 Days
Close G/L at Month End Timely									<15 Working Days
Close the Annual Operating G/L Timely									< 7 Weeks
Close the Annual Capital G/L Timely									< 12 Weeks
Prepare Monthly Budget Performance Reports (BPR) Timely Following Month End									< 5 Days
Prepare Annual Audited Financial Reports for BART Timely									6 Months
Prepare Annual Audited Financial Reports for CCJPA Timely									9 Months
Submit Annual State Controller's Report eFiling Timely									< 7 Months
Submit the National Transit Database (NTD) Report Timely									By Oct. 31st
Process Personal Injury & Property Damage Claims Timely									<1 Day
Reduce Annual Claim Costs									0%
Assure Contract Agreements Contain Appropriate Indemnification & Insurance Provisions Timely									<48 Hours
Administer the Payroll Processing Program									Bi-Weekly
Submit Quarterly Payroll Reports to the State Timely									100%
Distribute Biweekly Payroll by Friday Following End of Pay Period								Met	
Prepare & Submit Annual W-2 Files Timely									By Jan 31st










Unmet or Unmeasured due to COVID-19

Target was Met

Target was Unmet



# Day to Day Functions & KPIs for Executive Office: DISTRICT SECRETARY

DISTRICT SECRETARY	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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## FUNCTIONS

DISTRICT SECRETARY'S OFFICE	✓								
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## KEY PERFORMANCE INDICATORS

Respond to California Public Records Act Requests Timely									<10 Calendar Days
Provide Records in Response to Subpoenas									Court Established

# Day to Day Functions & KPIs for Executive Office: OFFICE OF ADMINISTRATION










OFFICE OF ADMINISTRATION	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
FUNCTIONS									
HUMAN RESOURCES	✓								
LABOR RELATIONS	✓								
PROCUREMENT	✓								
KEY PERFORMANCE INDICATORS									
Conduct Random Drug Testing to meet DOT Requirements for Safety Sensitive Employees							>2.10%		
Conduct Follow Up Post-Positive Testing For One Year							>6		
Deliver Required Training for All Employees								100%	
Track Annual Performance Review Delivery								100%	
Track New Hire Performance Review Delivery								100%	
Process all Advertised Agreements & Contracts in a Timely Manner		< 180 Days							
Maintain Car Parts to Minimize Car Days Out of Service						<1%			
Process (Non-Formal Bidding) Purchase Requisitions Timely		< 15 Days							

Unmet or Unmeasured due to COVID-19

Target was Met

Target was Unmet

# Day to Day Functions & KPIs for Executive Office: OFFICE OF EXTERNAL AFFAIRS

OFFICE OF EXTERNAL AFFAIRS	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
FUNCTIONS									
COMMUNICATIONS	✓								
CUSTOMER SERVICES	✓								
GOVERNMENT & COMMUNITY RELATIONS	✓								
MARKETING & RESEARCH	✓								
KEY PERFORMANCE INDICATORS									
Produce Videos to Promote Strategic Improvements					> 8 Year				
Publish Original Stories on BART.gov Targeted to BART Activities & Spotlight Employees					> 15 Year				
Monitor & Engage on Social Media from 9AM to 5PM					Once per Hour				
Deploy Car Card Campaigns					> 3 Year				
Conduct Online Town Hall Meetings					> 1 Year				
Post News Items for the BART.gov Content Program					< 2 Hours				
Post Non-News Items for the BART.gov Content Program					< 72 Hours				
Train Editors for the BART.gov Content Program					< 1 Week				
Administer the BART Brand Oversight & Enforcement Program to Monitor Brand Compliance									Action < 48 hrs
Complete Research Projects for Internal & External Partners									4 per Quarter
Provide Creative Services such as Graphic Design & Production Support for District Projects									> 4 Year
Update the Knowledge Base Once Per Quarter to Improve Responses to the Public about BART Activities								> 4 Year	

