



SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT
FY24 & FY25 Adopted Budget
October 2023

Janice Li, President, Board of Directors
Robert Powers, General Manager



THIS PAGE LEFT INTENTIONALLY BLANK



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**San Francisco Bay Area Rapid Transit
California**

For the Fiscal Year Beginning

July 01, 2022

Christopher P. Morrill

Executive Director

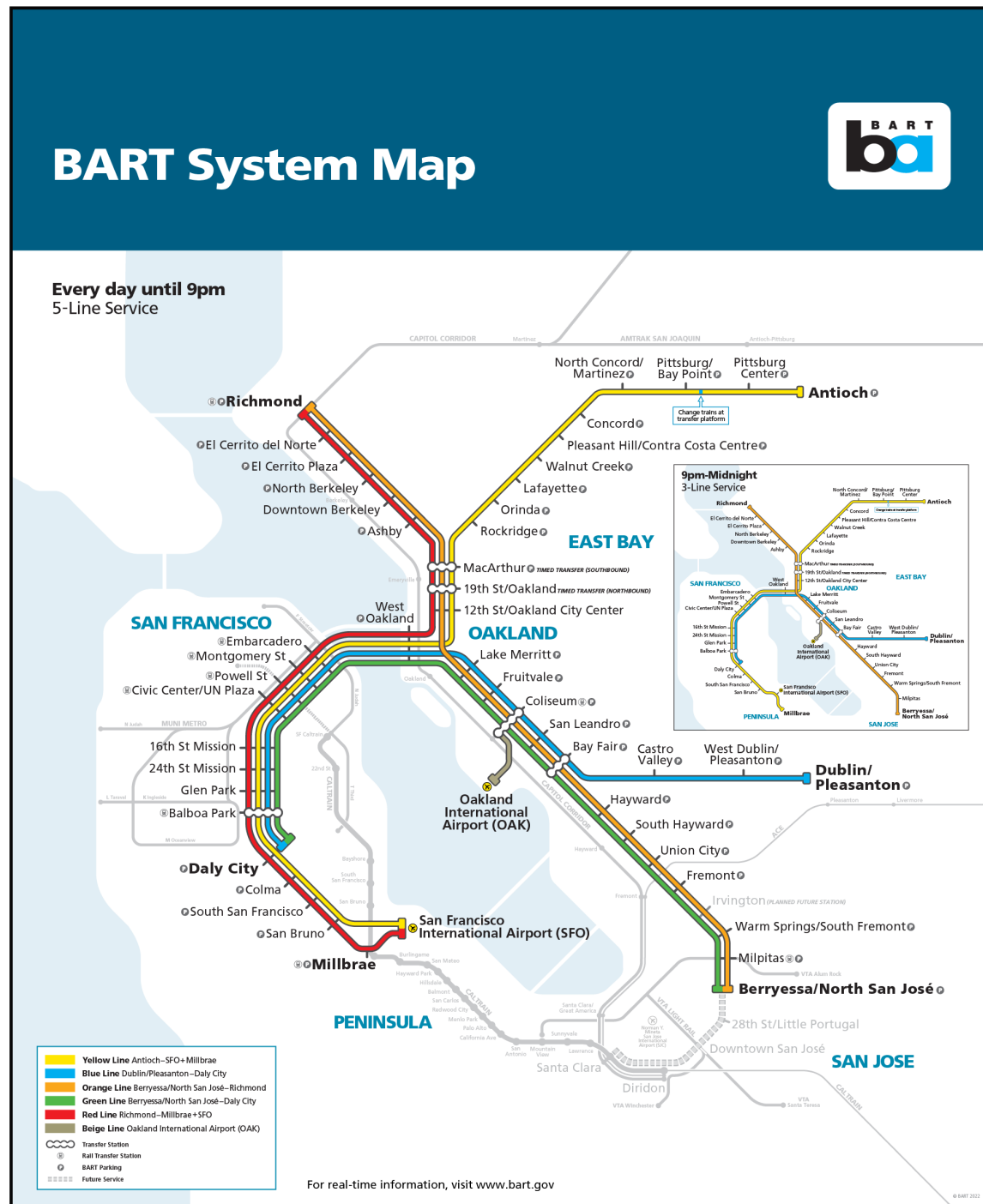
Table of Contents

Tables and Figures	4
1. Message From Leadership	6
2. Executive Summary	8
3. About Us	11
4. Budget Process	13
5. Five-Year Outlook.....	14
6. Ridership Outlook.....	15
7. Adopted FY24 & FY25 Sources and Uses	18
8. Four-Year Consolidated Financial Schedule	19
9. Fund Balance	20
10. Operating Sources	21
<i>10.1 Operating Revenue</i>	<i>22</i>
<i>10.2 Tax and Financial Assistance</i>	<i>24</i>
<i>10.3 Emergency Assistance</i>	<i>26</i>
11. Operating Uses	27
<i>11.1 Labor: Wages & Benefits</i>	<i>28</i>
<i>11.2 Non-Labor.....</i>	<i>35</i>
<i>11.3. Debt Service and Allocations.....</i>	<i>37</i>
12. FY24 & FY25 Capital Budget.....	39
<i>12.1. Adopted Capital Budget.....</i>	<i>39</i>
<i>12.2. Capital Sources and Uses.....</i>	<i>39</i>
13. BART Goal Areas, Objectives & Performance Evaluation	41
<i>13.1. Strategic Plan Framework</i>	<i>41</i>
<i>13.2. Strategic Plan Goal Areas & Performance Indicators.....</i>	<i>44</i>
14. Attachments	50

Tables and Figures

Table 1: Five-Year Outlook.....	8
Table 2: FY24 & FY25 Service Plan	9
Table 3: Five-Year Outlook.....	14
Table 4: Ridership Growth Assumptions.....	15
Table 5: FY24 & FY25 Sources and Uses	18
Table 6: Four-Year Consolidated Financial Schedule	19
Table 7: Fund Balance	20
Table 8: FY24 & FY25 Operating Sources	21
Table 9: FY24 & FY25 Other Operating Revenue	23
Table 10: FY24 & FY25 Operating Uses.....	27
Table 11: FY24 FTE Changes.....	28
Table 12: FY24 & FY25 Labor Expenses.....	29
Table 13: FY24 & FY25 CalPERS Contribution Rates	32
Table 14: FY24 & FY25 CalPERS Contribution Amounts.....	32
Table 15: FY24 & FY25 Non-Labor Expenses.....	35
Table 16: FY24 & FY25 Debt Service and Allocations.....	37
Table 17: FY24 Capital Sources and Uses.....	40
Table 18: FY25 Capital Sources and Uses.....	40
Table 19: System Performance	45
Table 20: Rider and Customer Experience.....	46
Table 21: Safety.....	48
Table 22: Financial Stability	49
Figure 1: BART System Map.....	5
Figure 2: BART Budget Process	13
Figure 3: Monthly Seasonal Factors for Ridership	16
Figure 4: Percentage of Pre-pandemic Ridership-- Actuals and FY24 & FY25 Budget Forecast.....	17
Figure 5: CalPERS Medical Insurance and Retiree Medical Adopted.....	33
Figure 6: Strategic Plan Framework	41
Attachment A: Executive Decision Document	51
Attachment B: Organization Chart.....	64
Attachment C: Department Descriptions	65
Attachment D: Position Summary Schedule	71
Attachment E: Acronyms	73
Attachment F: Glossary.....	75
Attachment G: Two Year Action Plans (YAP)	81
Attachment H: 2YAP, by BART Strategic Plan Goals	82
Attachment I: 2YAP, by Priority	83
Attachment J: 2YAP, Financial Stability.....	84
Attachment K: 2YAP, Rider Experience.....	90
Attachment L: 2YAP, On Track Future	97

Figure 1: BART System Map



1. Message From Leadership

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

Following significant advocacy, budgeting solutions, and a renewed focus on the customer experience, we present BART's adopted Fiscal Years 2024 and 2025 (FY24 & FY25) budget.

BART continues to work to overcome serious financial challenges brought on by the COVID-19 pandemic, a slow downtown recovery, and the wide acceptance of remote work while evolving to meet the Bay Area's changing transportation needs. While ridership continues to recover, it remains less than half of pre-COVID levels, and BART is leading with improvements to the customer experience by providing safe, reliable, clean, and quality service to win riders back.

BART continues to rely heavily on federal emergency assistance to support service. It is clear BART needs to invert its funding model to continue to serve as the Bay Area's transportation backbone, providing the greenest and safest option for people traveling around the Bay Area. Without new revenue sources, BART will not be able to sustain 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 pursue long-term sustainable funding solutions so BART can continue to provide the high-quality service the Bay Area needs.

Service and Ridership Experience that Meet the Needs of All Riders


The FY24 & FY25 Adopted Budget funds a reimagined service plan that meets changing ridership patterns. In September, a new service schedule was implemented, providing more robust nighttime and weekend service, emphasizing ridership growth opportunities and relying less on outdated commuting models. Train lengths will also be adjusted where demand does not require full 10-car trains; this change is expected to generate operational savings for the District without sacrificing service levels or reliability.

BART is focused on enhancing rider safety and increasing transparency and community outreach to proactively address transit safety concerns. New BART Police Department deployment patterns put more uniformed officers in the system to complement existing Transit Ambassador and Crisis Intervention Specialists. A recent salary increase for sworn BPD officers is expected to result in improved recruitment and retention, further boosting the number of BPD officers in the system. The District also continues to develop new taller and stronger fare gates, which will deter fare evasion.


Looking Ahead

The pandemic 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, but without losing focus on delivering the best transit service yet. BART remains ready to quickly adapt to unforeseen changes by continuing to monitor ridership patterns and seeking to gain new trips not associated with traditional work commutes. 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. Together, we've made a commitment to a cleaner, safer ride that guarantees BART remains the safest way to travel the Bay Area.



Janice Li
BART Board President, 2023



Robert M. Powers
BART General Manager

2. Executive Summary

Fiscal Challenges

The Adopted FY24 & FY25 Budget addresses the highly uncertain and challenging fiscal outlook faced by BART. Though the District has been fortunate to receive substantial emergency operating support from the federal government since the COVID-19 pandemic began in March of 2020, the full drawdown of those funds (referred to as the end of the fiscal runway) is projected in March 2025, within the District's current two-year operating budget window. BART's \$93 million deficit in FY25 reflects this challenge. Over the course of coming months, BART staff, stakeholders, and the Board must work together to solve this deficit while maintaining current service levels.

Despite these challenges, BART is committed to delivering the transit service the Bay Area expects and needs. Thousands of regular riders across the Bay Area rely on BART every day, while many more benefit from the congestion relief it provides. The District is committed to serving its riders and the Bay Area by continuing to provide robust service that is safe, frequent, reliable, and equitable while aiding the State of California in meeting its greenhouse gas reduction targets.

Addressing BART's Fiscal Challenges

The reduction in ridership since the beginning of the COVID-19 pandemic has resulted in unsustainable operating deficits for BART. With ridership still hovering around 40% of pre-pandemic levels and not projected to significantly increase in the next few years, staff continue to project operating deficits up to \$350M over the next five years. While federal emergency assistance will balance those deficits in FY24 and through most of FY25, it is clear that BART's current revenue model needs to shift away from a dependence on fares paid by riders toward a more robust funding source.

Table 1: Five-Year Outlook

(\$Millions) ¹	FY24 Adopted	FY25 Adopted	FY26 Forecast	FY27 Forecast	FY28 Forecast
Operating Revenues	264.2	292.5	318.4	348.6	393.1
Financial Assistance	469.2	480.9	496.3	512.1	532.3
Total Regular Revenues	733.4	773.5	814.7	860.7	925.4
Operating Expense	933.5	964.5	986.0	1,005.0	1,114.4
Debt Service & Allocations	150.6	151.4	150.3	153.5	153.2
Total Uses	1,084.1	1,115.9	1,136.2	1,158.4	1,267.6
Operating Result	(350.8)	(342.4)	(321.6)	(297.7)	(342.2)
Total Federal Assistance	350.8	249.6	0.0	0.0	0.0
Total Net Result	0.0	(92.8)	(321.6)	(297.7)	(342.2)

Overcoming BART's fiscal challenges will require a mix of new revenues and expenditure reductions. As the District advocates for new funding, staff continue to work to reduce costs with the goal of preserving current service levels as long as possible. In the near term, the District faces significant budget deficits that must be mitigated. This will require tradeoffs, which staff are in the process of evaluating, with a goal to present a revised short-term plan to the Board at the end of October 2023. This plan will result in

¹ Due to rounding, numbers presented throughout this document may not add up precisely to the totals provided and percentages may not precisely reflect absolute figures.

tangible negative tradeoffs for BART. Though service will not be directly impacted, there will be longer term impacts, especially to BART’s ability to mitigate future cost increases.

Rail Service Plan: Service that meets current demand and improvements to the rider experience

Throughout the pandemic, BART has continued to run trains and serve all stations systemwide. However, in response to dramatically lower ridership early in the pandemic, BART reduced service levels by 40% reduction in April 2020. In response to calls for service restoration from riders and employers in BART’s service area, in August 2021 BART led the way in supporting the region’s economic recovery by substantially restoring service. System hours were extended and service frequency on most lines was almost doubled. BART further increased weekend service in February 2022 by extending Sunday service hours, and for the first time, offering 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 train spacing through San Francisco.

In response to the flattening of traditional peak commute ridership and relatively strong off-peak ridership, BART implemented a new service schedule in September 2023, with all lines operating on a base schedule of 20-minute headways. Every day of the week, BART will run 5-line service until approximately 9PM, and 3-line service from 9PM to system close. The more heavily used Yellow Line trains run at 10-minute headways on weekdays before 9PM. This service plan dramatically increases train service during evening and weekends while maintaining adequate service during the day on weekdays. The following table summarizes the service.

Table 2: FY24 & FY25 Service Plan

Day of Week	Hours of Service	Service
Monday-Friday	Open – 9:00 PM	10-minute headways (6 trains per hour) on Yellow Line to Pittsburg/Bay Point 20-minute headways (3 trains per hour) on other 4 lines
	9:00 PM – 12:00 AM	20-minute headways (3 trains per hour) on 3 lines
Saturday-Sunday	Open – 9:00 PM	20-minute headways (3 trains per hour) on 5 lines
	9:00 PM – 12:00 AM	20-minute headways (3 trains per hour) on 3 lines

In addition to modifying the number of trains per hour in September, BART adjusted train sizing to improve safety and efficiency. To maximize police presence and cleanliness, BART trains will have enough cars to cover peak-hour demand, with no more than needed to minimize empty spaces; this is in contrast to BART’s prior strategy of running only 10-car trains to promote social distancing. Initially, BART will operate 8-car trains on the Yellow line and 6-car trains on all other lines, for weekdays and weekends, while closely monitoring September return-to-work ridership and preparing to scale-up train lengths with ridership growth. These changes were finalized after the budget was adopted, so the expected operating savings are not captured in the Adopted Budget. They will be incorporated into future budgets.

Safety remains a top focus. In early March, the BART Police Department (BPD) adjusted its deployment to ensure that more sworn officers are present in stations and on trains. Stations and elevators are being refreshed and underground restrooms in some high ridership stations are staffed. In July 2023, the BART Board approved a 22% salary increase for sworn BART police officers, which is expected to improve

recruitment and retention, ultimately leading to more officers in the system. Like the train sizing initiative, this change was approved after the budget was adopted; the increased costs will be regularly reported and incorporated into future budgets.

Looking forward, BART will further improve the customer experience by replacing fare gates systemwide and advancing work on the region's Transit Transformation Action Plan², which aims to grow ridership and improve customer experience on transit throughout the 9-county Bay Area. Alongside MTC, BART is co-leading regional fare integration work under the direction of the region's Fare Integration Task Force. Two fare integration pilot projects are advancing during this budget cycle, both of which are funded through the Transformation Action Plan funding pool. The Clipper BayPass pilot is deploying the region's first pre-paid all you can ride transit pass. Phase 1 of the pilot began in 2022 in partnership with colleges, universities, and affordable housing properties and will continue through 2024. Phase 2 is expected to launch in late 2023 with a limited but diverse set of employers and Transportation Management associations. The Fare Integration Task force has also endorsed a regional free and reduced-cost inter-agency transfer pilot, which is planned to launch with the rollout of the next generation Clipper system in 2024. The transition to a more modern fare payment technology, along with the continued work of the regional Fare Integration Task Force, will improve fare payment options while promoting inter-agency transfers. BART will also increase the discount for low-income riders participating in the region's Clipper START program a 50% fare discount starting in January 2024.

Operating Transparently & Efficiently

The FY24 & FY25 Adopted Budget includes measures to improve BART's financial transparency and efficiency while controlling spending.

In partnership with the Metropolitan Transportation Commission (MTC), BART is significantly increasing the budget of its Office of the Inspector General (OIG) in FY24. This independent oversight unit is charged with promoting cost-effective stewardship of the District's limited financial resources. The FY23 budget of \$1M is increasing to \$2.7M, with MTC contributing \$1.1M of new funding and BART contributing the remaining \$0.6M.

A districtwide re-organization has created a new Office of Infrastructure Delivery (OID) by merging two existing business units responsible for infrastructure. By consolidating project management and delivery, the District expects to realize both time and cost savings on its capital work.

² https://mtc.ca.gov/sites/default/files/documents/2021-09/Transit_Action_Plan_1.pdf

3. 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.³

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.⁴

The Bay Area is a diverse region with 39.2% White, 24.4% Hispanic or Latino of any race, 28.0% Asian, 5.8% non-Hispanic Black or African American, 1.1% Native American or Alaska Native, 0.6% Pacific Islander, 11.8% from two or more races, and 13.4% from other races.⁵

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.⁶ 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. Following a long trend of growing income inequality, between 2020 and 2022, non-farm wages in the BART service area increased about 16% on average, with the lowest-income segment of the workforce seeing the greatest wage growth.⁷ Local legal minimum wages also increased by an average of 10% and total employment has returned to pre-pandemic levels.

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

³ Metropolitan Transportation Commission, <https://mtc.ca.gov/about-mtc/what-mtc>

⁴ Metropolitan Transportation Commission, vitalsigns.mtc.ca.gov/our-population

⁵ 2020 US Census, data.census.gov/cedsci/

⁶ 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

⁷ CA EDD Occupational Employment and Wage Statistics for Oakland and San Francisco Metro Division, <https://data.edd.ca.gov/Wages/Occupational-Employment-and-Wage-Statistics-OEWS-/pwxn-y2g5/data>

118.1 million total trips. BART serves San Francisco, Oakland, and five counties with the addition of service to Milpitas and Berryessa/North San José in Santa Clara County in 2020.

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.⁸

⁸ San Francisco Bay Area Rapid Transit District Financial and Operating Information, bart.gov/about/financials.

4. Budget Process

Timeline

The District's Operating Budget is a on nine-month cycle, beginning with budget development in the Fall and Budget Adoption in June.

The budget is developed using the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America (GAAP). Revenues are recorded when earned and expenses are recorded when a liability is incurred, for budgetary purposes.

September through December

September kicks off the budget development cycle. Operating Budgets meet with departments to discuss budget needs. Departments submit budget adjustments for review and approval. Any known adjustments for existing services are approved and include. The goal is to establish a baseline budget for the Fiscal Year; incorporate any known budget increase or decrease, and adjustments. The final product is the District's baseline budget, also known as the Proforma Budget.

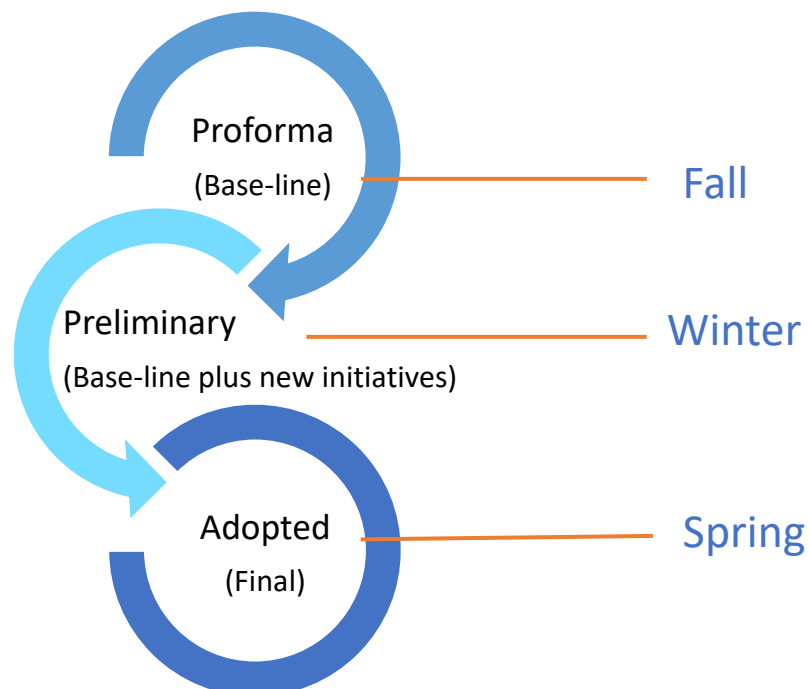
January through March

During Winter, Operating Budgets continue to review any department budget adjustment submissions identified as a "new need" and present a list of budget requests to the General Manager for review and approval. The District's Preliminary budget is then built to incorporate any approved adjustments, new initiatives, and organizational changes. By March 31, BART publishes the Preliminary Budget Memo and posts it on bart.gov.

April through June

In Spring, the BART Board is updated with several Budget presentations and conducts a Public Hearing on the proposed budget. After this review process, the Board typically adopts the final budget in June.

Figure 2: BART Budget Process



5. Five-Year Outlook

Prior to the COVID-19 pandemic, riders contributed the majority of funding for BART operations. In FY19, the last fiscal year before the pandemic, fare revenue and parking fees (a subset of operating revenues) provided \$520M in revenue, or 66% of operating expense. These two sources are budgeted at \$240M in FY24 and \$270M in FY25, covering less than a quarter of operating expense. One-time federal emergency assistance of \$1.6B has allowed BART to sustain operations since 2020.

The table below provides the operating financial outlook for the years FY24 through FY28, corresponding with the ridership projections discussed in the next section and used in the budget. Projected operating deficits (excluding federal assistance) for the years FY24 through FY28 total over \$1.7B and average \$331M per year. In this scenario, federal assistance will offset projected deficits through FY24 and contribute \$250M toward closing the FY25 deficit leaving a \$93M gap. Remaining projected deficits for the FY25 through FY28 period exceed \$1.0B.

The primary deficit driver is depressed ridership levels. BART will continue to contain expenses to reduce expenditures and generate additional revenues, it is clear that BART will not be able to balance annual deficits of this magnitude on its own. To sustain service at the projected level, a combination of new revenues, expenditure reductions, and operational efficiencies are needed.