Unmet or Unmeasured due to COVID-19

Target was Met

Target was Unmet

## Day to Day Functions & KPIs for Executive Office: OFFICE OF EXTERNAL AFFAIRS










OFFICE OF EXTERNAL AFFAIRS	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Produce Podcasts to Promote Strategic Improvements					>4 Year				
Provide 24/7/365 Coverage Through Media Relations Program									100%
Acknowledge Media Relations Requests Timely									< 1 Hour
Administer the "Daily Clips" Program									5 Days per Week
Update the Media Voicemail Line Timely During Major Service Disruptions									=15 Minutes
Administer the BART Subject Matter Expert (SME) Program									Update SME List Twice/Year
Prep BART SMEs for Media Interviews									> 24 Hours
Execute "Behind the Scenes" Opportunities to Highlight Strategic Improvements									> 3 Year
Execute the Live Broadcast & Archiving of Board Meetings					2 per Month				
Perform Regular Maintenance on Multimedia Production Studio Cameras	Monthly								
Perform Regular Maintenance on Multimedia Production Studio Non-Camera Equipment	Annually								
Manage the Digital Asset Archive Program	Monthly Maintenance								
Ingest New Content for Digital Asset Archive Program	< 1 Week								
Provide Expressive Activity Permits Within 7 Days					< 7 Days				
Provide Film & Photography Permits Timely					< 20 Days				
Update Fares, Schedules, & System Maps Within 3 Weeks of Change					< 3 Weeks				

Unmet or Unmeasured due to COVID-19

Target was Met

Target was Unmet

## Day to Day Functions & KPIs for Executive Office: OFFICE OF EXTERNAL AFFAIRS

OFFICE OF EXTERNAL AFFAIRS	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Post Passenger Bulletins Online Timely, Targeted Emails as Necessary					< 1 Week from Impact				
Respond to Requests for New Still Photography					< 72 Hours				
Administer the Construction Project Signage Program					< 1 Week of Impact				
Respond to 90% of Customer Comments Timely					< 3 Days				
Respond to Customer Requests for Bike Locker Rentals Timely					<3 Days				
Achieve Customer Service Standards for Incoming TIC Calls					> 93%				
Respond to TIC Calls Timely					< 20 Seconds				
Engage Board of Directors with Congressional & State Legislative Delegations, Key Stakeholders & Constituents					9 per Month				
Execute Targeted Outreach to Educate Officials, Businesses, & the Community on Projects & Priorities					20 per Month				
Execute Targeted Outreach to Demonstrate Cultural Sensitivity & Promote Diversity			> 30						
Produce & Distribute BART Annual Report to Congress									Annually
Complete Quarterly Passenger Environment Surveys (PES)					Quarterly				
Conduct Customer Satisfaction Surveys (Even Years)					Fall 2022/2024				
Conduct Employee Surveys (Even Years)								Winter 2022/2024	
Meet or Exceed Annual Advertising Franchise Revenue Targets									Meet / Exceed

Unmet or Unmeasured due to COVID-19

Target was Met

Target was Unmet

## Day to Day Functions & KPIs for Executive Office: OFFICE OF EXTERNAL AFFAIRS










OFFICE OF EXTERNAL AFFAIRS	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Negotiate Co-Marketing Partnerships to Increase Off-Peak Ridership (Annually)									> 50
Create & Execute Ridership-Building Advertising Campaigns									> 2 per Year
Produce Original Features on BARTable									> 2 per Week
Grow BARTable Subscribers & Followers to Increase Off-Peak Ridership									> 10% Increase
Negotiate Channel Marketing Agreements with Conventions & Hotels to Build Ridership to OAK & SFO									> 5

Unmet or Unmeasured due to COVID-19

Target was Met

Target was Unmet

# Day to Day Functions & KPIs for Executive Office: BART POLICE DEPARTMENT

<b>BART POLICE DEPARTMENT</b>	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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## FUNCTIONS

BPD OPERATIONS	✓								
COMMISSION ON ACCREDITATION FOR LAW ENFORCEMENT AGENCIES	✓								
OFFICE OF THE CHIEF	✓								
PROFESSIONAL STANDARDS & TRAINING	✓								
SUPPORT SERVICES	✓								