Table 3: Five-Year Outlook

(\$Millions) ¹	FY24 Adopted	FY25 Adopted	FY26 Forecast	FY27 Forecast	FY28 Forecast
Operating Revenues	264.2	292.5	318.4	348.6	393.1
Financial Assistance	469.2	480.9	496.3	512.1	532.3
Total Regular Revenues	733.4	773.5	814.7	860.7	925.4
Operating Expense	933.5	964.5	986.0	1,005.0	1,114.4
Debt Service & Allocations	150.6	151.4	150.3	153.5	153.2
Total Uses	1,084.1	1,115.9	1,136.2	1,158.4	1,267.6
Operating Result	(350.8)	(342.4)	(321.6)	(297.7)	(342.2)
Total Federal Assistance	350.8	249.6	0.0	0.0	0.0
Total Net Result	0.0	(92.8)	(321.6)	(297.7)	(342.2)

6. Ridership Outlook

Over the first half of FY23, BART ridership ranged from approximately 135,000 average weekday trips in July to nearly 162,000 average weekday trips in September. Ridership during the winter months of December and January waned to approximately 130,000 average weekday trips, an expected decline due to seasonal variation. After a steady uptick of ridership throughout the spring, weekday ridership averaged nearly 160,000 for the last quarter of the fiscal year. Overall, ridership in FY23 was approximately 11 million trips greater than in FY22, a 33% increase.

Below is a summary of the FY24 & FY25 ridership forecast methodology:

Develop a stable baseline of ridership from Fall 2022

Over the months of September through November 2022, trip-making was relatively stable, i.e., neither growing nor shrinking when corrected for pre-pandemic seasonality. This time period also did not exhibit substantive shifts in return-to-work rates, had little overlap with the tech layoffs that occurred, and no public health concerns or interventions that would have affected ridership. In other words, this time period represented a stable stretch of ridership that was then used as a basis to develop the budget forecasts.

Ridership stratification

For developing the forecasted growth, ridership was stratified into five different streams in order to apply different growth assumptions to differing types of ridership:

Table 4: Ridership Growth Assumptions

Ridership Stratum	Description	Associated Ridership Proxy
Weekday AM/PM Downtown	AM peak period exits and PM peak period entries at downtown stations	Predominantly downtown work trips
Weekday AM/PM Other	Remaining AM and PM peak period ridership	Other work trips
Weekday Off-peak	Early AM, Midday, and Evening ridership	Predominantly non-work trips
Saturday	Saturday ridership	Predominantly non-work trips
Sunday	Sunday ridership	Predominantly non-work trips

Growth assumptions

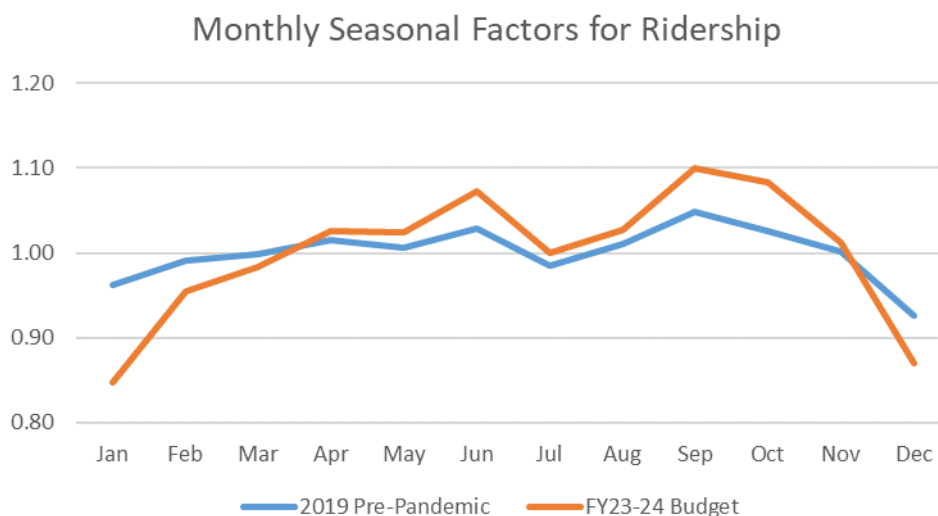
According to the Bay Area Council's Return to Transit Tracking Poll (November 2022), approximately 70% of the surveyed employers were already operating at their "new normal" of onsite work rates. The survey indicated that 19% would reach their "new normal" within the next six months, and 23% within the next 12 months. This implies that the onsite work rate would increase from 2.5 days per week to 2.8 days per week over the next year. While this growth schedule is mode agnostic, it has been observed that vehicular volumes on key Bay Area highways have largely returned to pre-pandemic levels, whereas BART ridership has not. This disparity broadly indicates there is a preference for personal vehicles over public transit for a variety of reasons. This finding informed an adjustment to lag the onsite work rate schedule by several months. This growth was applied to the Weekday AM/PM Downtown ridership stratum and partially to the Weekday AM/PM Other ridership stratum.

For non-work trips, there has been slow but steady growth in weekday off-peak and weekend ridership, when corrected for seasonality. In the second half of 2022, this ridership segment grew approximately 1% per month, adjusted for seasonality. For a conservative approach, a 0.8% monthly growth factor was applied.

Seasonality

Over the course of the pandemic, a higher range of seasonality than under pre-pandemic conditions has been observed. The seasonal factor is a measure of how far a particular month's ridership deviates from the annual average. New seasonal factors were developed for the budget forecast using observed data across calendar year 2022, corrected for underlying ridership growth. The result is plotted below along with 2019 seasonality for comparison.

Figure 3: Monthly Seasonal Factors for Ridership



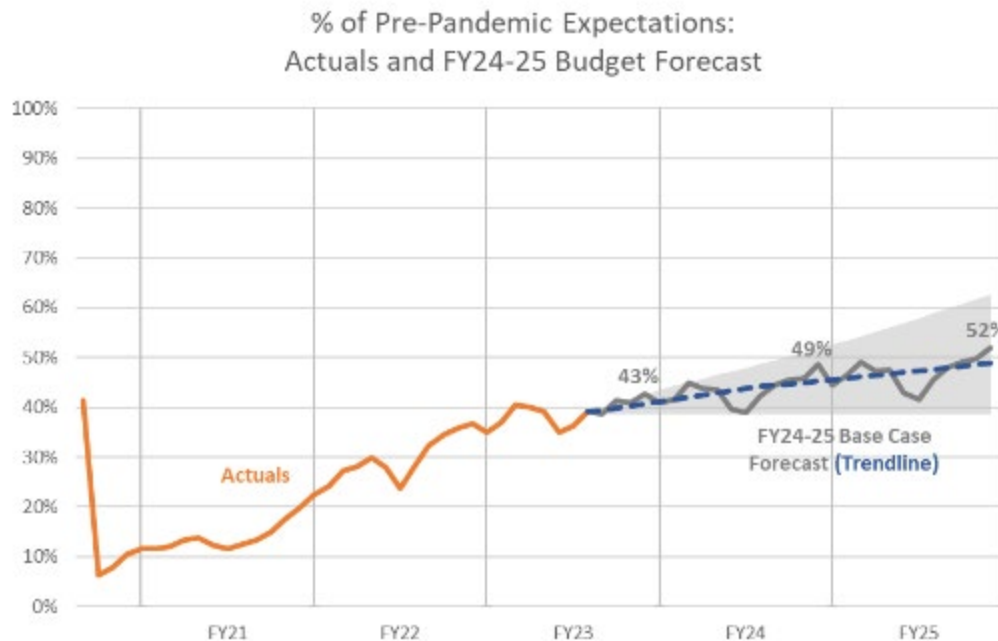
The results show that since the pandemic, seasonal effects have been slightly amplified compared to pre-pandemic conditions. December, for example, showed 93% of annual average ridership pre-pandemic, compared to 87% during the pandemic.

Result

Integrating the baseline, stratifying ridership, applying the growth factors, and implementing the seasonality results in overall ridership of 51.3M in FY24 and 55.4M in FY25 in the Base Case scenario. The monthly forecast is presented below, along with historical context throughout the pandemic.

FY24 ridership is forecast to be 49% of pre-pandemic expectations as of June 2024, while FY25 is forecast at 52% as of June 2025. Monthly percentages are presented below.

Figure 4: Percentage of Pre-pandemic Ridership-- Actuals and FY24 & FY25 Budget Forecast



The forecast also acknowledges a large degree of uncertainty regarding ridership growth. The range of this uncertainty is represented in the figure above 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 growth assumptions described above. Note that the gray line is the actual forecast; it varies significantly from the blue trendline due to the exaggerated seasonality discussed above.

7. Adopted FY24 & FY25 Sources and Uses

Table 5: FY24 & FY25 Sources and Uses

	Budget		FY23 to FY24 Change		Budget	FY24 to FY25 Change	
(\$ Millions) ¹	FY23 Adopted	FY24 Adopted	\$	%	FY25 Adopted	\$	%
Rail Passenger Revenue	222.1	225.0	2.8	1%	254.4	29.4	13%
ADA Passenger Revenue	0.5	0.5	(0.0)	(1%)	0.5	0.0	3%
Parking Revenue	13.1	14.8	1.7	13%	14.9	0.1	0%
Other Operating Revenue	19.4	23.9	4.4	23%	22.8	(1.1)	(5%)
Subtotal - Operating Revenue	255.2	264.2	9.0	4%	292.5	28.4	11%
Sales Tax Revenue	299.0	319.8	20.9	7%	327.2	7.4	2%
Property Tax Revenue	58.0	61.2	3.2	6%	64.3	3.1	5%
MTA Financial Assistance	32.7	34.7	2.1	6%	34.8	0.1	0%
MTC Assistance – Clipper START	0.3	0.5	0.2	57%	1.2	0.8	172%
State Transit Assistance	22.7	23.5	0.8	3%	23.2	(0.3)	(1%)
Low Carbon Transit Operations Program	10.3	10.3	0.0	0%	10.3	0.0	0%
Low Carbon Fuel Standard Program	16.6	6.5	(10.1)	(61%)	6.4	(0.1)	(2%)
Other Assistance	9.1	12.7	3.6	39%	13.6	0.9	7%
Subtotal - Financial Assistance	448.6	469.2	20.6	5%	480.9	11.7	3%
TOTAL - OPERATING SOURCES	703.8	733.4	29.6	4%	773.5	40.1	5%
Labor & Benefits	632.2	700.5	68.3	11%	726.8	26.3	4%
ADA Paratransit	16.7	18.8	2.1	13%	20.4	1.6	9%
Purchased Transportation	12.7	7.9	(4.8)	(38%)	8.5	0.6	7%
Power	52.7	59.0	6.3	12%	60.7	1.7	3%
Other Non-Labor	145.7	147.3	1.6	1%	148.1	0.8	1%
Subtotal - Operating Expense	860.0	933.5	73.5	9%	964.5	31.0	3%
Bond Debt Service	59.9	60.1	0.2	0%	60.2	0.0	0%
Allocation - Capital	46.5	38.9	(7.6)	(16%)	38.6	(0.3)	(1%)
Allocation - Priority Capital Programs	33.0	50.0	17.0	52%	51.0	1.0	2%
Allocation - Other	1.6	1.6	(0.0)	(2%)	1.6	0.0	0%
Allocation - Sustainability from LCFS	6.4	0.0	(6.4)	(100%)	0.0	0.0	0%
Allocation - Pension	10.0	0.0	(10.0)	(100%)	0.0	0.0	0%
Subtotal - Debt Service & Allocations	157.4	150.6	(6.8)	(4%)	151.4	0.8	1%
TOTAL USES	1,017.4	1,084.1	66.7	7%	1,115.9	31.7	3%
Net Result Before Federal Emergency Assistance	(313.6)	(350.8)	(37.2)	12%	(342.4)	8.4	(2%)
Federal Emergency Assistance	313.6	350.8	37.2	12%	249.6	(101.2)	(29%)
NET RESULT	0.0	0.0	0.0	0%	(92.8)	(92.8)	0%

8. Four-Year Consolidated Financial Schedule

Table 6: Four-Year Consolidated Financial Schedule

(\$ Millions) ¹	FY22	FY23	FY24	FY25
	Actual	Adopted	Adopted	Adopted
Sources				
Rail Passenger Revenue	135.4	222.1	225.0	254.4
ADA Passenger Revenue	0.4	0.5	0.5	0.5
Parking Revenue	11.6	13.1	14.8	14.9
Other Operating Revenue	17.4	19.4	23.9	22.8
Sales Tax Revenue	310.7	299.0	319.8	327.2
Property Tax	57.2	58.0	61.2	64.3
SFO Extension Financial Assistance	31.8	2.2	2.2	2.3
VTA Financial Assistance	38.2	32.7	34.7	34.8
State Transit Assistance (STA)	35.7	22.7	23.5	23.2
Low Carbon Transit Operations Program	4.4	10.3	10.3	10.3
Low Carbon Fuel Standard Program	12.7	16.6	6.5	6.4
Local & Other Assistance	15.5	7.2	10.9	12.5
Federal Emergency Assistance	443.1	313.6	350.8	249.6
TOTAL SOURCES	1,114.1	1,017.4	1,084.1	1,023.1
Uses				
Labor	606.9	632.2	700.5	726.8
ADA Paratransit	13.1	16.7	18.8	20.4
Purchased Transportation	12.2	12.7	7.9	8.5
Power	47.6	52.7	59.0	60.7
Other Non-Labor	116.8	145.7	147.3	148.1
TOTAL EXPENSES	796.6	860.0	933.5	964.5
Debt Service	57.0	59.9	60.1	60.2
Capital & Other Allocations	260.6	97.5	90.5	91.3
Total Debt Service & Allocations	317.5	157.4	150.6	151.4
TOTAL USES	1,114.1	1,017.4	1,084.1	1,115.9
NET RESULT	0.0	0.0	0.0	(92.8)

9. 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 2023 and the ending balances at the end of June 30, 2023.

Table 7: Fund Balance

Fiscal Year 2023	General Fund	Capital and Debt Service Fund	Total
Beginning Balance 6-30-2022	7,971,154,788	(300,822,772)	7,670,332,016
Balance as of 6-30-2022 as adjusted	7,212,556,854	143,411,049	7,355,967,903
Sources of Funds			
Passenger Fares	188,311,336		188,311,336
Other Operating Income	33,368,670		33,368,670
Sales Tax Revenue	327,128,266		327,128,266
Property Taxes	61,877,838	149,253,963 ⁹	211,131,801
Investment Income	19,899,872	31,753,103	51,652,975
Financial Assistance	515,015,829	593,204,885 ¹⁰	1,108,220,714
Total Sources of Funds	1,145,601,811	774,211,951	1,919,813,762
Uses of Funds			
Operating Expenses Excluding Depreciation	(902,110,309)		(902,110,309)
Depreciation	(302,446,199)		(302,446,199)
Planning & Studies Expense		(42,659,568)	(42,659,568)
Interest and Debt Service Expense	(2,282,013)	(97,299,318)	(99,581,331)
Capital Allocation and Transfers	(86,787,570) ¹¹	86,787,570	
Transfer of Expenses Paid by Capital Fund - GASB 87	15,122,229 ¹²	(15,122,229)	
Debt Service Allocations	(59,919,129)	59,919,129	
Transfer of Materials Inventory from Capital Projects	16,703,259	(16,703,259)	
Transfer of Completed and Capitalized Fixed Assets	975,314,507 ¹³	(975,314,507)	
Total Use of Funds	(346,405,225)	(1,000,392,182)	(1,346,797,407)
End Balance as of 6/30/2022	8,139,765,392	(527,003,003)	8,243,348,371

⁹ The District receives property tax allocations for debt service payments of outstanding General Obligation Bonds.

¹⁰ These are grant funds the District received for capital projects.

¹¹ 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.

¹² Transfer of lease related project expenses to General Fund required to be accounted for under GASB 87.

¹³ Transfer of Completed and Capitalized Fixed Assets

10. Operating Sources

The below table summarizes the operating sources for the FY24 & FY25 Adopted Budget. The operating sources for the FY23 Adopted Budget are included as a point of reference. Each line item is described in further detail in the subsequent sections.

Table 8: FY24 & FY25 Operating Sources

	Budget		FY23 to FY24 Change		Budget	FY24 to FY25 Change	
(\$Millions) ¹	FY23 Adopted	FY24 Adopted	\$	%	FY25 Adopted	\$	%
Operating Revenue							
Rail Passenger Revenue	222.1	225.0	2.8	1%	254.4	29.4	13%
ADA Passenger Revenue	0.5	0.5	(0.0)	(1%)	0.5	0.0	3%
Parking Revenue	13.1	14.8	1.7	13%	14.9	0.1	0%
Other Operating Revenue	19.4	23.9	4.4	23%	22.8	(1.1)	(5%)
Total Operating Revenue	255.2	264.2	9.0	4%	292.5	28.4	11%
Financial Assistance							
Sales Tax Revenue	299.0	319.8	20.9	7%	327.2	7.4	2%
Property Tax Revenue	58.0	61.2	3.2	6%	64.3	3.1	5%
VTA Financial Assistance	32.7	34.7	2.1	6%	34.8	0.1	0%
MTC Assistance – Clipper START	0.3	0.5	0.2	57%	1.2	0.8	172%
State Transit Assistance	22.7	23.5	0.8	3%	23.2	(0.3)	(1%)
Low Carbon Transit Operations Program	10.3	10.3	0.0	0%	10.3	0.0	0%
Low Carbon Fuel Standard Program	16.6	6.5	(10.1)	(61%)	6.4	(0.1)	(2%)
Other Financial Assistance	9.1	12.7	3.6	39%	13.6	0.9	7%
Total Financial Assistance	448.6	469.2	20.6	5%	480.9	11.7	3%
Federal Emergency Assistance	313.6	350.8	37.2	12%	249.6	(101.2)	(29%)
TOTAL - OPERATING SOURCES	1,017.4	1,084.1	66.7	7%	1,023.1	(61.1)	(6%)

10.1 Operating Revenue

Passenger Revenue

Fare revenue for FY24 & FY25 is based upon the Base Case ridership forecast discussed in Section 6, Ridership Outlook. As presented in the table below, total passenger revenue, including Americans with Disability Act (ADA) paratransit passengers, is budgeted at \$225.4M and \$254.9M for FY24 & FY25, respectively. The FY24 passenger revenue budget is 1% higher than the FY23 budget amount, while FY25 passenger revenues are projected to grow 13% above FY24 levels.

Per BART Board Resolution 5405, BART's Series 3, 2022-2026, Productivity-Adjusted Inflation-Based Fare Increase calls for a 11.4% fare increase in January 2024, based upon actual inflation in 2021 and 2022. However, to limit the impacts of this fare increase on riders in June 2023, the BART Board approved a modified implementation of the policy instead as two smaller fare increases in 2024 and 2025, of 5.5% each.

The passenger revenue forecast assumes two 5.5% fare increases will occur: on January 1, 2024, and January 1, 2025. Over the two-year budget period, these fare increases are estimated to generate approximately \$26M above FY23 fare levels. Per Board-adopted policy, the final fare increase of the series would occur in January 2026, after which staff will recommend a new fare increase series.

The BART Board has approved an increase to the Clipper START discount from 20% to 50%, beginning in January 2024. The increase in discount, along with efforts by MTC to streamline the enrollment process and expand outreach, is expected to raise participation by existing riders, attract new riders, and make BART more affordable for low-income residents. The fiscal impact to BART is estimated at \$1.5M in FY24 and \$4.5M in FY25.

Parking 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), 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 budget assumes that parking enforcement will be ramped up over the next year, resulting in an increase in combined parking fines and parking revenues of approximately \$1.5M over the two-year budget period.

The FY24 & FY25 parking revenue budgets are \$14.8M and \$14.9M, respectively. The forecast reflects expected ridership levels and associated parking demand, shifting demand in parking products, and projected parking supply reductions due to construction and development. Parking revenue generated at the Milpitas and Berryessa stations is collected by VTA and is not budgeted by BART.

Other Operating Revenue

BART also generates operating revenue from non-passenger sources. Total other operating revenue is budgeted at \$24.0M in FY24 and \$22.8M in FY25.

Table 9: FY24 & FY25 Other Operating Revenue

(\$ Millions) ¹	FY23 Adopted	FY24 Adopted	FY25 Adopted
Commercial Communications Revenue Program (CCRP)	9.5	9.0	9.5
Advertising	1.7	3.2	3.2
Transit Oriented Development and Lease Revenue	4.9	6.2	4.8
Parking Citations	0.4	0.4	0.5
Other Revenue	2.9	5.2	4.8
Total Other Operating Revenue	19.4	24.0	22.8

- **Commercial Communications Revenue Program (CCRP):** The CCRP generates revenue through commercial fiber and wireless telecommunications. It includes BART's Digital Railway Project with Mobilitie Services, LLC, which seeks to increase fiber optic and wireless revenue over time. CCRP is estimated to generate \$9.0M in FY24 and \$9.5M in FY25.
- **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 \$3.2M in advertising revenue in both FY24 & FY25.
- **Transit Oriented Development and Lease Revenue:** Revenue from Transit Oriented Development (TOD) is budgeted at \$3.5M in FY24 and \$3.6M in FY25 and includes ground leases at West Dublin/Pleasanton, Pleasant Hill/Contra Costa Centre, Millbrae, Castro Valley, MacArthur, and Coliseum stations. BART collects transit benefit fees at West Dublin/Pleasanton and South Hayward, which are budgeted at \$0.2M in FY24 and \$0.2M in FY25. 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. These building and ground lease revenues are budgeted at \$2.5M for FY24 and \$1.0M for FY25.
- **Parking Citations:** Parking citation revenue is budgeted at \$0.4M in FY24 and \$0.5M in FY25.
- **Other Revenue:** Other revenue is budgeted at \$5.2M in FY24 and \$4.8M in FY25. It includes investment income, concessions, special fees and permits, the Capitol Corridor Joint Powers Authority's (CCJPA) overhead recovery, and other miscellaneous sources.

10.2 Tax and Financial Assistance

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 chose to split the remaining 25% equally between AC Transit and SFMTA. Sales tax is expected to remain BART's largest regular revenue source for operations in the near term.

Beginning calendar year 2023, sales tax revenue continued to grow along with the inflation and robust economic recovery that has followed the end of the most economically impactful COVID-19 pandemic public health measures. Strong consumer demand across most goods and service, sectors coupled with relatively high inflation have contributed to continued growth in sales tax revenue. Sales tax revenue growth rates vary by county: Alameda and San Francisco counties had approximately 5% higher sales tax receipts in Q1 2023 than Q1 2022, while Contra Costa County saw an increase of 0.2% over the same period.

A slight dip in sales tax revenue is assumed in FY24 due to waning inflation, declining fossil fuel prices, and the Federal Reserve's continued interest rate increases. In FY25 sales tax revenues are assumed to increase slightly as inflation stabilizes. Considering these factors, total operating sales tax revenue is projected to be \$319.8M in FY24 and \$327.2M in FY25.

Property Tax Revenue

Property tax revenue is derived from a statutory portion of the 1% general levy in each of the three BART counties. BART has a separate tax levy for general obligation bond debt service associated with the 2004 seismic retrofit (Measure AA) program and for the 2016 system renewal program (Measure RR).

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.

BART's property tax revenue is projected at \$61.2M in FY24 and \$64.3M in FY25. The budget anticipates the fixed property assessment growth rates put into place by Proposition 13 will act as a buffer against potential declines in property tax revenue due to expected reassessments of commercial property.

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 \$34.7M for FY24 and \$34.8M for FY25. Actual results for each fiscal year will be used to calculate the final payment from VTA.

MTC Assistance – Clipper START

BART participates in the MTC's Regional Means-Based Fare Discount Pilot Program known as Clipper START, currently providing a 20% discount on BART to program participants. On June 8, 2023 the BART Board of Directors approved increasing the Clipper START discount to 50% beginning on January 1, 2024. On June 28, 2023 MTC approved extending the Clipper START pilot through June 2025. Before adopting a more permanent means-based discount framework and, pending evaluation and funding availability,

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 was budgeted at \$0.5M for FY24 and \$1.2M for FY25; however, following budget adoption, MTC proposed to allocate \$2M to BART upfront to offset revenue impacts of the Clipper START extension.