## KEY PERFORMANCE INDICATORS

Achieve Police Presence Passenger Experience Survey (PES) Score					> 12%				
Respond to Emergencies Timely						< 5 Minutes			
Minimize Part 1 Crimes Against Persons Per Million Passengers Trips						< 2.00			
Minimize Auto Burglaries per 1,000 Parking Spaces						< 6.00			
Minimize Auto Thefts per 1,000 Parking Spaces						< 2.25			
Complete Applicant Background Investigations Timely							< 6 Months		

## Day to Day Functions & KPIs for Executive Office: OPERATIONS

OPERATIONS	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
FUNCTIONS									
MAINTENANCE & ENGINEERING	✓								
OPERATIONS PLANNING	✓								
ROLLING STOCK & SHOPS	✓								
TRANSPORTATION	✓								
KEY PERFORMANCE INDICATORS									
Maximize Station Elevator Availability						98%			
Maximize Garage Elevator Availability						97%			
Maximize Street Escalator Availability						93%			
Maximize Platform Escalator Availability						96%			
Maximize AFC Gate Availability						99%			
Maximize AFC Vendor Availability						95%			
Achieve Average PES Rating for "Environment - Outside Stations"					≥ 66%				
Achieve Average PES Rating for "Environment - Inside Stations"					≥ 64%				
Achieve Average PES Rating for Station Vandalism					≥ 73%				
Manage On-Time Connections with BART (eBART)						98.5%			
Minimize Vehicle Meantime Distance Between Failure (eBART)						14,000 Miles			
Minimize Service Delays Per 100 Train Runs (Train Control)						1.00			




Unmet or Unmeasured due to COVID-19

Target was Met

Target was Unmet



## Day to Day Functions & KPIs for Executive Office: OPERATIONS










OPERATIONS	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Minimize Service Delays Per 100 Train Runs (Computer Control System)						0.08			
Minimize Service Delays Per 100 Train Runs (Traction Power)						0.20			
Minimize Service Delays Per 100 Train Runs (Track)						0.30			
Manage the Mean Time Between System Delays (Hours)						>4,650 Hours			
Meet SCRAM Requirements for Car Availability at 0400 Hours						Car Count			
Minimize Unscheduled Door Openings per Million Car Miles						0.20			
Minimize Rule Violations per Million Car Hours						0.25			
Ensure Train Interior Cleanliness (PES Score)					≥ 70%				
Maintain a Comfortable Temperature Onboard Train (PES Score)					≥ 82%				
Minimize Service Delays Per 100 Train Runs (Transportation)						0.50			
Achieve Average Rating for Customer Service (PES Score)					75%				

Unmet or Unmeasured due to COVID-19

Target was Met

Target was Unmet

# Day to Day Functions & KPIs for Executive Office: DESIGN & CONSTRUCTION










DESIGN & CONSTRUCTION	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
<b>FUNCTIONS</b>									
DISTRICT ARCHITECT	✓								
TRANSIT SYSTEMS DEVELOPMENT	✓								
TRANSIT SYSTEMS DEVELOPMENT - SILICON VALLEY	✓								
<b>KEY PERFORMANCE INDICATORS</b>									
Ensure Capital Project Regulatory Compliance									100%
Provide Accurate & Timely Progress Reporting by Project									100%
Support VTA's Procurement Contract Documents, Plans, & Schedule		100%							

Unmet or Unmeasured due to COVID-19

Target was Met

Target was Unmet

# Day to Day Functions & KPIs for Executive Office: OFFICE OF PERFORMANCE & BUDGET










OFFICE OF PERFORMANCE & BUDGET	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
FUNCTIONS									
BUDGET	✓								
FINANCIAL PLANNING	✓								
FUNDING STRATEGY	✓								
PERFORMANCE & AUDIT	✓								
KEY PERFORMANCE INDICATORS									
Close Out Prior Fiscal Year Operating Budget & Obtain Board Approval									October 31
Release Annual Operating & Capital Preliminary Budget									March 31
Secure Board Approval of Annual Operating & Capital Budget									June 30
Produce Adopted Budget Manual									Annually
Prepare Quarterly Financial Reports									Quarterly
Deliver Annual SVRT Operating & Capital Cost Obligation Estimate									May 15
Deliver Annual Budget Estimate of SFMTA's Share of Joint Station Maintenance Agreement Costs in Joint Use Stations									Jan 15
Submit Annual Federal Formula Funds Grant Application & Other Funding Requests									Annually
Prepare Audit & Process Improvement Plans & Publish Audit & Performance Improvement Reports									Annually