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.

In 2021 the California State Legislature passed a hold harmless provision for the STA funding formula, which was set to expire on January 1, 2024.¹⁴ The hold harmless provision intends to mitigate the impacts of pandemic-related drops in revenue on transit operators' STA receipts. BART's adopted budget assumes that the hold harmless provision expires at the end of calendar year 2023, which results in a substantial decrease to BART's STA revenue for the latter half of FY24 and for the entirety of FY25. However, between the date that BART adopted its FY24 & FY25 budget and the date of this document's publication, the California State Legislature extended the hold harmless provision through January 1, 2027.¹⁵ This will result in more STA revenue for BART than the projected amounts that appear in this Adopted Budget Manual.

Just as in FY23, per BART Board Resolution 5554, in FY24 MTC will retain \$15.0M 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.

BART is projected to receive \$23.5M in STA funding in FY24 and \$23.2M in FY25. These total STA funding amounts include \$6.7M in FY24 and \$6.8M in FY25 from the STA State of Good Repair program.

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, 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 FY24 and is projected to receive the same amount for FY25. 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.

¹⁴ See [State of California Public Utilities Code Section 99268.9](#).

¹⁵ See [SB-125 Transportation budget trailer bill](#).

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 \$6.5M of LCFS revenues for FY24 and \$6.4M for FY25, 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. In September 2023, a new service plan was implemented, featuring shorter trains. Given that LCFS revenues depend on overall train car miles traveled, an unbudgeted decrease in LCFS revenues is expected.

Other Financial Assistance

The FY24 & FY25 budget projects other financial assistance to BART totaling \$12.7M in FY24 and \$13.6M in FY25. These sources include \$7.0M in FY24 and \$7.1M in FY25 from Alameda County's Measure BB, which will be used for paratransit and transit operations in Alameda County. San Mateo County Measure A sales tax revenues projected to be \$2.2M in FY24 and \$2.3M in FY25 are included as well. Each budget year also includes \$1.0M paid by Caltrain for the Millbrae Station Use, Operations, and Maintenance Agreement, and \$0.2M from Contra Costa County's Measure J sales tax. Finally, \$2.1M in FY24 and \$2.1M in FY25 of MTC Regional Measure 3 Funds is included to fund BART's Independent Office of the Inspector General.

10.3 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 2021, included \$30.5B in federal funding to support the nation's public transportation systems.

In total, BART has been allocated \$1.6B 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 an additional tranche of \$270.8M awarded to BART in March 2022.

For FY24, BART is budgeting \$350.8M of emergency federal funds toward balancing the net operating result. In FY25, BART is budgeting \$249.6M, the available remainder of federal emergency funds.

11. Operating Uses

The table below summarizes the operating uses for the FY24 & FY25 Adopted Budget. The operating uses for FY23 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 increasing from \$1.017B in FY23 to \$1.084B in FY24 and \$1.116B in FY25.

Table 10: FY24 & FY25 Operating Uses

Operating Uses	Budget		FY23 to FY24 Change		Budget	FY24 to FY25 Change	
(\$ Millions) ¹	FY23 Adopted	FY24 Adopted	\$	%	FY25 Adopted	\$	%
OPERATING EXPENSES							
Labor & Benefits	632.2	700.5	68.3	11%	726.8	26.3	4%
ADA Paratransit	16.7	18.8	2.1	13%	20.4	1.6	9%
Purchased Transportation	12.7	7.9	(4.8)	(38%)	8.5	0.6	7%
Power	52.7	59.0	6.3	12%	60.7	1.7	3%
Other Non-Labor	145.7	147.3	1.6	1%	148.1	0.8	1%
Total Operating Expense	860.0	933.5	73.5	9%	964.5	31.0	3%
DEBT SERVICE & ALLOCATIONS							
Bond Debt Service	59.9	60.1	0.2	0%	60.2	0.0	0%
Allocation - Capital	46.5	38.9	(7.6)	(16%)	38.6	(0.3)	(1%)
Priority Capital Programs	33.0	50.0	17.0	52%	51.0	1.0	2%
Allocation - Other	1.6	1.6	(0.0)	(2%)	1.6	0.0	0%
Sustainability from LCFS	6.4	0.0	(6.4)	(100%)	0.0	0.0	0%
Pension	10.0	0.0	(10.0)	(100%)	0.0	0.0	0%
Total Debt Service & Allocations	157.4	150.6	(6.8)	(4%)	151.4	0.8	1%
TOTAL USES	1,017.4	1,084.1	66.7	7%	1,115.9	31.7	3%

11.1 Labor: Wages & Benefits

The table below shows changes in full-time equivalent (FTE) positions from the FY23 Adopted Budget to the FY24 Adopted Budget. There are no position changes anticipated between FY24 & FY25.

Table 11: FY24 FTE Changes

FY23 to FY24 FTE Summary			
	Operating	Capital/Reimbursable	Total FTEs
FY23 Adopted Budget	3,493.70	1,092.25	4,585.95
Adjustments			
Midyear Additions	16.00	5.00	21.00
Funding Conversions	34.75	(34.75)	0.00
Technical Adjustments	0.00	1.00	1.00
Reductions	0.00	(24.00)	(24.00)
Total Adjustments	50.75	(52.75)	(2.00)
FY24 Adopted Budget	3,544.45	1,039.50	4,583.95

* FY25 Adopted Budget anticipates no changes to funded FTE levels

A total of 2.0 full-time equivalent (FTE) operating and capital positions have been removed in the FY24 budget. Position changes incorporate positions added midyear to respond to changing needs, conversions to reflect actual charging, or technical adjustments as described below:

- Midyear Additions:
 - Operating: Added 16.0 FTEs to support operating programs in Administration (1.0), Talent Acquisition (3.0), Procurement (1.0), Labor Relations (2.0), Government & Community Relations (2.0), Infrastructure Delivery (2.0), Internal Audit (1.0), and Inspector General (4.0).
 - Capital: Added 5.0 FTEs to support capital projects, including Office of Civil Rights (2.0), Procurement (2.0), and Infrastructure Delivery (1.0).
- Funding Conversions: Converted 33.7 FTEs from Capital to Operating sources to reflect capital positions no longer charging to capital projects.
- Reductions: Removed 24.0 vacant capital FTEs in Rolling Stock and Shops.
- Technical Adjustments:
 - Capital: Added 1.0 FTE to reinstate a critical project support position removed in FY21 in response to the COVID-19 pandemic

Table 12: FY24 & FY25 Labor Expenses

Labor (Wages and Benefits) (\$ Millions) ¹	Budget		FY23 to FY24 Change		Budget	FY24 to FY25 Change	
	FY23 Adopted	FY24 Adopted	\$	%	FY25 Adopted	\$	%
Wages	480.2	512.5	32.2	7%	540.5	28.0	5%
Overtime	70.8	76.8	5.9	8%	79.8	3.1	4%
CalPERS Pension	128.0	135.5	7.6	6%	135.7	0.2	0%
Other Retirement Benefits	14.4	13.2	(1.2)	(9%)	13.6	0.4	3%
Active Employee Medical	88.7	83.9	(4.7)	(5%)	84.2	0.3	0%
Retiree Medical	45.7	44.9	(0.8)	(2%)	45.6	0.7	2%
Workers' Compensation	17.2	20.7	3.5	20%	20.7	0.0	0%
Capital Reimbursement Wages	(146.6)	(128.7)	18.0	(12%)	(134.3)	(5.6)	4%
Capital Fringe	(73.7)	(63.5)	10.2	(14%)	(64.0)	(0.5)	1%
Capital Overtime	(22.4)	(23.9)	(1.5)	7%	(24.8)	(1.0)	4%
Other Labor and Benefits	29.9	29.1	(0.8)	(3%)	29.8	0.7	2%
NET LABOR	632.2	700.5	68.3	11%	726.8	26.3	4%

The Adopted labor budget totals \$700.5M in FY24 and \$726.8M in FY25. The FY24 adopted labor budget is \$68.3M higher than the FY23 Adopted Budget, while the FY25 labor budget is \$26.3M higher than the FY24 adopted labor budget.

Beginning in FY24, BART is changing how the vacancy rate assumption (the percentage of positions assumed to be vacant at any given time) is applied in the budget. Through FY23, it was calculated against wages, benefits, and capital reimbursements, then budgeted in its own account line. In FY24 and beyond, the vacancy assumption is spread out over the wage, benefit, and capital reimbursement accounts. This change will allow for more clarity regarding where savings from vacancies will appear and is anticipated to reduce the District's budget to actual variance on individual line items. In addition, BART is also including at capital vacancy rate that will be applied against the capital reimbursement accounts.

Wages

Wages increase in the FY24 budget due to a decrease in the assumed vacancy rate and the incorporation of wage increases not included in the FY23 & FY24 Budget adopted in June 2022.

In FY24, the vacancy rate assumption is 6% operating and 18% capital, and FY25 5% operating and 18% capital. As of August 2023, the District's operating vacancy rate stands at 6% and 21% for capital positions.

The second driver of wage cost growth between FY23 & FY24 is the negotiated wage increase approved by the BART Board on July 28, 2022; due to the timing of the vote, the increases were not included in the FY23 & FY24 Adopted Budget. This action ratified the extension and creation of successor Collective Bargaining Agreements (CBAs) with BART unions that included wage increases covering the period between FY23 and FY26. BART Police Unions BPMA and BPOA received a 2% wage increase in FY23 and will receive a 2% increase in FY24, as well as 3% in FY25 and 3.5% in FY26. All other District Employees, including non-represented employees, received a 3.5% increase in FY23 and will receive a 3% increase in FY24 and a 4% increase in FY25. These increases have been incorporated into the wage budgets for FY24 & FY25. Not included in the budget are the market rate wage increase for sworn BART police officers. The increase was approved after the FY24 & FY25 Budget was adopted.

Overtime

The gross overtime budget increases by \$5.9M in FY24. This is driven by two components. On the capital side, in FY23, BART began budgeting capital-funded overtime work, reflecting the District's use of overtime hours to complete portions of its capital projects. This change brought the overtime budget into alignment with how the District budgets other capital labor expenses such as salaries and fringe. Capital-funded overtime, which has no net impact on the operating budget, increases by \$1.5M in FY24 and another \$1M in FY25, reflecting negotiated wage increases.

On the operating side, the FY24 & FY25 budgets include a \$4.4M increase in overtime utilization. Halfway through FY23, BART's operating overtime was 45% over budget, due to staffing shortages at the beginning of the fiscal year (particularly in Transportation and the BART Police Department), and emergency repairs to keep service running. The Adopted Budget assumes increased overtime, but at a lower level than projected actuals in FY23 due to District plans to gradually reduce overtime reliance. The result is that the FY24 & FY25 overtime budget is higher than budgeted in FY23.

CalPERS Pension

The California Public Employee Retirement System (CalPERS) administers and determines funding rates for BART pension plans.

BART employees are covered by two separate pension plans: Public Safety, which covers sworn members of the BART Police Department (BPD), and Miscellaneous, which covers all other District employees. As of the latest actuarial valuation reports for FY24 (based on data as of June 30, 2021, published July 2022), BART's funded ratio increased from 72.5% to 82.3% for the Miscellaneous plan and from 57.9% to 65.5% for the Safety plan. The funded ratio measures plan assets relative to plan liabilities. Employees are further divided into two categories that affect their pension contributions and benefits. The California Public Employees' Pension Reform Act (PEPRA) covers all employees who began working at a CalPERS agency after January 1, 2013. Employees who began their service before that date are referred to as Classic employees.

Pension costs are categorized into three major categories. The first two categories, the employer and employee contributions, are part of the "normal cost" of retirement. These costs vary with headcount,

salaries, the number of and type of employees in each plan, and CalPERS' investment return assumptions. The third category is the "unfunded actuarial liability," which is a supplemental payment made each year to CalPERS to make up the amortized difference between prior year assumed and actual investment returns. Costs for each are described in the following three sections.

Employer Contribution

CalPERS implemented several actions in prior years to improve stability of the pension fund and guard against market downturns. The most important action was to reduce future expected investment returns, known as the discount rate. A lower discount rate results in higher contributions from CalPERS member agencies; this has a major impact on BART's pension costs. In FY24, the assumed discount rate will be 6.8%. For FY24, BART is required to contribute 9.84% and 27.73% of payroll for the normal cost for the Miscellaneous and Safety plans, up from 8.90% and 25.92% in FY23.

Employee Contribution

Employees subject to PEPR pay 100% of the required employee contribution (half the normal cost), which is 7.75% for Miscellaneous employees and 14.25% for Safety employees. Classic Miscellaneous employees pay the full contribution amount of 7.00%, except for nonsworn BPOA and BPMA, who pay 0% of their contribution. BART pays the Employer Paid Member Contribution (EPMC) for Classic BPOA and BPMA employees: 9% for safety and 7% for miscellaneous. BPOA and BPMA classic employees pay a portion towards the employer's contribution. The amounts are listed in the next paragraph.

In FY24, Miscellaneous PEPR (non BPOA/BPMA) employees will pay an additional 0.25% of the employer contribution, also referred to as an employee cost share. BPOA Miscellaneous PEPR employees will pay an additional 4% employee cost share. Classic Safety employees will pay 10% of BART's employer contribution, Classic Miscellaneous BPOA employees will pay 4% and Classic Miscellaneous BPMA employees pay 8% of BART's employer contribution. The FY24 & FY25 Adopted budget will include an estimated budget for the employee cost share. Previous budgets incorporated the reimbursements into the Employer Contribution amounts.

Unfunded Actuarial Liability (UAL)

UAL payments, which fund the difference between prior year assumed and actual returns, are determined by CalPERS each year. The costs are amortized over several years to smooth out payments. BART is required to contribute \$81.7M in FY24 as a flat fixed payment towards the UAL for both plans, almost the same amount as in FY23. The FY25 payment is projected to be \$78.9M.

Table 13: FY24 & FY25 CalPERS Contribution Rates

CalPERS Employer and Employee Rates					
		FY23 Adopted		FY24 & FY25 Adopted	
		MISC	SAFETY	MISC	SAFETY
Employer Rate	Classic	8.90%	25.92%	9.84%	27.73%
	PEPRA	8.90%	25.92%	9.84%	27.73%
Employee Rate	Classic	7.00%	9.0%	7.00%	9.00%
	PEPRA	7.00%	14.25%	7.75%	14.25%

Table 14: FY24 & FY25 CalPERS Contribution Amounts

District Estimated Contributions								
		Budget		FY23 to FY24 Change		Budget	FY24 to FY25 Change	
(\$ Millions)		FY23 Adopted	FY24 Adopted	\$	%	FY25 Adopted	\$	%
Employer Share	Classic	18.4	22.7	4.3	23%	23.9	1.1	5%
	PEPRA	25.7	32.5	6.8	26%	34.4	1.9	6%
EPMC		2.1	1.9	(0.2)	(9%)	2.0	0.1	5%
Employee Cost Share ¹⁶			(3.3)	(3.3)	0%	(3.4)	(0.2)	5%
UAL		81.7	81.7	0.0	0%	78.9	(2.8)	(3%)
Total District Contribution		128.0	135.5	7.6	6%	135.7	0.2	0%

Other 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 and contributions are capped at an annual amount of \$1,868.65 per employee. The total BART MPPP contribution is projected to be \$7.8M in FY24 and \$7.9M in FY25.

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

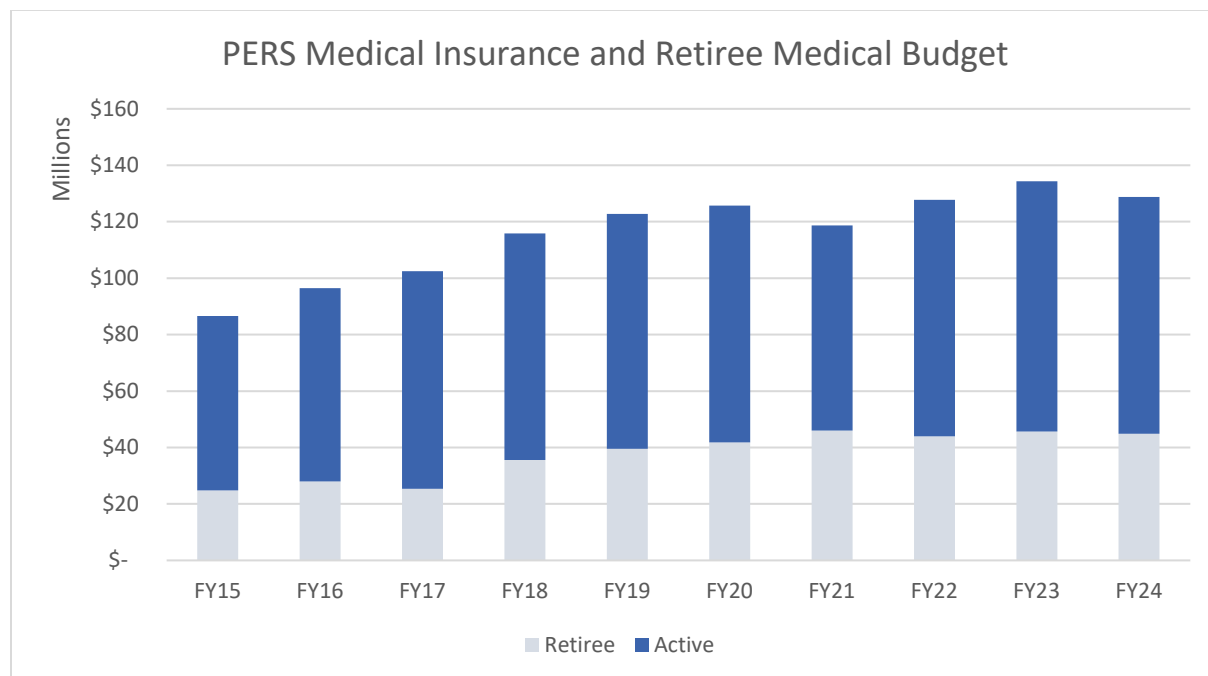
For all employees, 0.0888% is retained by BART, except for non-sworn employees in BPOA and BPMA. For employees represented by AFSCME, ATU, and SEIU enrolled in medical insurance, \$37 per month is deducted and included as a contribution towards medical insurance. BART's total estimated net cost for the additional 1.627% MPPP after these deductions is \$5.4M in FY24 and \$5.7M in FY25.

¹⁶ The FY24 & FY25 Adopted budget includes an estimated budget for the Employee Cost Share. Previous budgets incorporated the estimated reimbursements into the Employer Contribution amounts.

Active Employee Medical

The cost of healthcare insurance for active employees is projected to be \$83.9M in FY24 and \$84.2M in FY25. This amount includes an accounting credit for an “implied subsidy” from the Retiree Medical cost actuarial report (see Retiree Medical section below).

Figure 5: CalPERS Medical Insurance and Retiree Medical Adopted



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 each January. In FY24, the scheduled monthly “base” employee contribution for AFSCME, ATU, SEIU, and Non-Rep is \$127.68, BPOA and BPMA is \$180.22 per employee.
- AFSCME, ATU, and SEIU members “redirect” \$37 per month of BART’s additional 1.627% MPPP contribution to apply an additional contribution towards their medical insurance.
- Non-represented employees pay an additional \$37 per month directly in their medical contribution.
- BPOA and BPMA have incorporated an additional contribution towards their medical insurance in their base level contributions.

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 and former employees. The FY24 ADC is \$50.6M, a portion of which is an implied subsidy payment of \$5.7M and the projected ADC for FY25 is \$51.9M with \$6.4M payment for implied subsidy.

As of the most recent valuation projections for FY24, the funded ratio is projected to increase from 67.8% to 70.9%. BART’s funding plan follows a 30 year “closed” amortization schedule and is scheduled 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 FY24 & FY25 Workers' Compensation budget is \$20.7M, which is \$3.5M higher than FY23; this funding level 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 decrease from FY23 to FY24 due to the movement of capital positions to the operating budget as well as the newly implemented capital vacancy rate of 18%. Capital funded overtime credits are newly budgeted as of FY23 and increase slightly to consider wage increases.

Other Labor and Benefits

Other labor (\$3M in FY24 and FY25) includes Union Meetings, Recruitment Incentive Pay, and Temporary Help. Other Benefits makes up the majority of this section (\$26.2M in FY24 and \$26.9M in FY25) and includes Dental Insurance, Life Insurance, Short and Long Term Disability, State Unemployment, Vision Care, Meal and Uniform Allowance, and Medicare Coverage and healthcare coverage for active and eligible retired Directors and employee domestic partners.

11.2 Non-Labor

Non-Labor for FY24 is \$233.0M, an increase of \$5.2M over the FY23 Adopted Budget with a further \$4.7M increase in FY25. The increases are driven primarily by cost escalation for materials and supplies like diesel fuel and traction power, as well as new or increased contractual obligations. FY25 Non-Labor cost changes are generally due to assumed cost escalation or the expiration of one-time FY24 costs. The table below summarizes Non-Labor by category.

Table 15: FY24 & FY25 Non-Labor Expenses

Non-Labor (\$ Millions) ¹	Budget		FY23 to FY24 Change		Budget	FY24 to FY25 Change	
	FY23 Adopted	FY24 Adopted	\$	%	FY25 Adopted	\$	%
Clipper, Vending & Bank Fees	8.0	10.1	2.1	26%	8.9	(1.2)	(12%)
Insurance	9.6	9.9	0.3	3%	9.9	0.0	0%
Materials & Supplies	50.1	47.5	(2.6)	(5%)	46.0	(1.4)	(3%)
Professional & Technical Fees	48.3	50.4	2.1	4%	51.0	0.6	1%
Repairs & Maintenance	10.2	11.2	1.0	10%	11.7	0.5	5%
Rent	4.1	3.9	(0.2)	(4%)	4.0	0.0	1%
Traction & Station Power	52.7	59.0	6.3	12%	60.7	1.7	3%
ADA Paratransit	16.7	18.8	2.1	13%	20.4	1.6	9%
Purchased Transportation	12.7	7.9	(4.8)	(38%)	8.5	0.6	7%
Utilities	8.6	9.1	0.5	6%	9.1	0.0	0%
Other Miscellaneous	6.9	5.3	(1.6)	(23%)	7.6	2.3	43%
TOTAL NON-LABOR	227.8	233.0	5.2	2%	237.7	4.7	2%

Clipper, Vending & Bank Fees includes credit card and interchange fees, Clipper program fees, and bank service charges. As BART transitions to the next generation Clipper System (C2) in 2024, the FY24 budget contains a one-time \$2.7M cost increase to run parallel systems during the changeover period. This will ensure that riders experience a smooth transition to this next generation fare technology. This increase is partially offset by a reduction in anticipated credit card & interchange fees related to fare media sales in order to align with revised ridership projections, as well as a Clipper fee rebate from MTC.

Insurance funding pays for premiums, reserve contributions and self-insured losses for public liability, damage to property, and risk-related services.¹⁷

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, fare equipment, materials required to keep stations accessible, supplies, etc. In FY24 & FY25, costs increase primarily to account for higher diesel and gasoline costs, partially offset by a reduction in inventory materials usage as a one-time parts replacement initiative for the BART-to-Antioch diesel fleet is completed.

¹⁷ Non-Labor Insurance does not include active employee health insurance, workers' compensation, Medicare, unemployment, and other insurance categories, which are included in the labor budget.

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. Costs are generally driven by scheduled multi-year contractual escalations. In addition, increases in FY24 incorporate some new contracts approved over the course of FY23, notably for cybersecurity services as well as critical upgrades to Train Operator simulator software.

Repairs & Maintenance funds graffiti removal, traction motor rewinds, painting, equipment overhaul, elevator pit cleaning, other maintenance, and repair-related contracts. In FY24 costs increase with higher graffiti removal costs, additional pressure washers, and the movement of funds from Materials and Supplies that helped cover one-time parts replacement project for BART-to Antioch.

Rent includes funds for administrative building leases. The change in the FY24 budgeted amount is due to the District's plans at the time the budget was adopted to revisit an existing lease for additional parking slots at the Lafayette station. Since adoption, the District has renewed this lease, which will generate a negative variance in FY24 actuals. Expenses will be added back to the FY25 budget.

Traction & Station Power includes energy costs to run BART trains and power the stations and major facilities. In FY24 & FY25, BART's annual electric power costs are projected to total \$59.0M and \$60.7M, respectively, to align with the District's current rail service plan. Relative to the FY23 adopted budget of \$52.7M, BART's FY24 electric power budget reflects a year-over-year increase of 12%, driven primarily upward by increased energy supply costs and distribution delivery rates seen in FY23.

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. In FY24, costs are anticipated to increase as EBPC negotiates a new paratransit contract, as well as to account for higher projected ridership alongside increased fuel costs.

Purchased Transportation Includes contract expense for the Oakland Airport Connector (OAC) project. This line also includes legacy fund transfers to other agencies. In FY24 and beyond, the District does not plan to renew these agreements, resulting in a savings of \$5.5M compared to the FY23 Budget. Given BART's fiscal position relative to other agencies, it is a necessary step at this time. These savings are partially offset by a contractually-obligated increase for OAC service based on inflation.

Utilities includes non-traction and station power electrical energy, trash collection, natural gas, water, sewer, telephones, and other utilities.

Other Miscellaneous includes election costs, dues and memberships, promotion expense, county filing fees, miscellaneous supplies, other non-building lease expenses, etc. The election cost budget drives a reduction in FY24, as BART elections are held every other year; costs will increase again in FY25.

11.3. Debt Service and Allocations

Table 16: FY24 & FY25 Debt Service and Allocations

Debt Service and Allocations (\$ Millions) ¹	Budget		FY23 to FY24 Change		Budget	FY24 to FY25 Change	
	FY23 Adopted	FY24 Adopted	\$	%	FY25 Adopted	\$	%
Debt Service	59.9	60.1	0.2	0%	60.2	0.0	0%
Allocations							
Capital Reinvestment	46.5	38.9	(7.6)	(16%)	38.6	(0.3)	(1%)
Priority Capital	33.0	50.0	17.0	52%	51.0	1.0	2%
Sustainability	6.4	0.0	(6.4)	(100%)	0.0	0.0	0%
Other	1.6	1.6	(0.0)	(2%)	1.6	0.0	0%
Pension Trust	10.0	0.0	(10.0)	(100%)	0.0	0.0	0%
Total Debt Service and Allocations	157.4	150.6	(6.8)	(4%)	151.4	0.8	1%

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 FY24 is \$60.1M and in FY25 is \$60.2M for outstanding Series 2015A, 2016A, 2017A, 2017B, 2019A and 2019B revenue bonds with an outstanding principal balance of \$590.8M as of July 2023.

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 reduced planned capital allocations in FY24 & FY25 to conserve available funding for operations. Allocations help to reduce future costs by reducing future liabilities in the present, whether for capital needs or retirement obligations.

The FY24 & FY25 Adopted Budget contains major cuts and deferrals to planned allocations. Historically, BART has adjusted its operating allocation funding amounts based on revenues; the District has allocated more in higher revenue years while reducing to help balance the budget during lower revenue years. Given their dollar size and relative flexibility compared to labor and non-labor costs, allocations constitute the single largest lever the District has to reduce expenditures.

The Pension and Sustainability allocations are suspended indefinitely as of FY24. Likewise, for several years, the Priority Capital allocation was projected at \$64M and \$54M for FY24 & FY25, respectively, based upon the then current cash flow needs of capital projects funded by Priority Capital Allocations. Updated cash flow projections indicate the timing of the project needs are later than FY24, thus allocations are reduced in the near term. The overall program budget remains the same, but the District now anticipates certain costs to occur in years outside the FY24 & FY25 budget window. This reduction

reduces the FY25 deficit, but not the cumulative deficit through FY28, as some allocations planned for FY24 & FY25 are now scheduled to occur in FY26 and beyond.

Capital Reinvestment

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 a \$4.4M allocation for OCIO to fund IT upgrades and projects and \$4.5M increase in RS&S equipment allocation for FY24 & FY25 offset by a corresponding reduction in RS&S non labor budget. Elimination of annual scheduled escalation of capital allocations in an inflationary environment is effectively a cut and will reduce the amount of capital reinvestment work the District can accomplish. In addition, this allocation decreases further due to a \$1.9M one-time FY23 allocation to fund underground restroom renovations.

Priority Capital

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, which are critical to the District's long-term ability to provide reliable service. The FY24 budget includes \$50M of Priority Capital Allocations, increasing to \$51M in FY25, reflecting primarily cash flow timing needs for the rail car program. One year ago, the FY23 & FY24 Adopted Budget anticipated a \$64M Priority Capital allocation in FY24; this funding is not being cut from the program; rather the budget reflects updated cash flow needs for the projects funded by the allocation with the difference allocated to future fiscal years in line with current projections.

Sustainability Allocation

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 was restored in FY23. The FY24 & FY25 Adopted Budget suspends this allocation indefinitely and anticipates 100% of LCFS sales will be directed to the operating budget to support expenses, including power purchases. Note that actual revenues and the resulting allocation amount are dependent on market pricing of LCFS credits, quantity of LCFS credits generated, and the consistency of LCFS program regulations over time. Suspending this allocation, which requires Board action, could reduce BART's ability to meet its goals around reducing greenhouse gas emissions and sustainability.

Other Allocations

\$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

The FY24 & FY25 Adopted Budget suspends the Pension Trust allocation. This allocation, which sets aside funds to pay down pension liability, is intended to reduce BART's future year pension liabilities and offset potential spikes in unfunded liabilities. This suspension will result in less flexibility and funding in future years to address retirement obligations.

12. FY24 & FY25 Capital Budget

12.1. Adopted Capital Budget

The FY24 & FY25 Adopted Capital Budget anticipates a maximum investment of \$1.5B in FY24 and \$1.4B in FY25 in BART's capital assets. The Adopted Capital Budget provides an estimate of the cost of work project managers intend to accomplish in the coming two fiscal years. All cost estimates in the annual capital budget are fully funded by awards received in prior fiscal years and programmed funds.

Point in Time

The capital budget is a plan, which changes in real time as the year progresses based on District priorities, BART's 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).

12.2. Capital Sources and Uses

BART's capital budget is funded with federal, state, and regional grants, along with BART funds, Measure RR system renewal, and Earthquake Safety Program bonds. Projected FY24 & FY25 funding sources are summarized in the charts following.

The FY24 & FY25 Adopted Capital Budget directs \$2.9B 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 charts also summarize planned work by program area.

The District is refining and evolving on how capital project information is reported and shared with the Board and the public, with the goal of increasing transparency and providing project level detail. Since FY23 Q1, the District has been developing quarterly project reporting via the Capital Project Status Report which meets this goal.

Table 17: FY24 Capital Sources and Uses

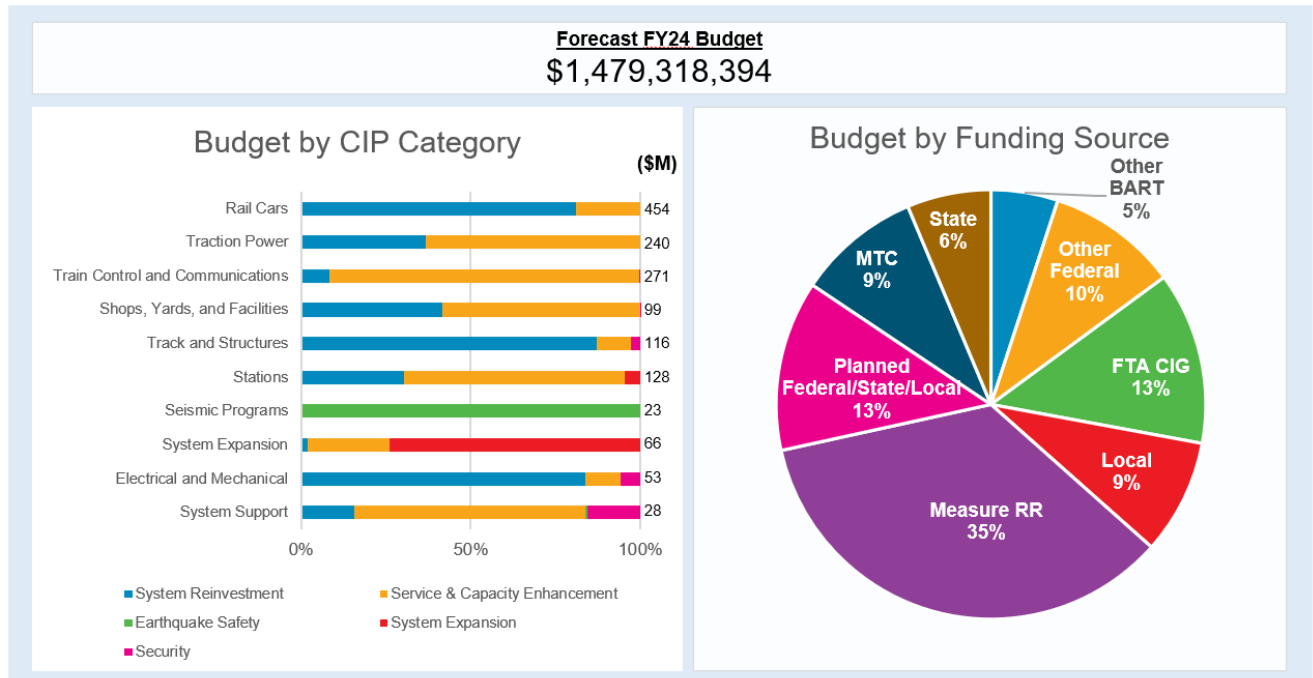
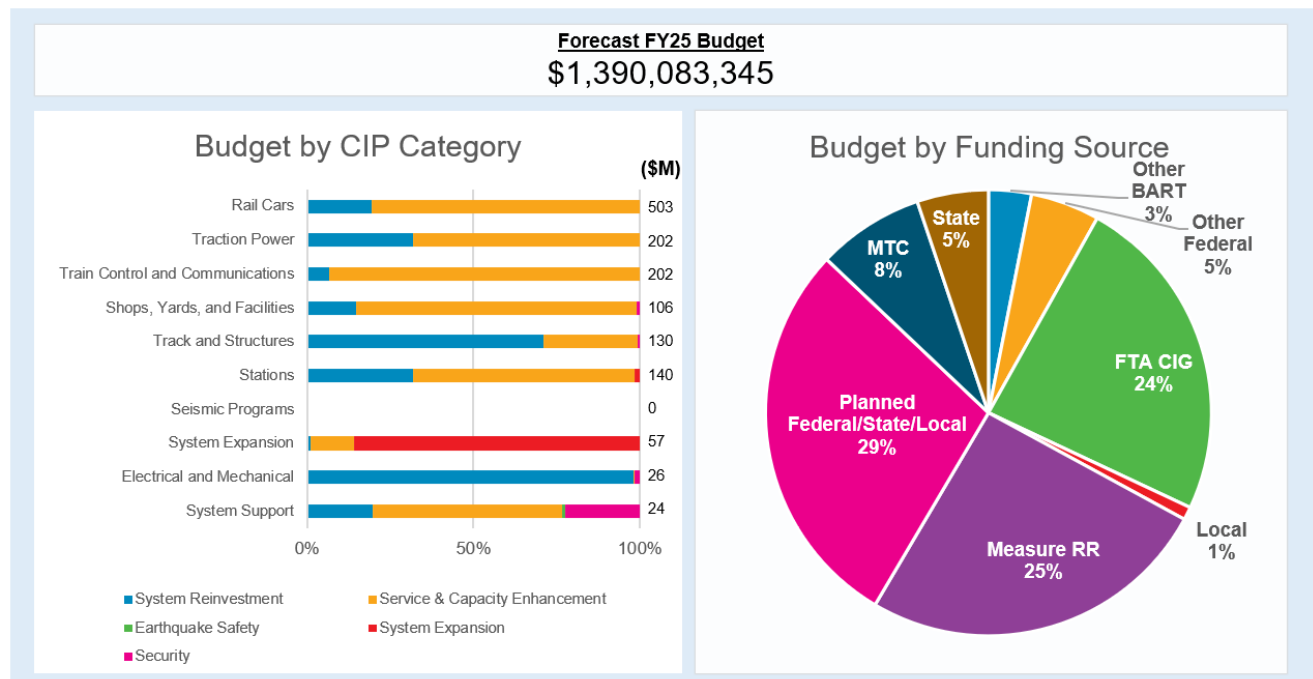


Table 18: FY25 Capital Sources and Uses

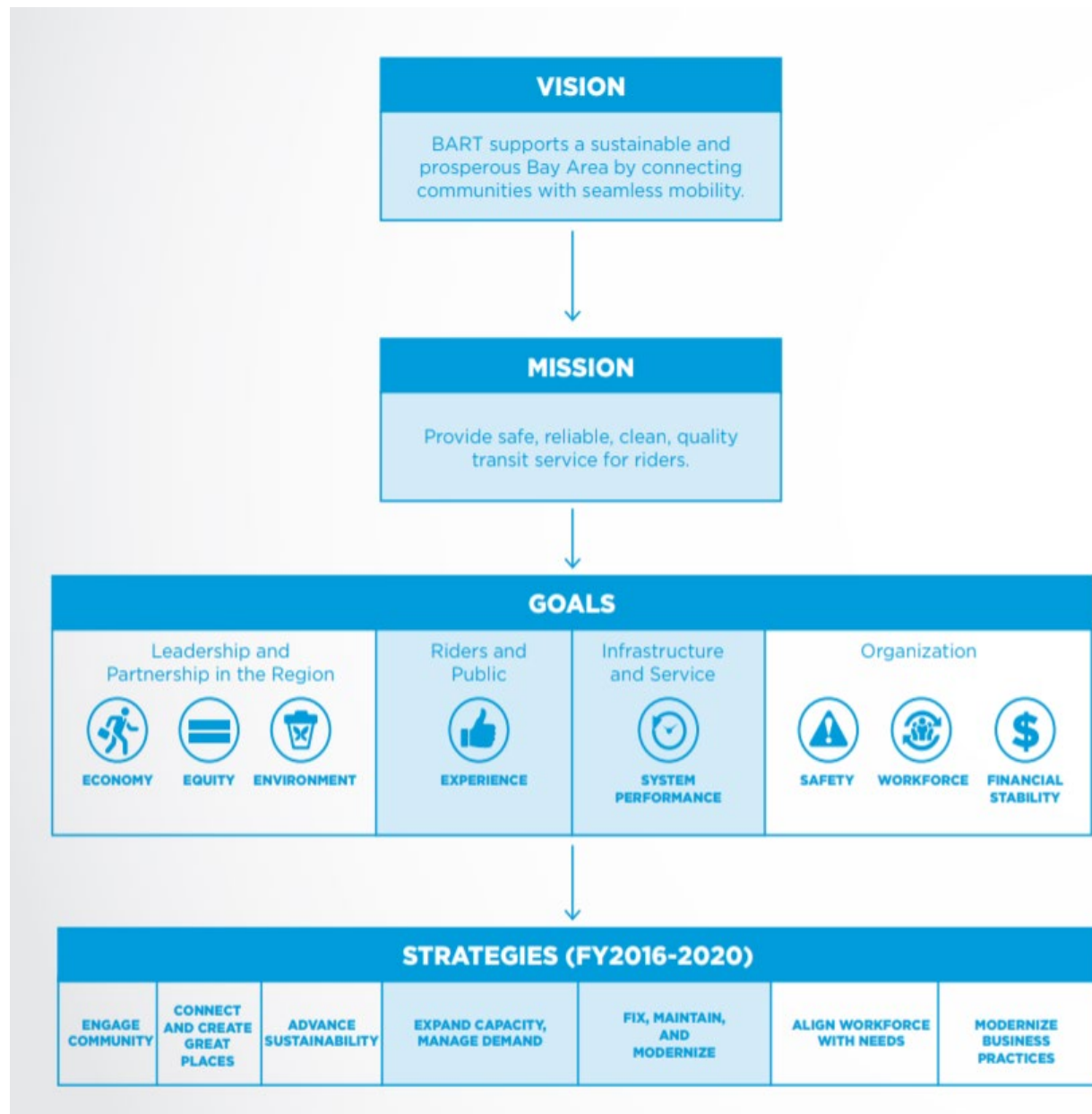


13. BART Goal Areas, Objectives & Performance Evaluation

13.1. Strategic Plan Framework

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

Figure 6: Strategic Plan Framework



Goal Areas

The eight strategic plan goal areas are as follows:

Leadership & Partnership in the Region

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

Riders & Public

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

Infrastructure & Service

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

Organization

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

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. As BART continues to operate in a context of uncertainty, executives from across BART collaborated to identify key BART initiatives over the next two years and focused in on three priority areas to guide the work during FY24 & FY25. 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 three 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 three priority areas and supporting high-level activities are:

Financial Stability: BART will continue to evolve a sustainable fiscal strategy in response to the financial crisis brought on by changing travel patterns in the wake of the COVID 19 pandemic. In addition to controlling costs, BART will continue to pursue regional, state and federal funding to fill the operating gap and to secure funding for capital commitments. Further, BART will explore alternative financing strategies for the capital program, program, advance a range of business process and efficiency improvements, and increase revenue where feasible. This priority is supported by the following activities:

1. Establish Sustainable Operating Financial Plan: 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.
2. Pursue Regional, State, & Federal Funding: BART will continuing 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. In addition, BART will partner with MTC and regional agencies to align critical transit needs with voter preferences, through collaboration, polling and potentially legislation to enable a package to be brought to the voters in the next few years. These efforts are ongoing.

3. **Alternative Financing Strategies for Capital Program:** BART will seek to finance the capital program by investigating public loan programs and private financing alternatives.
4. **Revenue Generation:** This activity focuses on continuing to advance projects such as the Digital Railway, Marketing, and Real Estate initiatives that could generate revenue to supplement primary revenue sources.
5. **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.

Rider Experience: Critical to BART's vision, mission, and recovery from the impacts of the COVID-19 pandemic is regaining ridership. BART will continue to undertake critical activities to get people back on transit, focused on 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:

1. ***Address Rider 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, cleanliness, signage in stations, and customer facing technology improvements, along with two of the District's highest priority initiatives:
 - 1.1. ***Next Generation Fare gates:*** A critical customer touch point are the fare gates that welcome riders to BART. Replacing and modernizing fare gates throughout the BART system is a top priority for the District.
 - 1.2. ***Progressive Policing and Systemwide Presence:*** 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. Continue force redeployment to emphasize visibility and presence in the system, and improve transparency by closely tracking and adjusting with new performance metrics. Continue to hire for all ranks within the department to fill vacancies and increase the use of social media for recruiting and storytelling to position BART's award winning Progressive Policing efforts as a national model for transit agencies.
2. ***Improve Service and Reliability.*** To better match changing travel patterns, BART launched a reimagined service plan in September 2023. The rail service plan is optimized to shift more service to night and weekend travel periods to better serve these markets. In addition, BART will continue to advance efficiencies through technology innovations and other reliability initiatives.
3. ***Regional Coordination:*** BART continues to play an important role in regional coordination and transit ridership recovery, including as a critical player in the Transit Transformation Action Plan, implementation of fare coordination recommendations, launching of MTC's Regional Network Management, and convening of transit operators.

4. *Engagement & Outreach:* BART will improve rider information, build community relationship through art and cultural engagement, and communicate key topics and new initiatives to passengers, taxpayers, community, and business stakeholders to reinforce the BART brand and our role of serving the region for 50 years. Key topics include new improvements to the customer experience, planned off-peak service enhancements, youth engagement, and reimagining safety and preventing harassment, among others.
5. *Improve Access:* BART will advance a range of efforts to improve access, including through the Mobility as a Service program, improve wayfinding, modernizing paratransit services, and improving multimodal access to BART stations.

On Track for the Future: BART will stay on-track for the future by continuing to develop a strong and stable workforce, implementing critical capital projects that will increase capacity and improve reliability, and advancing core programs such as transit-oriented development, equity, safety, and sustainability. This priority is supported by the following activities:

1. *Workforce Engagement, Development and Retention:* Successfully implementing priority initiatives depends on ensuring we have the right staff to deliver. Improve recruitment and hiring processes and develop recruiting/staffing plans for critical positions. Continue coordinated workforce development programs, including training, apprenticeships, and succession planning.
2. *Capital Program and Project Delivery:* Continue to invest in critical capital programs to ensure reliability, increase capacity, and improve customer experience. Key efforts include delivery of the core capacity program, ongoing infrastructure rebuild, delivery of the fleet of the future, and advancement of the Link21 project. BART will also advance projects to support staff facilities, such as relocating the BART Police Department Headquarters and addressing infrastructure needs at shops and yards facilities.
3. *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 by being more energy efficient, reducing long-term costs, and seeking grants for electric vehicle charging.
4. *System Safety:* Key initiatives include implementation of the Stafey Management System, construction safety oversight, and ongoing coordination and emergency response training.
5. *Advance Equity, Diversity & Inclusion:* 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.
6. *TOD Program Implementation:* Attract new riders, address the housing and climate crises, and lower the cost of living. Key initiatives include advancing the anti-displacement TOD strategy and advancing TOD projects at multiple stations.

13.2. Strategic Plan Goal Areas & Performance Indicators

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

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 FY23 included:

1. **Weather:** The Bay Area experienced its most extreme weather in over a decade. Both rain and extreme heat impacted on-time performance significantly from November of 2022 through May of 2023, causing over 13,000 delayed trains. BART is working on strategies to reduce delays caused by weather events.
2. **Staffing Level:** During the pandemic, staffing for essential functions such as train operators, station agents, rail controllers, and foreworkers decreased. Lower levels of service required fewer staff. When BART decided to resume full train 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 train operator staffing. BART focused on hiring staff and the number of train operators will reach full staffing by the end of 2023. Train cancellations have improved from a high point of over five percent of all dispatches to fewer than one percent in the fourth quarter of fiscal year 2023.

Because of these and other factors, on-time performance decreased in FY23 to 84.7%.

Goal Area: System Performance

Table 19: System Performance

Indicator		FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Provide Reliable Service												
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%	84.7%
Provide Reliable Station Equipment												
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%	98.8%
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%	95.4%
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%	97.3%

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 represented 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 other years. Relatively high satisfaction ratings in CY20 were 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.

The CY22 survey was conducted at a time in which ridership seemed to have adjusted to a “new normal,” at about 40% of pre-pandemic levels. Compared to the last pre-pandemic survey in 2018, most attributes received higher ratings. However, ratings for on-time performance declined vs. 2018 ratings, reflecting the actual decline measured by BART’s internal metrics. Similar to prior surveys, the “target issues” identified in 2022 involved cleanliness, personal security and addressing homelessness on the BART system.