Unmet or Unmeasured due to COVID-19

Target was Met

Target was Unmet

# Day to Day Functions & KPIs for Executive Office: OFFICE OF THE CHIEF INFORMATION OFFICER

<b>OFFICE OF THE CHIEF INFORMATION OFFICER</b>	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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## FUNCTIONS

APPLICATIONS DIVISION	✓								
CIO ADMIN	✓								
CUSTOMER SERVICES & WEB SERVICES	✓								
EGIS & SECURITY DIVISION	✓								
PROJECT PORTFOLIO MANAGEMENT OFFICE	✓								

## KEY PERFORMANCE INDICATORS

Ensure Availability of Maximo						99.9%			
Ensure Availability of Oracle Business Intelligence Enterprise Edition (OBIEE)						99.9%			
Ensure Availability of the SharePoint Site								99.9%	
Ensure Availability of the BART.gov Website					99.9%				
Ensure Availability of Salesforce CRM					99.9%				
Manage the Salesforce Help Desk & Meet Service Level Agreement (SLA) Goals								80% within SLA	
Ensure Policy Upgrades Timely								Timely Upgrades	
Ensure Availability of Hyperion								99.9%	
Ensure Availability of Fusion Document Management System								99.9%	
Ensure Availability of PeopleSoft									99.9%
Administer Cybersecurity Program							Zero Loss of Control		

## Day to Day Functions & KPIs for Executive Office: OFFICE OF THE CHIEF INFORMATION OFFICER










OFFICE OF THE CHIEF INFORMATION OFFICER	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Administer Regional Anti-Terrorism Integrated Law Enforcement System (RAILS) Program							99.9%		
Update 10,000 Aerial Photos per year in the Enterprise Geographic Information System (EGIS)							≥10,000		
Administer Commercial Communications Revenue Program (CCRP)									>5% Annual Lift
Administer Desktop Business Software Upgrades Program								Timely Upgrades	
Ensure Availability of Oracle Database								99.9%	
Ensure Availability of SQL Database								99.9%	
Maintain & Manage Integrated Project Portfolio with Finance								80% within SLA	
Provide Peripheral Support Upgrades Timely								Timely Upgrades	
Process & Review Submitted Projects for the Knowledge Management Governance Group								>90% Intake	
Administer Annual Project Management Training & Development Program								≥10 Classes	

Unmet or Unmeasured due to COVID-19










Target was Met

Target was Unmet






# Day to Day Functions & KPIs for Executive Office: CAPITOL CORRIDOR

CAPITOL CORRIDOR	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
<b>FUNCTIONS</b>									
CAPITOL CORRIDOR	✓								
<b>KEY PERFORMANCE INDICATORS</b>									
Stations On Time Performance		≥ 90%							
End-Point On Time Performance		≥ 90%							
Passenger Miles		117,994,000							
Minimize Mechanical Delays per 10K Train Miles		≤ 60							
Minimize Operator Delays per 10K Miles		< 325							

# Day to Day Functions & KPIs for Executive Office: OFFICE OF THE INDEPENDENT POLICE AUDITOR

OFFICE OF THE INDEPENDENT POLICE AUDITOR	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
<b>FUNCTIONS</b>									
OFFICE OF THE INDEPENDENT POLICE AUDITOR	✓								
<b>KEY PERFORMANCE INDICATORS</b>									
Respond to all Contacts From Complainants			<1 Business Day						
Complete All OIPA Investigations			<6 Months						
Organize at Least One Outreach Event per Quarter			4 Events Per Year						
Review at Least One Policy per Year & Issue Recommendations for Change When Appropriate			1 Policy Per Year						

# Day to Day Functions & KPIs for Executive Office: PLANNING & DEVELOPMENT

PLANNING & DEVELOPMENT	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
<b>FUNCTIONS</b>									
CUSTOMER ACCESS	✓								
LINK 21	✓								
REAL ESTATE & PROPERTY DEVELOPMENT	✓								
STATION AREA PLANNING	✓								
STRATEGIC & POLICY PLANNING	✓								
SUSTAINABILITY	✓								
<b>KEY PERFORMANCE INDICATORS</b>									
Meet All FTA Requirements for Operating ADA Paratransit Service			100%						
Provide Parking Customer Service and Respond to Rider Inquiries					Met				
Manage Allocations of Parking Permits to Maximize Revenue								Met	
Manage Ongoing Building Services							Met		
Oversee Mandatory Compliance with SB1359 (Torlakson, 2006), Underground Utility Impacts Adjacent to or in BART Right-of-Way						100%			
Plan, organize, and document the BART Board of Directors Workshop		Annually							
Support & Implement Districtwide Sustainability Action Plan				Met					










Unmet or Unmeasured due to COVID-19

Target was Met

Target was Unmet



## Day to Day Functions & KPIs for Executive Office: SYSTEM SAFETY










SYSTEM SAFETY	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
FUNCTIONS									
SYSTEM SAFETY	✓								
KEY PERFORMANCE INDICATORS									
Resolve Cal/OSHA & CPUC Matters Timely							Timely		
Perform Compliance Inspections of All Facilities							≥20 Annual Inspections		
Prepare Quarterly Employee / Patron Accident Statistics Reports							Met		
Facilitate the CPUC Triennial Safety & Security Audit & Regular Field Inspections							Met		
Complete Annual Report to CPUC on Rail Safety & Security							Met		
Support Fire Drills & Exercises Organized by Fire Life Safety							Met		
Ensure Staff's Certification in the Transit Safety & Security Program (TSSP) & Safety Certification Training Program (FTA)							100%		
Ensure All Capital Improvement Projects with Significant Operations Safety Impact Comply with all Applicable Federal, State, & District Rules & Regulations, Including Safety Certification Plan Requirements							100%		
Minimize Employee Injuries Resulting in Lost Time per OSHA Rate							6.50		
Minimize Station Incidents per Million Passengers							2.00		
Minimize Employee Injuries							12.00		
Ensure Hazardous Material Business Plans & Environmental Permits are Current							100%		
Minimize Vehicle Incidents per Million Passengers							0.60		

Unmet or Unmeasured due to COVID-19

Target was Met

Target was Unmet

# Day to Day Functions & KPIs for Executive Office: OFFICE OF CIVIL RIGHTS

<b>OFFICE OF CIVIL RIGHTS</b>	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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## FUNCTIONS

AGREEMENTS COMPLIANCE	✓								
CONTRACT & LABOR COMPLIANCE PROGRAMS	✓								
ECONOMIC OPPORTUNITY POLICIES & PROGRAMS	✓								
WORKFORCE & POLICY COMPLIANCE	✓								

## KEY PERFORMANCE INDICATORS

Complete DBE/SBE/MSBE/MBE/WBE Certification Applications									<90 Days
Compliance Monitoring of Contracts & Agreements									100%
Complete Prevailing Wage Audits			<30 Days						
Review Bid Information & Goal Setting Participation			<7 Days						
Investigate Davis Bacon Wage Complaints			<10 Days						
Deny / Approve Public Works Contract Invoices			<5 Days						
Post All Work Plans on District Website			< 3 Days						
Review Proposal Information & Goal Setting Participation			< 7%						
Respond to Internal & External EEO Complaints & Investigations								<90 Days	
Administer Human Resources Concurrence Process								< 1 Day	
Organize the Diversity Employee Resource Group Events								> 6 Year	
Investigate Title VI Complaints			<90 Days						
Complete Internal Equal Employment Opportunity (EEO) Investigations Timely			<90 Days						

Unmet or Unmeasured due to COVID-19	Target was Met	Target was Unmet
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