BART continues to prioritize improving the customer experience, with a focus on addressing the underlying satisfaction concerns expressed in the survey. 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 increased train and station cleaning, new BART Police Department deployment strategies to increase visibility in the system, new fare gates to reduce fare evasion, enhancing customer communications and wayfinding, 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, initiatives to prevent and interrupt harassment, and increasing community outreach through Homeless Outreach Teams, and unarmed Crisis Intervention Specialists and Ambassadors.

Goal Area: Rider and Customer Experience

Table 20: Rider and Customer Experience

Indicator		CY14	CY15	CY16	CY17	CY18	CY19	CY20 ¹⁸	CY21	CY22	CY23
Increase customer satisfaction											
EX1 ¹⁹	% of customers who are satisfied	74%		69%		56%		72%		67%	
Provide clean stations and trains											
EX2 ²⁰	Avg. customer rating for station cleanliness	4.11		3.93		3.57		4.28		3.85	
EX3 ²⁰	Avg. customer rating for train interior cleanliness	4.28		4.25		3.65		4.20		3.97	

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 increase in ridership combined with increasing levels of criminal activity in the neighborhoods surrounding BART stations has resulted in a similar increase of criminal activity within the BART system. The BART Police Department is using a new patrol deployment strategy to increase the presence of

¹⁸ Due to the different context in which the 2020 survey was conducted, as well as other factors (changes in ridership – both in terms of number of riders and demographic composition), it is not advisable to directly track satisfaction-related questions and attribute ratings against other years.

¹⁹ Source: BART Bi-Annual Customer Satisfaction Survey. Includes % of customers who are very and somewhat satisfied with BART overall

²⁰ Source: BART Bi-Annual Customer Satisfaction Survey. Based on 1-7 rating, where 7 is best

sworn and unarmed civilian uniformed personnel within the system. Additionally, the department is using community policing strategies, including the resources of the Progressive Policing Bureau, to respond to the increase in criminal activity.

As in prior years, a 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 thieves. In the BART system, this is evidenced by the concentration of electronic thefts which have occurred in our high-density, commuter rich 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 electronic devices 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.

Goal Area: Safety

Table 21: Safety

Indicator		FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Reduce Crimes											
SA1	Crimes against persons on the BART system per million riders	1.9	1.7	1.8	2.7	3.5	4.4	5.1	17.9	7.6	8.8
Ensure Patron Safety											
SA2	Safety incidents per million patrons	6.24	5.07	5.35	2.31	1.85	2.06	1.80	1.88	1.68	2.1
Ensure Employee Safety											
SA3	Employee injuries	14.9	10.0	12.2	10.8	10.8	10.8	11.5	7.94	12.34	12.97

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. At the end of FY23, ridership stood at 41% of pre-pandemic levels, with staff projecting very modest growth up to 49% by the end of FY24. 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 \$1.28 in FY23.

This dynamic highlights BART's need to secure additional operating revenues. Given the very limited passenger growth projected, new funding sources and prudent expenditure reductions are 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.

The District continues to grapple with the fundamental shift to its revenue structure that began with the COVID-19 pandemic by continuing to adapt to the changed environment. The September 2023 service plan will better meet riders' needs by providing more frequent service at night and on weekends.

Goal Area: Financial Stability

Table 22: Financial Stability

Indicator		FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Increase efficiency											
FS1-A	Operating cost per passenger mile	\$0.33	\$0.33	\$0.34	\$0.37	\$0.42	\$0.43	\$0.61	\$3.01	\$1.33	\$1.28
FS1-B	% Change from previous year	0%	-2%	4%	7%	14%	3%	42%	394%	-56%	-4%
Stabilize operating revenues											
FS2	% Operating costs covered by fares	73%	76%	74%	70%	67%	64%	44%	8%	19%	21%
Fund post-employment benefits											
FS3	Unfunded pension liability (\$M)	\$-	\$497	\$439	\$401	\$515	\$693	\$682	\$789	\$833	\$931
FS4	Unfunded retiree medical liability (\$M)	\$-	\$132	\$129	\$111	\$300	\$304	\$282	\$263	\$193	\$131

14. Attachments

SUMMARY OF ATTACHMENTS

Attachment A: Executive Decision Document	51
Attachment B: Organization Chart.....	64
Attachment C: Department Descriptions	65
Attachment D: Position Summary Schedule	71
Attachment E: Acronyms	73
Attachment F: Glossary.....	75
Attachment G: Two Year Action Plans (YAP)	81
Attachment H: 2YAP, by BART Strategic Plan Goals	82
Attachment I: 2YAP, by Priority	83
Attachment J: 2YAP, Financial Stability.....	84
Attachment K: 2YAP, Rider Experience.....	90
Attachment L: 2YAP, On Track Future	97



EXECUTIVE DECISION DOCUMENT

GENERAL MANAGER APPROVAL:		DocuSigned by: <i>Michael Jones</i> 47000790F2D7463...		GENERAL MANAGER ACTION REQ'D:	
DATE: 5/26/2023		5/31/2023		BOARD INITIATED ITEM: Yes	
Originator/Prepared by: Katherine Alagar Dept: Operating Budgets	General Counsel	Controller/Treasurer	District Secretary	BARC	
DocuSigned by: <i>Katherine Alagar</i> 097E88AE6F87469...	DocuSigned by: <i>Janaa Eslan</i> F8FD763A73E74E8...	DocuSigned by: <i>Chris Gan</i> EE11C8CEEEA04FD...		DocuSigned by: <i>Pamela Herhold</i> 3BB24D66B8724F5...	
Signature/Date: 5/30/2023	5/30/2023 []	5/30/2023 []	[]	5/30/2023 []	[]

Two Year Annual Budget Resolution for Fiscal Year 2024 and Fiscal Year 2025

PURPOSE:

Authorize adoption of the Fiscal Year 2024 and Fiscal Year 2025 Two-Year Annual Budget Resolution (Budget Resolution).

DISCUSSION:

Approval by the Board of Directors is required for the Fiscal Year 2024 and Fiscal Year 2025 (FY24 & FY25) operating and FY24 & FY25 capital budgets. The total proposed FY24 combined operating and capital budget is \$2.6 billion (B), while the FY25 operating and capital budget is \$2.5B. The FY24 operating budget of \$1.1B is balanced, while the FY25 operating budget of \$1.1B has a deficit of \$93M. The capital budget totals \$1.5B in FY24 and \$1.4B in FY25.

The proposed FY24 & FY25 budgets are summarized in Attachments 1 and 2, which summarize BART's operating and capital sources and uses.

The budget includes an adjustment to the budgeted FY24 vacancy rate, which now includes both an operating vacancy rate and a capital vacancy rate. The operating vacancy rate is assumed to be 6% while the capital vacancy rate is assumed to be 18%. The current actual rates are around 6.5% and 24.6%, respectively. Being able to apply two separate rates is intended to bring the capital reimbursements budget closer to actuals.

The proposed budget was presented to the Board of Directors on April 20, 2023, May 11, 2023, and at a public hearing on May 25, 2023.

FY24 & FY25 Operating Budget



The FY24 & FY25 operating budget continues to be highly constrained by reduced operating revenues stemming from the continued effects of remote work on BART ridership.

The proposed operating budget authorizes FY24 and FY25 expenditures of \$1.08B and \$1.12B, respectively, while funding 3,544.5 operating FTEs in FY24 and FY25.

Included in the Labor Budget:

- 3.0% wage increase for AFSCME, ATU, SEIU, and non-represented employees as well as a 2% increase for BPOA/BPMA employees
- Addition of 4 new positions for the Office of Inspector General
- Conversion of 34 positions from Capital to Operating and removal of 24 capital position

Included in the Non-Labor Budget:

- \$5.5M of planned savings from the District eliminating payments to other operators
- Increase of \$2.5M in Power from the FY24 Preliminary Budget
- Increase of \$2.8M in diesel fuel and gas

Included in Debt Service and Allocations:

- Elimination of the pension allocation contributions of \$10M
- Elimination of the Sustainability allocations
- Removal of \$10M allocation in FY24 for employee-facing facilities
- Transfer of \$4.5M from non-labor to capital allocations to account for capital work in operations

Operating revenues in the FY24 revenue budget are \$9 million (M) higher than the adopted FY23 budget. The revenue budget projects \$264M of operating revenue in FY24 and \$293M in FY25, which includes (pending Board approval) the adjusted inflation-based fare increase of 5.5% in both FY24 and FY25. This includes \$225M of rail passenger revenue in FY24 and \$254M in FY25. Financial assistance is budgeted at \$469M in FY24 and \$481M in FY25. This includes \$320M of sales tax, \$61M of property tax, \$35M of VTA Financial Assistance, and \$24M of State Transit Assistance in FY24. Federal Emergency Funding of \$351M in FY24 balances the budget and the remaining funds of \$250M will be applied in FY25 leaving a deficit of \$93M. BART's single largest revenue source is no longer fare revenue; one-time federal emergency assistance (projected to be fully exhausted in FY25) and sales tax are BART's two largest revenue sources in FY24 and FY25.

FY24 & FY25 Capital Budget

The Capital Budget proposes FY24 expenditures of \$1.5B and funds 997.0 FTEs.

At nearly \$1.5B, the FY24 capital budget is roughly the same magnitude as the FY23 capital budget. Nearly one third of that is allocated to the continued first phase of Rail Car Procurement, focused mostly on replacement of our legacy fleet. Train Control Modernization Program and Traction Power investments, including the 34.5kv cable project, Core Capacity Traction Power Substations, and Next Generation Fare Gates, are also significant projects in FY24. Roughly one third of the FY24 capital budget is funded with Measure RR, with another third funded with federal funds and the remainder with state, regional, and local funding.

The Capital Budget proposes FY25 expenditures of \$1.4B and funds 997.0 FTEs.

At nearly \$1.4B in FY25, Rail Car Procurement is again the largest forecast capital expenditure at over one third of the total; note that in FY25 the second phase of the procurement with Core Capacity Program expansion rail cars begins. As in FY24, implementation of the Train Control Modernization Program, 34.5kv cable installation, Core Capacity Traction Power Substations, and Next Generation Fare Gates will continue in FY25. Measure RR and federal funds remain the largest sources of funding in FY25 at a little less than one third each. The remaining third will come from other sources.

FY24 & FY25 Budget Resolution

Staff recommends approval of the attached Resolution to adopt the Fiscal Year 2024 and Fiscal Year 2025 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 FY24 and FY25, the budget suspends the Low Carbon Fuel Standard Policy, adopted July 27, 2017 which allocates revenues to be directed 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 2024 and Fiscal Year 2025 Two-Year Annual Budget is balanced in the 1st year with a deficit of \$93M in year two. 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 FY24.

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, 2023 to June 30, 2024 and July 1, 2024 to July 30, 2025.

**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, 2023, to June 30, 2024,
and Fiscal Year July 1, 2024,
to June 30, 2025**

Resolution No. _____

WHEREAS, the Board of Directors of the San Francisco Bay Area Rapid Transit District published notices on April 28, May 3, May 5, and May 8, 2023, 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, 2023, to June 30, 2024 and July 1, 2024 to June 30, 2025; 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, 2023, to June 30, 2024 and July 1, 2024 to June 30, 2025; 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 began the first phase of implementation in August 2022 with the product branded as Clipper BayPass; and

WHEREAS, the system-wide operating plan for Fiscal Year 2024 and Fiscal Year 2025 was presented to the Board of Directors on May 11, 2023, in a presentation entitled "Rail Service Plan, Fiscal Year 2024 and Fiscal Year 2025 Operating and Capital 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 fare increase consistent with the action taken and adopted by the Board on June 8, 2023 and the Attachments and Exhibits reflect any such increase.

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

BE IT FURTHER RESOLVED that, subject to the resolved clauses, said Annual Budget includes a suspension of previously-adopted Board policy and resolution for BART Low Carbon Fuel Standard Policy adopted July 27, 2017 until further notice; 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 FY2024 and FY2025; 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 FY2024 and FY2025; 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 FY2024 and FY2025; 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 11, 2023, presentation entitled "Rail Service Plan, Fiscal Year 2024 and Fiscal Year 2025 Operating and Capital 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

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 ten 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 FY2024 and FY2025 for purposes of building ridership on the system, consistent with ridership development guidelines; and

BE IT FURTHER RESOLVED that effective July 1, 2023:

- (1) The total number of permanent full and permanent part-time positions ("full time equivalent") as of July 1, 2023, budgeted for the District shall be 4,583.95 in FY2024 and 4,583.95 in FY2025 (a part-time position is counted as 0.625 positions). Additional permanent positions are authorized, as required, not to exceed 100 positions;
- (2) The character and salary ranges of such positions, including officers appointed by the Board pursuant to Public Utilities Code Section 28811 shall be as set forth in the agreements entered into with Service Employees' International Union, Local 1021, Amalgamated Transit Union, Local 1555, American Federation of State and County Municipal Employees, Local 3993, the BART Police Officers Association and the BART Police Managers Association as to the employees represented thereby, and with other Bargaining Units for employees that may later be represented thereby, and for all other employees as set forth in the attached "Exhibit B", incorporated herein as though set forth at length. The employment benefits for non-represented employees shall be administered by the General Manager in accordance with Board Rule 4-1.2;
- (3) The General Manager is authorized to make future adjustments to the Professional/Management Salary Ranges ("Exhibit B") for non-represented employees in accordance with applicable provisions of the Compensation Manual, which reflects the District policy and practice to evaluate such ranges on an annual basis and to establish the mid-points of the pay ranges for positions so that they approximate the 75th percentile of the average of salaries paid for similar jobs in the labor market and to promptly advise the Board of any and all such range adjustments. The General Manager is directed to initiate the annual review by October of each year; 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.

##

EXHIBIT A
SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT
ANNUAL BUDGET - FY24 and FY25

<u>FUND SOURCES</u>		<u>FY24</u>		<u>FY25</u>
FUND SOURCES FOR NET OPERATING EXPENSE BUDGET, DEBT SERVICE AND CAPITAL ALLOCATIONS				
Operating Revenue	\$	264,164,635	\$	292,540,850
Sales Tax		319,842,152		327,198,783
Property Tax		61,200,000		64,260,000
MTA Financial Assistance		34,732,657		34,794,917
MTC Financial Assistance Clipper Start		451,669		1,229,157
Local & Other Assistance		12,695,516		13,599,154
State Transit Assistance		23,518,508		23,207,071
Low Carbon Transit Operations Program		10,258,949		10,258,949
Low Carbon Fuel Standard Program		6,500,000		6,400,000
Subtotal Operating Sources		733,364,086		773,488,881
Federal Emergency Assistance		350,784,199		249,600,586
Subtotal – Emergency Assistance		350,784,199		249,600,586
Total Operating Sources		1,084,148,285		1,023,089,467
FUND SOURCE FOR CAPITAL BUDGET				
Capital Funds - Cash Flow	\$	1,479,318,394	\$	1,390,083,345
TOTAL ESTIMATED FUND SOURCES	\$	2,563,466,679	\$	2,413,172,812
<u>FUND USES</u>				
FUND USES FOR NET OPERATING EXPENSE BUDGET, DEBT SERVICE AND CAPITAL ALLOCATIONS				
Net Labor Expense ⁽¹⁾	\$	700,497,999	\$	726,761,731
Non-Labor Expense		233,017,202		237,706,096
Total Net Operating Expense	\$	933,515,201	\$	964,467,827
Revenue Bond Debt Service		60,131,289		60,163,276
Allocation to Capital - Rehabilitation		38,897,646		38,647,646
Allocation to Capital - Priority Capital Programs		50,000,000		51,000,000
Allocation to Capital - Other		1,604,149		1,604,149
Total Operating Uses	\$	1,084,148,285	\$	1,115,882,898
FUND USES FOR CAPITAL BUDGET				
Capital Funds - Cash Flow	\$	1,479,318,394	\$	1,390,083,345
TOTAL ESTIMATED FUND USES	\$	2,563,466,679	\$	2,505,966,243
NET FINANCIAL RESULT (DEFICIT)		-		(92,793,431)

⁽¹⁾ Total Authorized Permanent Positions as of 07/01/23 = 4,583.95, as of 07/01/24 = 4,583.95

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
RECEPTIONIST	\$36.3908	\$37.9678	\$39.4293	\$40.9288	\$42.4674	\$43.0579
PARALEGAL	\$43.3179	\$45.1982	\$46.9393	\$48.7279	\$50.5627	\$51.2601
P/T SURVEY TAKER (SINGLE RATE)	\$41.6922					
ENGINEER INTERN	\$22.5000					

NOTE: The clerical rates are effective 07/01/2023.

PROFESSIONAL/MANAGEMENT PAY BANDS

PAY BAND	MINIMUM	MIDPOINT	MAXIMUM
15	\$212,111	\$266,730	\$321,349
14	192,828	242,482	292,135
13	175,298	220,438	265,577
12	159,361	200,397	241,433
11	148,935	187,287	225,638
10	139,192	175,034	210,876
9	130,085	163,583	197,080
8	121,574	152,880	184,186
7	113,621	142,879	172,136
6	106,187	133,531	160,874
5	99,240	124,795	150,349
4	92,747	116,630	140,513
3	86,679	109,000	131,320
2	81,008	101,868	122,728
1	75,708	95,204	114,699

NOTE: The professional/ management pay bands were effective 07/01/2022.

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	\$195,000.00	7/1/2023
CONTROLLER-TREASURER*	\$289,623.31	7/1/2022
GENERAL COUNSEL	\$320,220.26	7/1/2023
GENERAL MANAGER	\$410,077.38	7/1/2023
INDEPENDENT POLICE AUDITOR	\$218,106.05	7/1/2023
INSPECTOR GENERAL	\$220,000.00	7/1/2023

* Board Appointed Officer positions currently vacant, listed latest interim salary
 Note: No rate increases approved for Board Appointed Officers in FY24.

Attachment 1
FY24 and FY25 District Operating Budget
Sources and Uses Detail

	FY24 Preliminary Budget	FY24 Adopted Budget	Delta from Preliminary Budget	FY25 Preliminary Budget	FY25 Adopted Budget	Delta from Preliminary Budget
Rail Passenger Revenue	\$ 224,731,024	224,950,190	219,166	254,110,010	254,360,596	250,586
ADA Passenger Revenue	482,695	482,695	-	497,176	497,176	-
Parking Revenue	14,380,288	14,840,694	460,406	14,250,605	14,910,930	660,325
Other Operating Revenue	23,891,056	23,891,056	-	22,772,148	22,772,148	-
Subtotal - Operating Revenue	263,485,063	264,164,635	679,572	291,629,939	292,540,850	910,911
Sales Tax Proceeds	311,543,017	319,842,152	8,299,135	318,716,755	327,198,783	8,482,028
Property Tax Proceeds	61,200,000	61,200,000	-	64,260,000	64,260,000	-
VTA Financial Assistance	34,949,001	34,732,657	(216,344)	35,039,899	34,794,917	(244,982)
MTC Financial Assistance Clipper Start	451,595	451,669	74	1,229,057	1,229,157	100
Local & Other Assistance	10,595,515	12,695,516	2,100,001	10,813,206	13,599,154	2,785,948
State Transit Assistance	23,518,508	23,518,508	-	23,207,071	23,207,071	-
Low Carbon Transit Operations Program	10,258,949	10,258,949	-	10,258,949	10,258,949	-
Low Carbon Fuel Standard Program	6,500,000	6,500,000	-	6,400,000	6,400,000	-
Subtotal - Financial Assistance	459,016,585	469,199,451	10,182,866	469,924,937	480,948,031	11,023,094
TOTAL - OPERATING SOURCES	722,501,648	733,364,086	10,862,438	761,554,876	773,488,881	11,934,005
Labor & Benefits	677,477,234	700,497,999	23,020,765	710,756,059	726,761,731	16,005,672
ADA Paratransit	19,809,557	18,795,000	(1,014,557)	20,403,843	20,403,843	-
Purchased Transportation	7,928,921	7,928,921	-	8,516,618	8,516,618	-
Power	56,498,783	59,000,000	2,501,217	58,202,906	60,704,123	2,501,217
Other Non-Labor	149,806,256	147,293,281	(2,512,975)	150,629,566	148,081,512	(2,548,054)
Subtotal - Operating Expense	911,520,751	933,515,201	21,994,450	948,508,992	964,467,827	15,958,835
Bond Debt Service	60,131,289	60,131,289	-	60,163,276	60,163,276	-
Allocation - Capital Rehabilitation	44,181,377	38,897,646	(5,283,731)	34,181,377	38,647,646	4,466,269
Allocation - Priority Capital Programs	50,000,000	50,000,000	-	51,000,000	51,000,000	-
Allocation - Other	1,604,149	1,604,149	-	1,604,149	1,604,149	-
Allocation - Sustainability from LCFS	-	-	-	-	-	-
Allocation - Pension	-	-	-	-	-	-
Subtotal - Debt Service & Allocations	155,916,815	150,633,084	(5,283,731)	146,948,802	151,415,071	4,466,269
TOTAL - USES	1,067,437,566	1,084,148,285	16,710,719	1,095,457,794	1,115,882,898	20,425,104
Net Result Before Federal Emergency Assistance	\$ (344,935,918)	\$ (350,784,199)	\$ (5,848,281)	\$ (333,902,918)	\$ (342,394,017)	\$ (8,491,099)
Federal Emergency Assistance	344,935,918	350,784,199	5,848,281	255,936,173	249,600,586	8,491,099
NET RESULT	\$ -	\$ -	\$ -	\$ (77,966,745)	\$ (92,793,431)	\$ -
Average Weekday Trips	167,500	167,500	-	181,600	181,600	-
Total Ridership	51,262,600	51,262,600	-	55,416,500	55,416,500	-
Rail Farebox Recovery Ratio	25%	24%	-	27%	26%	-
Operating Ratio	29%	28%	-	31%	30%	-

Attachment 2

FY24 and FY25 Capital & Reimbursable Budget Headcount and Planned Expenditures Program Summary by Category

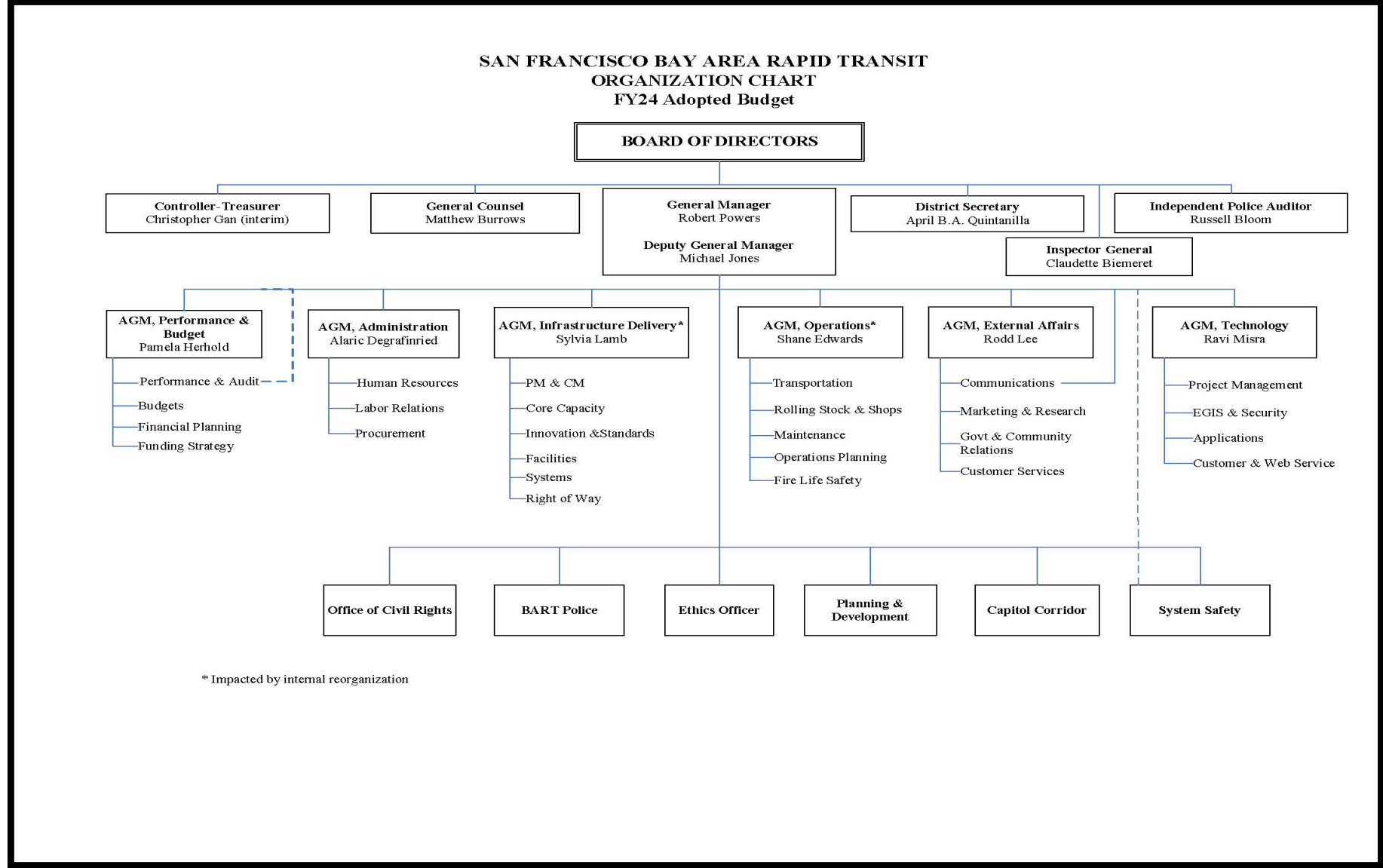
Program Category	FY24 and FY25 Headcount*	FY24 Planned Expenditures	FY25 Planned Expenditures
System Reinvestment			
Mainline	150.2	\$ 222,914,903	\$ 179,593,251
Rolling Stock	247.9	\$ 367,884,908	\$ 97,319,193
Stations	38.0	\$ 56,393,329	\$ 62,269,836
Controls & Communications	19.6	\$ 29,152,095	\$ 9,017,968
Facilities	22.9	\$ 33,989,621	\$ 10,005,492
Work Equipment	0.0	\$ 67,237	
Total System Reinvestment	478.8	\$ 710,402,093	\$ 358,205,740
Service & Capacity Enhancement			
Mainline	116.9	\$ 173,434,218	\$ 178,990,405
Rolling Stock	58.2	\$ 86,334,846	\$ 405,419,685
Stations	57.8	\$ 85,808,586	\$ 93,015,489
Controls & Communications	180.5	\$ 267,880,535	\$ 198,801,929
Facilities	42.6	\$ 63,186,106	\$ 87,807,244
Work Equipment	1.9	\$ 2,744,997	\$ 8,577,196
Total Service and Capacity Enhancement	457.9	\$ 679,389,288	\$ 972,611,949
Safety & Security	7.5	\$ 11,167,389	\$ 7,931,588
Earthquake Safety	15.9	\$ 23,605,125	\$ 224,850
System Expansion	36.9	\$ 54,754,498	\$ 51,109,218
TOTAL CAPITAL	997.0	\$ 1,479,318,394	\$ 1,390,083,345
<u>FY24 and FY25</u>			
<u>Reimbursable Headcount</u>	<u>Headcount</u>		
Capitol Corridor**	23.0		
Reimbursable***	19.5		
TOTAL REIMBURSABLE	42.5		
Cost Allocation Plan	48.0		

* Total authorized permanent positions.

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

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

Attachment B: Organization Chart



1. **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, and System 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.
 - 1.1. **Goals of the OGM include:**
 - 1.1.1. 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
 - 1.1.2. Monitor safety performance, improve safety incident tracking, and identify regulatory compliance against assets and locations
 - 1.1.3. Invest in our current and future workforce development, wellness, and safety
 - 1.1.4. Increase diversity in hiring and contracting to meet District diversity goals
 - 1.1.5. Progress to a more sustainable energy portfolio
 - 1.1.6. Build and strengthen community confidence in BART
 - 1.2. **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.
 - 1.3. **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, Centers for Disease Control (CDC), National Transportation Safety Board (NTSB), Certified Unified Program Agencies (CUPA)/Environment Protection Agency (EPA), and many others.
2. **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.

- 3. Office of the General Counsel²¹:** The Office of the General Counsel (OGC) provides comprehensive legal services to BART. Responsibilities of the OGC include:
- 3.1. Board of Directors:** Review all matters submitted to the Board and respond to all questions referred to the Office of the General Counsel
 - 3.2. Litigation:** Defend BART's interests in matters handled inhouse and provide clear direction and control of litigation referred
 - 3.3. Labor Relations:** Provide accurate and timely legal advice on labor matters including contract negotiations, arbitrations, terminations and discipline
 - 3.4. 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
 - 3.5. Contracts & Agreements:** Review, revise as necessary, and approve contracts and agreements of all types in support of BART
- 4. Office of the Controller-Treasurer²¹:** 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:
- 4.1.** Formulates, develops and implements policies and procedures that maintain and improve the District's financial position
 - 4.2.** 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
 - 4.3.** 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
 - 4.4.** Invest District funds
 - 4.5.** Issues and monitors District bonds; manages required disclosures and the payments of bond debt service
 - 4.6.** Pays District's obligations, administer timekeeping, prepare and distribute payroll, monitor, control and account for cash collected, coordinate, and monitor variances
 - 4.7.** Administer General Ledger closing, prepare annual financial statements, and handle the audits of the District's books and records
 - 4.8.** Process billing and collections of grants and handle related financial reporting and audits
 - 4.9.** Ensures that the District complies with regulatory financial filing requirements.

²¹ Board Appointed Position

- 4.10. Administers the Debit/Credit Card Ticket Program, EZ Rider Parking Program, Group Sales Program, Customer Refund Claims, and off-site ticket sales
- 4.11. Formulates and implements risk management strategies. Manages, design and procure various line of insurance and self-insurance programs
- 4.12. Reviews and processes liability, property and workers compensation claims, and provide management and oversight of all third-party litigation
- 4.13. Controller-Treasurer is the Trustee of the Retiree Health Benefit Trust, Survivor Benefit Trust, and Pension Liability Trust
- 5. **Office of the District Secretary²¹:** The Office of the District Secretary provides comprehensive administrative support to the Board of Directors. Responsibilities of the Office of the District Secretary include:
 - 5.1. 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
 - 5.2. Provide and enhance effective and responsive communications on behalf of the Board of Directors with customers, constituents, officials, agencies, and staff
 - 5.3. Perform prescribed contract administration supporting District procurement and construction activities and initiatives
 - 5.4. Serve as the authorized agent for legal service, request for records, and Custodian of Records.
 - 5.5. Administer BART's Conflict of Interest Code and the CCJPA's Conflict of Interest Code in coordination with the Fair Political Practices Commission
- 6. **Office of the Independent Police Auditor²¹:** 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:
 - 6.1. Accept and investigate certain complaints of misconduct against BART police officers
 - 6.2. Review all use-of-force incidents
 - 6.3. Respond to the scene of officer-involved shooting incidents to monitor the ensuing BART Police Department investigation and/or initiate an independent investigation
 - 6.4. 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
 - 6.5. Maintain an alternative dispute resolution process for resolving some complaints and maintain a regular program of community outreach

- 6.6. 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
7. **Office of the Inspector General**²²: 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:
- 7.1. Identify fraud, waste, and abuse, and opportunities for efficiencies in the administration of programs and operations.
 - 7.2. Identify opportunities to improve the data used to determine project resource allocations
 - 7.3. Identify best practices and recommend policies to enable the District to adopt these practices
 - 7.4. Recommend policies promoting efficiency in the administration of programs and operations
 - 7.5. Ensure BART administration, the Board of Directors, the California State Legislature, and the public
8. **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.
9. **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.
10. **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

²² Appointed by California Governor

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.

- 10.1. In August of 2020, the BART Police Department created the Progressive Policing & Community Engagement Bureau. 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.
- 11. Operations²³:** Operations ensures BART fulfills its mission to provide safe, clean, reliable and customer-friendly regional public transit service by providing 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, Maintenance¹⁰, Fire Life Safety, Operations Planning, and BART Silicon Valley Extension.
- 12. Office of Infrastructure Delivery²³:** The Office of Infrastructure Delivery (OID) delivers capital projects and provides engineering in support of the operational state of good repair to fulfill BART's commitment of a safe, reliable, and innovative system for our riders and create opportunities for local economic growth. OID includes the following departments: Business Administration, Civil/Structural/Track Engineering, Communications & Controls, Communications-Based Train Control (CBTC), Innovation & Resiliency, Integration Engineering, Power/Mechanical Engineering, Project Management/Construction Management (PM/CM), Quality & Standards, Systems & Data Informatics, and Systems Engineering.
- 13. 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.
- 14. Office of Performance & Budget:** Performance & Budget (P&B) 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. P&B leads grant advocacy and pursuit of external funds, develops and implements fare policy and fare changes, and supports the Clipper® program. Other activities include conducting internal audits and capital project support, promoting and advancing efficiency, effectiveness, and economy through continuously monitoring, managing, and improving business performance across BART. P&B includes the following departments: Budget, Financial Planning, Funding Strategy, and Performance & Audit.
- 15. 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

²³ Impacted by internal reorganization.

management staff, including marketing and communications, transportation, engineering, mechanical, planning and programming, and budget and service performance.

Attachment D: Position Summary Schedule

Department	FY22 Adopted		FY23 Adopted		FY24 Adopted	
	Operating	Capital	Operating	Capital	Operating	Capital
TOTAL ALL DEPARTMENTS	3,409.5	1,023.1	3,493.7	1,092.3	3,544.5	1,039.5
General Manager	35.0	13.0	37.0	16.0	38.0	17.0
Administration	5.0	0.0	5.0	0.0	5.0	0.0
Civil Rights	13.0	8.0	15.0	11.0	15.0	13.0
Fire Life Safety*	2.0	1.0	2.0	1.0	3.0	0.0
System Safety	15.0	4.0	15.0	4.0	15.0	4.0
General Counsel	17.0	2.0	17.0	2.0	19.0	0.0
Controller-Treasurer	93.0	8.0	94.0	8.0	94.0	8.0
Administration	2.0	0.0	2.0	0.0	2.0	0.0
Assistant Controller	37.0	7.0	38.0	7.0	38.0	7.0
Assistant Treasurer	50.0	0.0	50.0	0.0	50.0	0.0
Insurance	4.0	1.0	4.0	1.0	4.0	1.0
District Secretary	7.0	0.0	7.0	0.0	7.0	0.0
Administration	139.6	13.0	139.6	14.0	159.6	13.0
Administration	3.0	0.0	2.0	0.0	3.0	0.0
Human Resources	39.6	4.0	42.6	5.0	48.6	1.0
Procurement	90.0	8.0	89.0	9.0	99.0	12.0
Labor Relations	7.0	0.0	6.0	0.0	9.0	0.0
External Affairs	43.4	5.8	44.4	5.8	48.4	4.8
Administration	2.8	0.3	2.8	0.3	2.8	0.3
Communications	8.5	1.5	8.5	1.5	9.5	1.5
Customer Services	12.0	2.0	12.0	2.0	12.0	2.0
Government & Community Relations	7.0	0.0	8.0	0.0	9.0	0.0
Marketing and Research	13.1	2.0	13.1	2.0	15.1	1.0
Police	402.0	3.0	409.0	0.0	409.0	0.0
Operations*	2,538.9	862.9	2,602.4	916.8	2,552.2	624.0
Administration	2.0	0.0	2.0	0.0	2.0	0.0
BART to Antioch/BART-to-OAK	57.0	0.0				
Maintenance*	705.3	778.2	746.4	775.1	690.2	508.3
Operations Planning	12.0	6.0	12.0	7.0	17.0	5.0
Rolling Stock & Shops	760.8	72.0	780.8	128.0	781.8	104.0
Transportation	1,001.9	6.8	1,061.3	6.8	1,061.3	6.8
Office of Infrastructure Delivery*	4.3	64.8	4.3	78.8	70.7	323.3
Administration	1.1	5.0	1.1	21.0	33.9	39.2
District Architect	1.7	5.3	1.7	5.3		
Delivery					12.8	104.3
Infrastructure					23.1	175.9
Extensions	1.5	54.5	1.5	52.5	1.0	1.0
Performance & Budget	27.5	10.5	34.5	8.5	36.5	8.5

Department	FY22 Adopted		FY23 Adopted		FY24 Adopted	
	Operating	Capital	Operating	Capital	Operating	Capital
Administration	4.0	0.0	2.0	0.0	2.0	0.0
Budget	10.0	3.0	14.0	2.0	14.0	2.0
Financial Planning	7.5	5.5	5.0	3.0	5.0	3.0
Funding Strategy			7.5	1.5	8.5	1.5
Performance & Audit	6.0	2.0	6.0	2.0	7.0	2.0
Chief Information Officer	60.5	2.5	60.5	2.5	60.5	2.5
Capitol Corridor	0.0	20.0	0.0	22.0	0.0	23.0
Independent Police Auditor	5.0	0.0	5.0	0.0	5.0	0.0
Inspector General	3.0	0.0	3.0	0.0	7.0	0.0
Planning & Development	33.4	17.7	36.1	17.0	37.6	15.5
Administration	0.5	0.5	0.8	0.3	0.8	0.3
Customer Access	8.5	1.5	8.5	0.5	8.5	0.5
Link 21	0.0	5.0	0.0	7.0	0.0	7.0
Real Estate & Property Development	13.9	5.2	16.8	3.2	16.8	3.2
Station Area Planning	4.0	2.0	4.0	2.0	4.0	2.0
Strategic & Policy Planning	4.0	1.0	3.5	1.5	3.5	1.5
Sustainability	2.5	2.5	2.5	2.5	4.0	1.0
TOTAL	3,409.5	1,023.1	3,493.7	1,092.3	3,544.5	1,039.5
<i>*Impacted by internal reorganization</i>						

Attachment E: Acronyms

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

Acronym/Term	Definition
LCFS	Low Carbon Fuel Standard
LCTOP	Low Carbon Transit Operations Program
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
OID	Office of Infrastructure Delivery
P&D	Planning and Development
PEPRA	California Public Employees' Pension Reform Act
QFR	Quarterly Financial Report
RS&S	Rolling Stock and Shops
SB	Senate Bill
SEIU	Service Employees International Union
SFCTA	San Francisco County Transportation Authority
SFMTA	San Francisco Municipal Transportation Agency
SFO	San Francisco International Airport
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
TOD	Transit Oriented Development
TPH	Trains Per Hour
TSAC	Transit Security Advisory Committee
VTA	Santa Clara Valley Transportation Authority

Term	Definition
Accrual Basis of Accounting	A method of accounting which recognizes expenses when incurred and revenues when earned.
Actuarially Determined Contribution	The amount needed to fund pension benefits over time as determined by actuarial reports.
Alameda-Contra Costa Transit District (AC Transit)	The Alameda-Contra Costa Transit District is the third-largest public bus system in California, serving 13 cities and adjacent unincorporated areas in Alameda and Contra Costa counties. ²⁴
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 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. ²⁵
Caltrans	Caltrans manages more than 50,000 miles of California's highway and freeway lanes, provides inter-city rail services, permits more than 400 public-use airports and special-use hospital heliports, and works with local agencies. Caltrans carries out its mission of providing a safe, sustainable, integrated and efficient transportation system to enhance California's economy and livability, with six primary programs: Aeronautics, Highway Transportation, Mass Transportation, Transportation Planning, Administration and the Equipment Service Center. ²⁶
Capital Asset	An asset with a useful life of more than one year that is capitalized in accordance with GAAP with a value greater than \$5,000.
Capitol Corridor	An intercity passenger train system that provides service in Placer, Sacramento, Yolo, Solano, Contra Costa, Alameda, San Francisco and Santa Clara counties

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

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

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

Term	Definition
	managed through the Capitol Corridor Joint Powers Authority (CCJPA) which BART is a member of and provides day-to-day management support. ²⁷
Clipper	Clipper® is the Bay Area's all-in-one transit-fare payment card. MTC operates Clipper in partnership with the region's 20-plus different transit agencies. ²⁸
Close (Year-End/Monthly)	Following the finance departments posting of all transactions in a given period, the period is considered closed. Subsequent reporting and analysis can then be completed on the time period.
Commercial Communications Revenue Program	License agreements which work to expand BART's commercial fiber and wireless telecommunications revenue footprint.
Communication-Based Train Control (CBTC)	A railway signaling system that makes use of the telecommunications between the train and track equipment for traffic management and infrastructure control. ²⁹
COVID-19 Operating Measures	Measures implemented by BART in response to the pandemic: Enhanced cleaning of vehicles, stations, and facilities; Longer trains to reduce crowding; Deployment of PPE; Reduced customer touchpoints in station areas; Clear customer communication on new safety protocols.
Customer Satisfaction Survey	An independent research firm surveys BART customers every two years to gauge customer satisfaction, and BART uses the results to focus resources on areas that need the most improvement.
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.
Fiscal Year	BART's fiscal year begins on July 1st of each year and concludes on June 30th of the following calendar year.

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

²⁸ "Your All-In-One Transit Card: Operate + Coordinate: Our Work." Metropolitan Transportation Commission, mtc.ca.gov/our-work/operate-coordinate/traveler-services/your-all-one-transit-card.

²⁹ Communications-Based Train Control (CBTC) |, railsystem.net/communications-based-train-control-cbtc/.

Term	Definition
Fixed Guideway System	A public transportation facility using and occupying a separate right-of-way or rail for the exclusive use of public transportation and other high occupancy vehicles. ³⁰
Fleet of the Future (FOTF)	BART's new rail cars developed by Bombardier which began to enter service in 2018.
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 adopted sources and uses of funds during the fiscal year, and the adopted 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. ³¹
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. ³²
Interlocking	Referring to the signaling field, a Railway Interlocking is a set of signal apparatus placed on the track in order to prevent conflicting movements among trains, through an arrangement of track devices such as junctions, derails and crossings. ³³
Low Carbon Fuel Standard Program	A California policy which allows low and zero carbon fuel producers and transportation providers to generate credits and requires high carbon-intensity fuel providers (primarily oil refineries) to purchase credits while they work to reduce their carbon content.
Means-Based Fare	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. ³⁴
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

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

³¹ "About Us." Golden Gate Transportation District, goldengate.org/organization/.

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

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

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

Term	Definition
	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. ³⁵
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 (QFR)	A report produced each quarter throughout the fiscal year to analyze the performance of the fiscal year's budget to actual spending in that quarter and fiscal year-to-date. Variance analysis is conducted on substantial variances and highlighted in the report.
Regional Measure 3 (RM3)	A ballot measure to finance a comprehensive suite of highway and transit improvements through an increase to tolls on the region's seven state-owned toll bridges. ³⁶
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.

³⁵ "Public Employees' Pension Reform Act." CalPERS, calpers.ca.gov/page/about/laws-legislation-regulations/public-employees-pension-reform-act.

³⁶ "Regional Measure 3: Fund + Invest: Our Work." Metropolitan Transportation Commission, mtc.ca.gov/our-work/fund-invest/toll-funded-investments/regional-measure-3.

Term	Definition
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. ³⁷
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. ³⁸
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. ³⁹
Short Range Transit Plan/Capital Improvement Program	The Short Range Transit Plan/Capital Improvement Program (SRTP/CIP) provides an overview of BART's long-term operating and capital financial outlook, and as such is a guiding document for staff and policymakers. It helps inform BART's yearly budget process and assesses system performance.
Silicon Valley Berryessa Extension, Phase I	A planned 10-mile extension of the BART System into Santa Clara County continuing from the Warm Springs Station in Southern Fremont and continuing into the Berryessa district of San 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.
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.

³⁷ Belov, Charles. "About the SFMTA." SFMTA, San Francisco Municipal Transportation Agency, 7 June 2019, sfmta.com/about-sfmta.

³⁸ "About SamTrans." Caltrain Website, samtrans.com/about.html.

³⁹ "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.

Term	Definition
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. ⁴⁰
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. ⁴¹
Way and Structures	The fixed facilities of a railroad including the track and structures needed for its operation. ⁴²

⁴⁰ Transit Oriented Development, tod.org/.

⁴¹ "Pension Terminology." Texas Pension Review Board, prb.state.tx.us/files/education/terminologyfinal.pdf.

⁴² "Way And Structures." Merriam-Webster, Merriam-Webster, merriam-webster.com/dictionary/way%20and%20structures.

Attachment G: Two Year Action Plans (YAP)

The BART Strategic Plan Framework (BSPF) documents BART's organizational objectives, including our vision, mission, goals, and strategies. See Section 13, Figure 6: Strategic Plan Framework, for additional details.

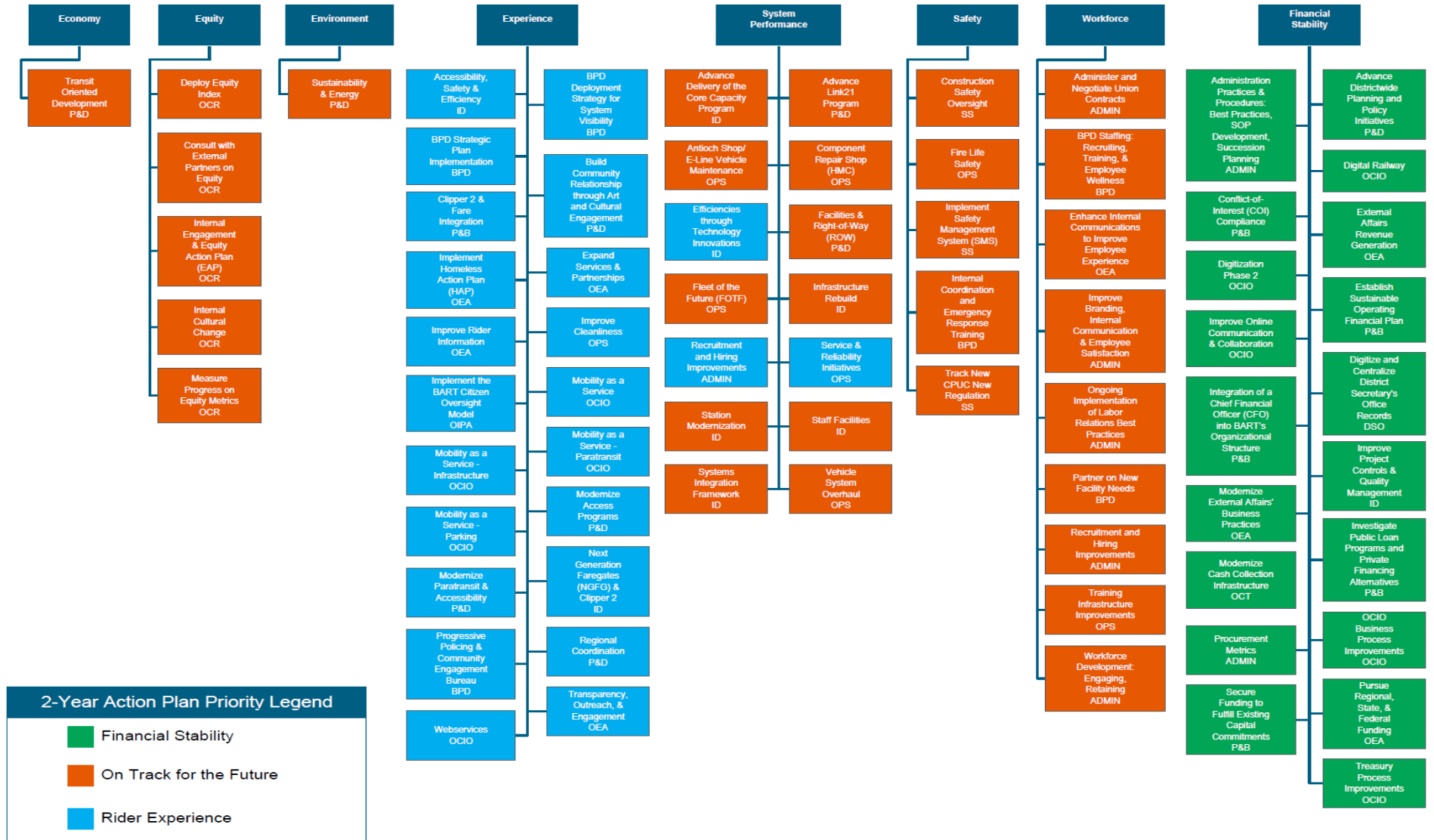
As BART continues to operate in a vastly different and uncertain environment due to the pandemic, the agency must be nimble and respond to shifting priorities. As such, executives from across BART collaborated to identify key BART initiatives over the next two years and focused in on three priority areas to guide the work during FY24 & FY25. The three priority areas are:

1. Financial Stability
2. Rider Experience
3. On Track for the Future

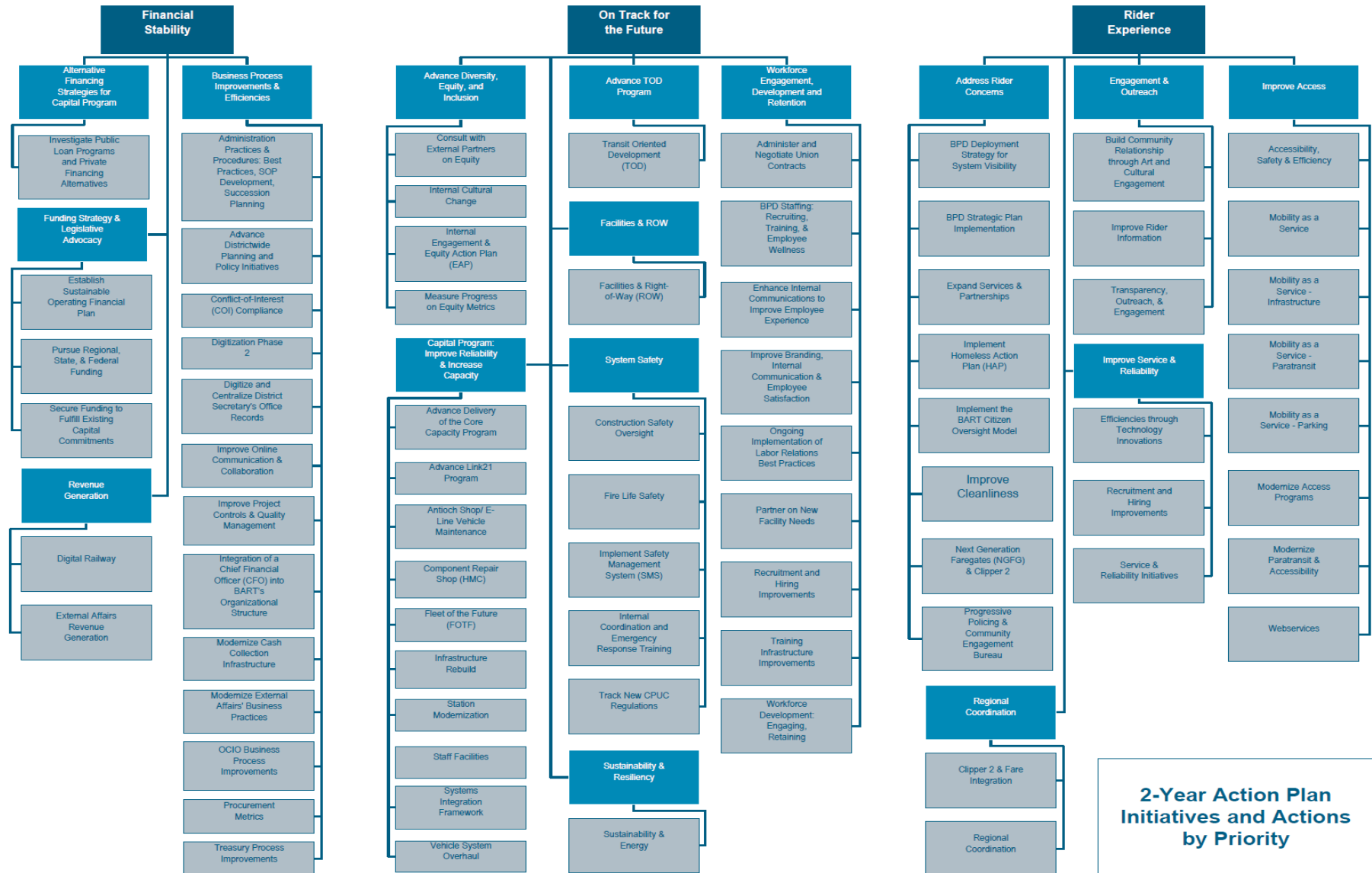
The Two-Year Action Plans connect departmental activities with the three priorities as well as to the BSPF goals and strategies and outlines key sub-activities with specific milestones. These actions are cross functional in nature; therefore, activities are grouped and reported on by priority area. Each 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. The Two-Year Action Plans 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.

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 as outlined in Attachments H-L.

2-Year Action Plan Alignment with BART Strategic Plan Goals



Attachment I: 2YAP, by Priority





2-Year Action Plan for Priority: Financial Stability

OVERVIEW

BART will continue to evolve a sustainable fiscal strategy in response to the financial crisis brought on by changing travel patterns in the wake of the COVID 19 pandemic. In addition to controlling costs, BART will continue to pursue regional, state and federal funding to fill the operating gap and to secure funding for capital commitments. In addition, BART will explore alternative financing strategies for the capital program, advance a range of business process and efficiency improvements, and increase revenue where feasible.

Funding Strategy & Legislative Advocacy		BSP Goal: Financial Stability	
Establish Sustainable Operating Financial Plan			
● Ongoing: Support discussions on transit funding needs to mitigate fiscal cliff	EO: P&D	Annual	
● Ongoing: Continue quarterly financial strategy discussion with the Board	EO: P&B	Annual	
● Present updated financial outlook to Board	EO: P&B	FY23	Q3
● Prepare scope for "Role in the Region" study	EO: P&D	FY23	Q3
● Deliver first 2 factsheets for "Role in the Region"	EO: P&D	FY24	Q1
● Lead BOD Budget Workshop	EO: P&B	FY24	Q2
● Complete "Role in the Region" study	EO: P&D	FY24	Q3
Supported by: Performance & Budget			
Pursue Regional, State, & Federal Funding			
● Ongoing: Participate in regional discussions regarding new revenue measure	EO: OEA	Annual	
● Ongoing: Implement strategy to secure funding for fiscal cliff and other system improvements	EO: OEA	Annual	
● Ongoing: Funding and legislative advocacy	EO: OEA	Annual	
● Complete advocacy for FY24 state budget	EO: OEA	FY24	Q1
● Approval of 2024 state and federal legislative advocacy program	EO: OEA	FY24	Q2
● Begin efforts to support and pass enabling legislation for regional measure (continues to FY25 Q2)	EO: OEA	FY24	Q2
● Enabling legislation for regional measure enacted (August 2024)	EO: OEA	FY25	Q1
● Approval of 2025 state and federal legislative advocacy program	EO: OEA	FY25	Q2
● January 2025 decision point for BART-only ballot measure in 2026	EO: OEA	FY25	Q3
Secure Funding to Fulfill Existing Capital Commitments*			
● Ongoing: Submit grant applications and allocation requests for Core Capacity Program and other major capital projects	EO: P&B	Annual	
● Ongoing: Create and implement funding strategies and assess financial risks	EO: P&B	Annual	
● Ongoing: Present to boards of funding partners (1 partner/yr.)	EO: P&B	Annual	
● Ongoing: Facility and project tours (1/ or 2/yr.)	EO: P&B	Annual	

*Indicates milestones may be partially funded or are dependent on funding

● Milestone is Complete ● Milestone is Delayed ● Future Milestone



2-Year Action Plan for Priority: Financial Stability

Funding Strategy & Legislative Advocacy		BSP Goal: Financial Stability		
Secure Funding to Fulfill Existing Capital Commitments*				
<div></div> Implement 2023 federal/state funding advocacy plan	EO: P&B	FY23	Q3	
<div></div> Hayward Maintenance Complex tour for key funding partners	EO: P&B	FY23	Q3	
<div></div> Review technology options to better track and report on grant opportunities, applications and awards	EO: P&B	FY24	Q1	
<div></div> Determine next steps for grant tracking and reporting technology solution	EO: P&B	FY24	Q2	
<div></div> Implement 2024 federal/state funding advocacy plan	EO: P&B	FY24	Q3	
<div></div> Contribute to Contra Costa Transportation Authority (CCTA) Countywide Transportation Plan update	EO: P&B	FY24	Q4	
<div></div> Engage in CCTA sales tax expenditure plan development	EO: P&B	FY25	Q3	
<div></div> Implement 2025 federal/state funding advocacy plan	EO: P&B	FY25	Q3	
Alternative Financing Strategies for Capital Program		BSP Goal: Financial Stability		
Investigate Public Loan Programs and Private Financing Alternatives*				
<div></div> Survey other operators for experience and leading practices	EO: P&B	FY24	Q1	
<div></div> Explore Public-private partnership (P3) and other private financing options	EO: P&B	FY24	Q2	
<div></div> Evaluate feasibility/benefits of Transportation Infrastructure Finance and Innovation Act loan for capital program	EO: P&B	FY24	Q2	
<div></div> Develop scenarios and determine next steps	EO: P&B	FY24	Q3	
<div></div> Implement selected alternative (if any)	EO: P&B	FY25	Q1	
Revenue Generation		BSP Goal: Financial Stability		
Digital Railway				
<div></div> Complete wayside pole design package	EO: OCIO	FY23	Q3	
<div></div> Complete DAS for SFMTA Phase 1 Central Subway	EO: OCIO	FY23	Q3	
<div></div> Complete M-Line fiber installation	EO: OCIO	FY23	Q3	
<div></div> Complete W-Line fiber installation	EO: OCIO	FY23	Q4	
<div></div> Complete Wayside Pole Installations Phase 1	EO: OCIO	FY23	Q4	
<div></div> Complete DAS for SFMTA Phase 2 & 3 Civic-Church Fairy Portal-Civic	EO: OCIO	FY23	Q4	
<div></div> Complete station wi-fi design package	EO: OCIO	FY23	Q4	
<div></div> Complete DAS for SFMTA Phase 4 Church – West Portal/Sunset	EO: OCIO	FY24	Q1	
External Affairs Revenue Generation				
<div></div> Issue new Railgoods merchandise	EO: OEA	FY23	Q3	

*Indicates milestones may be partially funded or are dependent on funding

● Milestone is Complete ● Milestone is Delayed ● Future Milestone



2-Year Action Plan for Priority: Financial Stability

Revenue Generation		BSP Goal: Financial Stability		
External Affairs Revenue Generation				
● Issue BART anime merchandise	EO: OEA	FY24	Q2	
● Resume buildout of digital advertising space	EO: OEA	FY25	Q4	
Business Process Improvements & Efficiencies		BSP Goal: Financial Stability		
Administration Practices & Procedures: Best Practices, SOP Development, Succession Planning*				
● Develop Office of Administration Strategic Plan	EO: ADMIN	FY23	Q3	
● Initiate implementation of Office of Administration Strategic Plan	EO: ADMIN	FY24	Q1	
● Implement department specific strategic plans	EO: ADMIN	FY24	Q2	
● Assess success/department specific impacts	EO: ADMIN	FY25	Q2	
Advance Districtwide Planning and Policy Initiatives				
● Complete 2-year Action Plan update (FY24/25)	EO: P&D	FY24	Q1	
● Complete historic resources study	EO: P&D	FY24	Q2	
● Seek Board adoption of System Development Policy	EO: P&D	FY24	Q2	
● If directed, initiate BART strategic plan update	EO: P&D	FY24	Q3	
● Initiate 2-year Action Plan update (FY26/27)	EO: P&D	FY25	Q2	
Conflict-of-Interest (COI) Compliance*				
● Assess current COI practices against state, federal and internal rules, and regulations; Inspector General recommendations	EO: P&B	FY23	Q3	
● Identify actions and initiatives for compliance with state, federal and internal rules, and regulations	EO: P&B	FY23	Q4	
● Prioritize and implement near-term COI actions and initiatives, including associated change management	EO: P&B	FY24	Q1	
● Define and commence implementation of remaining COI actions and initiatives, including associated change management	EO: P&B	FY25	Q1	
Digitization Phase 2				
● Integrate data migration & workflow app	EO: OCIO	FY23	Q3	
● BHQ paper conversion/carry overs from Phase 1	EO: OCIO	FY24	Q2	
● EDMS workflow implementation	EO: OCIO	FY24	Q4	
● Digitize Tier 1 Warehouses	EO: OCIO	FY25	Q2	
● Digitize Tier 2 Warehouses	EO: OCIO	FY25	Q4	

*Indicates milestones may be partially funded or are dependent on funding

● Milestone is Complete ● Milestone is Delayed ● Future Milestone



2-Year Action Plan for Priority: Financial Stability

Business Process Improvements & Efficiencies		BSP Goal: Financial Stability		
Digitize and Centralize District Secretary's Office Records				
● Perform research and outreach to compile and post BOD and advisory committee agenda packets from 2016 to the present in a centralized location on the Legistar webpage	EO: DSO	FY24	Q4	
● Research and plan development of a digital records management system	EO: DSO	FY24	Q4	
Improve Online Communication & Collaboration				
● O365 - All BART employee/contractor registration	EO: OCIO	FY23	Q3	
● Complete Department Intranet Tier-2 sites conversion to online sites	EO: OCIO	FY24	Q3	
● District department drive(s) conversion to SharePoint online (targeted)	EO: OCIO	FY25	Q3	
Improve Project Controls & Quality Management				
● Distribute Quarterly Capital Project Status Report	EO: ID	FY23	Q3	
● Implement consultant management	EO: ID	FY23	Q3	
● Begin quality training	EO: ID	FY23	Q4	
● Roll out Design Quality Manual	EO: ID	FY23	Q4	
● Begin BART PM certification procedure development	EO: ID	FY24	Q1	
● Reorganize construction management practices	EO: ID	FY24	Q1	
● Begin ISO 9001 certification process	EO: ID	FY24	Q3	
● Submit revision to division 1 specs	EO: ID	FY25	Q1	
Integration of a Chief Financial Officer (CFO) into BART's Organizational Structure*				
● Develop RFI, if applicable, for distribution to qualified consultants	EO: P&B	FY23	Q4	
● Initiate Financial Structure Committee meetings	EO: P&B	FY23	Q4	
● Review options for restructuring	EO: P&B	FY24	Q1	
● Make restructuring recommendation to full board	EO: P&B	FY24	Q2	
● Acquire legislative approval for changes to the BART Act, if applicable	EO: P&B	FY24	Q2	
● Begin implementation of new financial structure in time for FY25 budget cycle	EO: P&B	FY24	Q4	
● Assess effectiveness of new financial structure	EO: P&B	FY25	Q4	
Modernize Cash Collection Infrastructure				
● Replace one of two existing cash counting machines, which are approaching obsolescence, with new model	EO: OCT	FY24	Q3	
● Replace second and final obsolete cash counting machine with new model	EO: OCT	FY25	Q2	

*Indicates milestones may be partially funded or are dependent on funding

● Milestone is Complete ● Milestone is Delayed ● Future Milestone



2-Year Action Plan for Priority: Financial Stability

Business Process Improvements & Efficiencies		BSP Goal: Financial Stability		
Modernize External Affairs' Business Practices*				
<div></div> Expand media center resources to support the District's internal and external event audio-visual needs	EO: OEA	FY24	Q2	
OCIO Business Process Improvements				
<div></div> Deployment of accounts payable work center for District	EO: OCIO	FY23	Q3	
<div></div> MDD Phase 2 operational	EO: OCIO	FY23	Q3	
<div></div> SSWP Phase 1 (Targeted)	EO: OCIO	FY23	Q4	
<div></div> Implement Indeavor - Schedule Bidding for SEIU	EO: OCIO	FY23	Q4	
<div></div> Implement eSupplier	EO: OCIO	FY23	Q4	
<div></div> Complete KPIs for inventory	EO: OCIO	FY23	Q4	
<div></div> Implement automated permit tracking	EO: OCIO	FY24	Q1	
<div></div> Initiate HASTUS Enterprise Bidding and Re-Certification Bid Update	EO: OCIO	FY24	Q1	
<div></div> Complete data domain hardware/software upgrade	EO: OCIO	FY24	Q1	
<div></div> AI Virtual Assistant roll out for Office of Administration	EO: OCIO	FY24	Q2	
<div></div> Implement Applicant Tracking System (ATS)	EO: OCIO	FY24	Q2	
<div></div> Virtual assistant integration to channels	EO: OCIO	FY24	Q2	
<div></div> Implement Canon self-service submission of invoices and direct vouchers	EO: OCIO	FY24	Q2	
<div></div> Implement MDD Phase 2.1	EO: OCIO	FY24	Q3	
<div></div> Complete PeopleSoft HCM and Financials applications upgrade	EO: OCIO	FY24	Q3	
<div></div> Implement integrated portfolio center	EO: OCIO	FY24	Q4	
<div></div> Complete HASTUS upgrade	EO: OCIO	FY24	Q4	
<div></div> Integrate BFS app and DMS	EO: OCIO	FY25	Q1	
<div></div> Contract Plan Phase 2	EO: OCIO	FY25	Q2	
Procurement Metrics*				
<div></div> Deliver logistic inventory/RS&S metrics	EO: ADMIN	FY23	Q3	
<div></div> Procurement metrics reports (phase 1: RS&S purchasing)	EO: ADMIN	FY24	Q1	
<div></div> Procurement metrics reports (phase 2: logistics)	EO: ADMIN	FY24	Q3	
<div></div> Procurement metrics reports (phase 3: TBD)	EO: ADMIN	FY25	Q4	

*Indicates milestones may be partially funded or are dependent on funding

● Milestone is Complete ● Milestone is Delayed ● Future Milestone



2-Year Action Plan for Priority: Financial Stability

Business Process Improvements & Efficiencies		BSP Goal: Financial Stability		
Treasury Process Improvements*				
● Start procurement of new payment as a service platform	EO: OCIO	FY24	Q1	
● Award procurement of new payment as a service platform	EO: OCIO	FY24	Q3	
● Transition/integration of payment as a service platform	EO: OCIO	FY24	Q4	
● Launch payment as a service platform	EO: OCIO	FY25	Q1	

*Indicates milestones may be partially funded or are dependent on funding

● Milestone is Complete ● Milestone is Delayed ● Future Milestone



2-Year Action Plan for Priority: Rider Experience

OVERVIEW

Critical to BART's vision, mission, and recovery from the impacts of the COVID-19 pandemic is regaining ridership. BART will continue to undertake critical activities to get people back on transit, focused on 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.

Address Rider Concerns		BSP Goal: Experience		
BPD Deployment Strategy for System Visibility				
● Ongoing: Evaluate and optimize deployment to address agency needs - Semiannual	EO: BPD	Annual		
● Implement new deployment strategy to increase BPD station and train presence	EO: BPD	FY23	Q3	
● Quarterly performance review (QPR) based on presence & overall crime statistics	EO: BPD	FY24	Q2	
● Review patrols standard operating procedures and make improvements	EO: BPD	FY24	Q3	
● Fill sworn officer vacancies	EO: BPD	FY24	Q4	
● Optimize and maintain department performance standards	EO: BPD	FY25	Q3	
BPD Strategic Plan Implementation				
● Complete external on-site assessment and team building workshop to support Commission on Accreditation for Law Enforcement Agencies accreditation	EO: BPD	FY24	Q1	
● Develop a plan for succession & career planning to support future leaders & entire department	EO: BPD	FY24	Q2	
● Complete at least two initiatives from goal: Expand our community engagement efforts	EO: BPD	FY24	Q3	
● Complete at least two initiatives from goal: Organizational Development	EO: BPD	FY25	Q1	
● Continue ongoing review of strategic plan	EO: BPD	FY25	Q3	
● Complete at least two initiatives from goal: Facility considerations and modernize technology	EO: BPD	FY25	Q4	
Expand Services & Partnerships*				
● Launch attendant expansion in downtown San Francisco (DTSF) stations	EO: OEA	FY23	Q3	
● Launch plan to expand La Familia partnership for clinical services in Alameda County	EO: OEA	FY23	Q4	
● Evaluate effectiveness of DTSF attendant program	EO: OEA	FY23	Q4	
● Advocate for San Mateo County Homeless Outreach Team (HOT) funding	EO: OEA	FY23	Q4	
● Explore continuation of DTSF attendant program	EO: OEA	FY24	Q1	
● Identify San Mateo County HOT potential partners	EO: OEA	FY24	Q2	
● Implement La Familia clinical services	EO: OEA	FY24	Q4	

*Indicates milestones may be partially funded or are dependent on funding

● Milestone is Complete ● Milestone is Delayed ● Future Milestone



2-Year Action Plan for Priority: Rider Experience

Address Rider Concerns		BSP Goal: Experience		
Expand Services & Partnerships*				
●	Begin evaluation of La Familia clinical services	EO: OEA	FY25	Q2
●	Implement San Mateo County HOT programming (pending funding)	EO: OEA	FY25	Q3
●	Explore additional funding to continue La Familia programming	EO: OEA	FY25	Q4
Implement Homeless Action Plan (HAP)*				
●	Begin exploration of deliverables in HAP	EO: OEA	FY23	Q3
●	Explore creation of 501c3	EO: OEA	FY24	Q1
●	Continue advocacy efforts for county, state & federal funding & grants	EO: OEA	FY24	Q2
●	Expand quality of life (QOL) offerings by an additional 2 contracts	EO: OEA	FY24	Q4
●	Obtain all goals outlined in Homeless Action Plan (HAP)	EO: OEA	FY25	Q4
Implement the BART Citizen Oversight Model*				
●	Ongoing: Full implementation of BART Citizen Oversight Model	EO: OIPA	Annual	
●	Seek BOD action on Triennial Review Recommendations	EO: OIPA	FY24	Q3
Improve Cleanliness				
●	Increase Scrub Crew staffing from 2 to 6	EO: OPS	FY23	Q3
Next Generation Faregates (NGFG) & Clipper 2				
●	Bid opening and vendor selection process for NGFG	EO: ID	FY23	Q3
●	Award contract for NGFG	EO: ID	FY24	Q1
●	Implement W. Oakland pilot for NGFG	EO: ID	FY24	Q2
●	Complete pilot stations for Clipper 2	EO: ID	FY24	Q2
●	Complete stations district-wide for Clipper 2	EO: ID	FY25	Q2
●	Completion of NGFG	EO: ID	FY25	Q2
Progressive Policing & Community Engagement Bureau				
●	Ongoing: Further expand partnerships with the community & county agencies for addressing community-wide challenges	EO: BPD	Annual	
●	Staff & refine Transit Ambassador and Crisis Intervention Specialist program	EO: BPD	FY23	Q4
●	Transit Ambassadors & Crisis Intervention Specialists: Track demographics to ensure equitable outcomes with an app	EO: BPD	FY24	Q1
●	Increase Special Engagement Team units' visibility & effectiveness	EO: BPD	FY24	Q2
●	Update resource cards/pamphlets with current partners	EO: BPD	FY24	Q4

*Indicates milestones may be partially funded or are dependent on funding

● Milestone is Complete ● Milestone is Delayed ● Future Milestone



2-Year Action Plan for Priority: Rider Experience

Address Rider Concerns				BSP Goal: Experience
Progressive Policing & Community Engagement Bureau				
● Further expand social media platforms and content	EO: BPD	FY25	Q2	
● Develop and implement an enhanced action plan for the quality-of-life concerns	EO: BPD	FY25	Q4	
Improve Service & Reliability				BSP Goal: System Performance
Efficiencies through Technology Innovations				
● GeoCar implementation in maintenance	EO: ID	FY23	Q3	
● Implement track temperature sensors	EO: ID	FY24	Q1	
● Implement MECC and CAS	EO: ID	FY24	Q2	
● Install revenue vehicle wheel impact detector	EO: ID	FY24	Q2	
● Pilot drone inspection	EO: ID	FY24	Q3	
● Mileage & running hour tracking technology	EO: ID	FY25	Q1	
● Real-time video surveillance to increase safety	EO: ID	FY25	Q1	
● Full maintenance & diagnostic capability via Orbiflo	EO: ID	FY25	Q1	
● Pilot onboard passenger wi-fi system	EO: ID	FY25	Q2	
Service & Reliability Initiatives				
● Implement re-imagined rail service plan and continue partner operator coordination to align schedules	EO: OPS	FY24	Q1	
● Right-of-way system tree removal - trees that if fallen would impact service	EO: OPS	FY24	Q2	
● Implement HASTUS upgrade for CBTC	EO: OPS	FY24	Q2	
● Implement electronic bidding for Transportation staff	EO: OPS	FY24	Q3	
Regional Coordination				BSP Goal: Experience
Clipper 2 & Fare Integration				
● Finalize Clipper 2 business rules	EO: P&B	FY23	Q3	
● Enroll 3 - 4 employers in Clipper BayPass Phase 2	EO: P&B	FY24	Q2	
● Complete BART network deployment & retrofits	EO: P&B	FY24	Q4	
● Adopt free/reduced cost transfer policy	EO: P&B	FY24	Q4	
● Start customer transition: Launch open payment	EO: P&B	FY25	Q1	
● Complete customer transition: Implement transfer discounts	EO: P&B	FY25	Q3	
Regional Coordination				
● Ongoing: Support/implement RNM & Transit Transformation Action Plan	EO: P&D	Annual		

*Indicates milestones may be partially funded or are dependent on funding

● Milestone is Complete ● Milestone is Delayed ● Future Milestone



2-Year Action Plan for Priority: Rider Experience

Regional Coordination		BSP Goal: Experience		
Regional Coordination				
●	Update Board on MTC Regional Network Management (RNM) business case	EO: P&D	FY23	Q3
●	Update Board on MTC RNM, Transit 2050+ (Connected Network Plan), or rail partnership activities	EO: P&D	FY24	Q2
●	Coordinate BART response to MTC Plan Bay Area 2050+ call for projects	EO: P&D	FY24	Q3
●	Submit BART comments on MTC Plan Bay Area 2050+ draft plan/DEIR	EO: P&D	FY25	Q3
Engagement & Outreach		BSP Goal: Experience		
Build Community Relationship through Art and Cultural Engagement*				
●	Ongoing: Initiate new and/or continue existing community/temporary programs, minimum of two annually	EO: P&D	Annual	
●	Ongoing: As capital project funding is available, advance art capital project design and implementation	EO: P&D	Annual	
●	Advance on-call for art maintenance and conservation backlog	EO: P&D	FY24	Q1
Improve Rider Information				
●	Update crisis hotline posters to include new text message option	EO: OEA	FY23	Q4
●	Update BPD Fleet of the Future decals to include new text number	EO: OEA	FY24	Q1
●	Pilot line diagram maps and wayfinding decals	EO: OEA	FY24	Q2
●	Expand communication's tools for major service disruption	EO: OEA	FY25	Q1
●	Expand use of line color at various touchpoints	EO: OEA	FY25	Q2
Transparency, Outreach, & Engagement				
●	Launch domestic violence safety campaign and partnership	EO: OEA	FY23	Q3
●	Customer satisfaction survey report	EO: OEA	FY23	Q3
●	Reinvigorate BPD Facebook content	EO: OEA	FY23	Q3
●	Not One More Girl phase two engagement	EO: OEA	FY24	Q1
●	Execute September ridership campaign	EO: OEA	FY24	Q1
●	Implement strategy for ridership development: Youth engagement, Anime Project, Gen Z Social Media	EO: OEA	FY24	Q2
●	Not One More Girl gender safety survey design engagement	EO: OEA	FY24	Q3
●	Engage elected officials in "State of the System" event	EO: OEA	FY24	Q3
●	Develop & implement customer service after-call survey	EO: OEA	FY24	Q4
●	Return to office joint transit town halls (one per year)	EO: OEA	FY24	Q4

*Indicates milestones may be partially funded or are dependent on funding

● Milestone is Complete ● Milestone is Delayed ● Future Milestone



2-Year Action Plan for Priority: Rider Experience

Engagement & Outreach		BSP Goal: Experience		
Transparency, Outreach, & Engagement				
●	Coordinate rider engagement with General Manager (one per year)	EO: OEA	FY24	Q4
●	Execute September ridership campaign	EO: OEA	FY25	Q1
●	Field customer satisfaction survey	EO: OEA	FY25	Q1
●	Engage elected officials in "State of the System" event	EO: OEA	FY25	Q3
●	Customer satisfaction survey report	EO: OEA	FY25	Q3
●	Coordinate rider engagement with General Manager (one per year)	EO: OEA	FY25	Q4
●	Return to office joint transit town halls (one per year)	EO: OEA	FY25	Q4
Improve Access		BSP Goal: Experience		
Accessibility, Safety & Efficiency				
●	Complete construction of wayfinding program phase four	EO: ID	FY24	Q1
Mobility as a Service*				
●	Test Phase Contra Costa Mobility on Demand Solution	EO: OCIO	FY23	Q3
●	Launch Contra Costa Mobility on Demand Pilot	EO: OCIO	FY23	Q4
●	Complete Contra Costa Mobility on Demand - Pilot	EO: OCIO	FY24	Q2
Mobility as a Service - Infrastructure*				
●	Plan BART official app enhancements	EO: OCIO	FY24	Q1
●	Complete major platform enhancements on the Mobility as a Service Platform	EO: OCIO	FY25	Q2
Mobility as a Service - Paratransit*				
●	Issue RFP for paratransit software procurement	EO: OCIO	FY23	Q4
●	Award of paratransit software contract	EO: OCIO	FY24	Q2
●	Implementation of paratransit software	EO: OCIO	FY24	Q3
●	Deployment of paratransit software	EO: OCIO	FY25	Q3
●	Complete rollout of paratransit software	EO: OCIO	FY25	Q4
Mobility as a Service - Parking*				
●	Planning & implementation of parking modernization technology	EO: OCIO	FY23	Q3
●	Complete implementation of parking modernization technology	EO: OCIO	FY24	Q4
Modernize Access Programs*				
●	Issue call for projects for Safe Routes to BART (SR2B) cycle 2 & brief Board	EO: P&D	FY23	Q3

*Indicates milestones may be partially funded or are dependent on funding

● Milestone is Complete ● Milestone is Delayed ● Future Milestone



2-Year Action Plan for Priority: Rider Experience

Improve Access		BSP Goal: Experience		
Modernize Access Programs*				
●	Bring new parking policy to Board for consideration	EO: P&D	FY23	Q4
●	Initiate bus shelter “Kit of Parts” plan	EO: P&D	FY24	Q1
●	Complete RFEI for new parking payment machines	EO: P&D	FY24	Q1
●	Execute SR2B cycle 2 agreements	EO: P&D	FY24	Q1
●	Initiate plan for wayfinding phase 5	EO: P&D	FY24	Q1
●	Initiate phase 1 of Bike Preferred Path of Travel (Bike Path) Plan	EO: P&D	FY24	Q2
●	If funded, initiate procurement for wayfinding phase 5	EO: P&D	FY24	Q3
●	Issue call for projects for SR2B cycle 3 and brief the Board	EO: P&D	FY24	Q3
●	Initiate construction for MacArthur safety lighting	EO: P&D	FY24	Q4
●	Complete North Berkeley access construction	EO: P&D	FY24	Q4
●	Complete bus shelter “Kit of Parts” plan	EO: P&D	FY24	Q4
●	If funded, release RFP for wayfinding phase 5	EO: P&D	FY25	Q1
●	Execute SR2B cycle 3 agreements	EO: P&D	FY25	Q1
●	If funded, pilot new parking payment machines	EO: P&D	FY25	Q2
●	Complete construction for Ashby access improvements	EO: P&D	FY25	Q2
●	Complete phase 1 of “Bike Path” plan	EO: P&D	FY25	Q3
●	Complete construction of MacArthur safety lighting	EO: P&D	FY25	Q4
●	Complete construction of all SR2B cycle 1 projects	EO: P&D	FY25	Q4
Modernize Paratransit & Accessibility				
●	Paratransit software procurement: RFP released	EO: P&D	FY23	Q4
●	Paratransit Coordinators Office RFP released	EO: P&D	FY24	Q1
●	Broker Service Contract: RFP released	EO: P&D	FY24	Q1
●	Participate in MTC’s regional paratransit pilot projects	EO: P&D	FY24	Q1
●	Award paratransit software agreement	EO: P&D	FY24	Q2
●	Award paratransit coordinator’s office contract	EO: P&D	FY24	Q3
●	Implement new paratransit software	EO: P&D	FY24	Q3
●	Award paratransit broker/service contract	EO: P&D	FY24	Q3
●	Start new paratransit broker/service & coordinator office contracts	EO: P&D	FY24	Q4

*Indicates milestones may be partially funded or are dependent on funding

● Milestone is Complete ● Milestone is Delayed ● Future Milestone



2-Year Action Plan for Priority: Rider Experience

Improve Access		BSP Goal: Experience		
Modernize Paratransit & Accessibility				
●	Coordinate paratransit agreements with MTC's regional recommendations	EO: P&D	FY25	Q1
Webservices*				
●	Plan and execute website content management improvements	EO: OCIO	FY23	Q3
●	Deploy improved social media listening and engagement platform	EO: OCIO	FY23	Q4
●	Complete website content management improvements	EO: OCIO	FY24	Q1

*Indicates milestones may be partially funded or are dependent on funding

● Milestone is Complete ● Milestone is Delayed ● Future Milestone



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

OVERVIEW

BART will stay on-track for the future by continuing to develop a strong and stable workforce, implementing critical capital projects that will increase capacity and improve reliability, and advancing core programs such as transit-oriented development, equity, safety, and sustainability.

Workforce Engagement, Development and Retention BSP Goal: Workforce

Administer and Negotiate Union Contracts*

● Ongoing: Union contract administration	EO: ADMIN	Annual	
● Prepare for bargaining successor agreement (ATU, AFSCME, SEIU)	EO: ADMIN	FY25	Q1
● Bargain successor agreement	EO: ADMIN	FY25	Q4

BPD Staffing: Recruiting, Training, & Employee Wellness

● Develop a recruiting/staffing plan with support from Admin	EO: BPD	FY24	Q1
● Continue to enhance recruiting efforts by utilizing the recruitment team	EO: BPD	FY24	Q2
● Continue to review & streamline the hiring process	EO: BPD	FY24	Q4
● Continue to educate & promote mental health resources currently available to all employees	EO: BPD	FY25	Q2
● Update comprehensive training plan	EO: BPD	FY25	Q4

Enhance Internal Communications to Improve Employee Experience

● Ongoing: Plan & execute opportunities for employee engagement (2/yr.)	EO: OEA	Annual	
● Finalize and present internal comms strategy document to executives	EO: OEA	FY23	Q3
● Internal Communications to partner with Admin to identify protocols, branding, etc.	EO: OEA	FY23	Q4
● Hold employee town hall on adopted budget and fiscal cliff	EO: OEA	FY24	Q1
● Support OCR with internal communications for racial equity plan	EO: OEA	FY24	Q2
● Field employee satisfaction survey & produce report	EO: OEA	FY24	Q3
● Plan & execute employee survey action plan communications components	EO: OEA	FY24	Q4
● Establish employee interest groups	EO: OEA	FY25	Q1
● Plan & execute opportunities for employee engagement (2/yr.)	EO: OEA	FY25	Q4

Improve Branding, Internal Communication & Employee Satisfaction

● Partner with manager of Internal Communication to identify protocols, branding, etc.	EO: ADMIN	FY24	Q1
● Identify trends & data of Employment Satisfaction Survey for improvement efforts	EO: ADMIN	FY24	Q2
● Revamp the new hire orientation experience	EO: ADMIN	FY24	Q3

*Indicates milestones may be partially funded or are dependent on funding

● Milestone is Complete ● Milestone is Delayed ● Future Milestone



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

Workforce Engagement, Development and Retention				BSP Goal: Workforce
Ongoing Implementation of Labor Relations Best Practices				
● Implement labor relations workflow systems	EO: ADMIN	FY23	Q4	
● Engage with internal communications to socialize client facing program	EO: ADMIN	FY24	Q1	
● Assess proper metrics for districtwide reporting	EO: ADMIN	FY24	Q1	
● Establish baseline for service levels and response times	EO: ADMIN	FY25	Q1	
Partner on New Facility Needs*				
● Increase office space at MET building for progressive policing	EO: BPD	FY23	Q3	
● BPD Admin HQ: BART Board recommendation <i>Supported by: Planning & Development</i>	EO: BPD	FY24	Q1	
● Continue planning for ECDN police substation replacement facility <i>Supported by: Planning & Development/Real Estate</i>	EO: BPD	FY24	Q4	
● Initiate ECDN police substation replacement	EO: BPD	FY25	Q1	
● Leverage technology to reduce costs	EO: BPD	FY25	Q4	
Recruitment and Hiring Improvements*				
● Review bids for Application Tracking System (ATS)	EO: ADMIN	FY23	Q3	
● Implement ATS	EO: ADMIN	FY24	Q1	
● Assess time-to-fill/metrics	EO: ADMIN	FY25	Q1	
Training Infrastructure Improvements*				
● Complete plan for training needs	EO: OPS	FY24	Q1	
● Training simulator upgrade: Software extensions & PC	EO: OPS	FY24	Q4	
● Training for Antioch shop and Diesel Multiple Unit overhaul	EO: OPS	FY25	Q4	
● FOTF overhaul training	EO: OPS	FY25	Q4	
● Training center upgrade	EO: OPS	FY25	Q4	
● Relocate RS&S Hayward Training Center in conjunction with FOTF Maintenance Facility Building	EO: OPS	FY25	Q4	
● C75 TC rebuild	EO: OPS	FY25	Q4	
Workforce Development: Engaging, Retaining*				
● Staff workforce development team/identify key community partnerships	EO: ADMIN	FY23	Q3	
● Build curriculum/identify funding (if needed)	EO: ADMIN	FY24	Q1	
● Manager training	EO: ADMIN	FY24	Q2	
● Launch curriculum/identify learning outcomes	EO: ADMIN	FY24	Q3	

*Indicates milestones may be partially funded or are dependent on funding

● Milestone is Complete ● Milestone is Delayed ● Future Milestone



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

Workforce Engagement, Development and Retention				BSP Goal: Workforce
Workforce Development: Engaging, Retaining*				
● Assess learning metrics	EO: ADMIN	FY24	Q4	
● Analysis of learning metric	EO: ADMIN	FY25	Q1	
● Assess/metrics (engagement/retaining)	EO: ADMIN	FY25	Q3	
Capital Program: Improve Reliability & Increase Capacity				BSP Goal: System Performance
Advance Delivery of the Core Capacity Program*				
● Ongoing: Fleet of the Future Overhaul Shop: Determine delivery method; seek funding	EO: ID	Annual		
● CBTC Phase 0 Hayward Test Track	EO: ID	FY24	Q2	
● HMC2 civil/grading complete	EO: ID	FY24	Q2	
Advance Link21 Program*				
● Initiate co-creation series (round 4)	EO: P&D	FY23	Q3	
● Initiate equity advisory council meetings	EO: P&D	FY23	Q3	
● Identify future funding/community outreach series/ long-list concept evaluation	EO: P&D	FY23	Q4	
● Complete preliminary business case	EO: P&D	FY24	Q3	
● Secure additional grant funding to advance phase 2	EO: P&D	FY24	Q3	
● Seek board approval of stage gate 2, and if funded initiate phase 2 (project selection)	EO: P&D	FY24	Q4	
Antioch Shop/ E-Line Vehicle Maintenance				
● Complete overhauls: Passenger info system & compressor	EO: OPS	FY23	Q4	
● Begin overhauls: Power pack/diesel engine, motor wiper, truck, car body, & propulsion	EO: OPS	FY24	Q1	
● Complete overhauls: Power pack/diesel engine, motor wipers	EO: OPS	FY24	Q2	
● Begin brake overhauls	EO: OPS	FY24	Q2	
● Complete brake overhauls	EO: OPS	FY24	Q4	
● Complete overhauls: Propulsion, truck, & car body	EO: OPS	FY25	Q1	
Component Repair Shop (HMC)				
● Ongoing: (FY24/25) Bench Test Equipment (BTE)	EO: OPS	Annual		
● Door control BTE qualification	EO: OPS	FY23	Q3	
● HVAC BTE qualification	EO: OPS	FY23	Q4	

*Indicates milestones may be partially funded or are dependent on funding

● Milestone Is Complete ● Milestone Is Delayed ● Future Milestone



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

Capital Program: Improve Reliability & Increase Capacity <i>BSP Goal: System Performance</i>			
Fleet of the Future (FOTF)			
● Complete delivery of 775 cars	EO: OPS	FY25	Q1
● Begin onboarding 16 FOTF E-cars per month	EO: OPS	FY25	Q2
● Complete legacy fleet decommission	EO: OPS	FY25	Q3
Infrastructure Rebuild			
● Transbay Tube completion	EO: ID	FY23	Q4
● Complete installation of KTE Substation	EO: ID	FY24	Q1
● Complete installation of Civic Center Substation	EO: ID	FY24	Q2
● Complete installation of Montgomery Substation	EO: ID	FY24	Q3
● Complete C15 interlocking replacement	EO: ID	FY24	Q3
● Complete Wheel Truing at Richmond Yard	EO: ID	FY24	Q4
● Complete A85 interlocking replacement	EO: ID	FY24	Q4
● Complete A-line 34.5kV cable replacement	EO: ID	FY25	Q4
Staff Facilities*			
● Complete temporary Operations Control Center (OCC)	EO: ID	FY23	Q3
● Award contract for OCC modernization	EO: ID	FY23	Q4
● Begin scoping of new BPD headquarters and tenant improvements	EO: ID	FY24	Q3
● Complete OCC modernization	EO: ID	FY25	Q4
Station Modernization*			
● 19th St bike parking	EO: ID	FY23	Q3
● Progress Market St canopies & escalators	EO: ID	FY23	Q3
● Re-open restrooms at Embarcadero and Downtown Berkeley	EO: ID	FY23	Q4
● Substantially complete canopies at Powell St. Station	EO: ID	FY24	Q2
● Substantially complete canopies at Montgomery Station	EO: ID	FY25	Q2
● Substantially complete canopies at Embarcadero Station	EO: ID	FY25	Q4
● Substantially complete canopies at Civic Center Station	EO: ID	FY25	Q4
Systems Integration Framework			
● Initiate technology roadmap	EO: ID	FY23	Q3
● Draft technology roadmap	EO: ID	FY24	Q3

*Indicates milestones may be partially funded or are dependent on funding

● Milestone is Complete ● Milestone is Delayed ● Future Milestone



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

Capital Program: Improve Reliability & Increase Capacity *BSP Goal: System Performance*

Vehicle System Overhaul

● Begin HVAC overhaul	EO: OPS	FY24	Q3
● Begin overhauls: Truck, electro-hydraulic unit, air supply unit, suspension control unit, & high-speed circuit breaker	EO: OPS	FY25	Q2
● Begin vehicle automatic train control board RAM replacement	EO: OPS	FY25	Q3

Advance Diversity, Equity, and Inclusion

BSP Goal: Equity

Consult with External Partners on Equity

● Establish outreach to external partners	EO: OCR	FY23	Q2
---	---------	------	----

Internal Cultural Change

● Begin OCR "Cadence" workshops	EO: OCR	FY23	Q1
---------------------------------	---------	------	----

Internal Engagement & Equity Action Plan (EAP)*

● Ongoing: Implement race equity survey	EO: OCR	Annual	
● Equity seminar in each department	EO: OCR	FY23	Q2
● Finalize first round of executive office EAPs	EO: OCR	FY24	Q1
● Review and assess EAPs	EO: OCR	FY24	Q4
● Finalize second round of executive office EAPs	EO: OCR	FY25	Q1
● Review and assess EAPs	EO: OCR	FY25	Q4

Measure Progress on Equity Metrics

● Ongoing: Assess internal equity metrics consistent with Title VII	EO: OCR	Annual	
● Implement OCR's FY24 Key Performance Indices (KPIs)	EO: OCR	FY24	Q2
● Launch Equity Index tool version 2.0 related to communications-based train control	EO: OCR	FY24	Q3
● Implement OCR's FY25 KPIs	EO: OCR	FY25	Q1

Advance TOD Program

BSP Goal: Economy

Transit Oriented Development (TOD)

● Initiate anti-displacement TOD strategy	EO: P&D	FY23	Q3
● Complete anti-displacement TOD strategy	EO: P&D	FY24	Q3
● Issue one solicitation (Rockridge/Ashby/Other)	EO: P&D	FY24	Q3
● Advance two TOD projects to construction	EO: P&D	FY24	Q4
● Close-out Federal Transit Administration TOD planning grants (A-line and R-line)	EO: P&D	FY25	Q2

*Indicates milestones may be partially funded or are dependent on funding

● Milestone is Complete ● Milestone is Delayed ● Future Milestone



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

Advance TOD Program		BSP Goal: Economy		
Transit Oriented Development (TOD)				
●	Seek Board authorization of lease option for 2 projects	EO: P&D	FY25	Q4
Facilities & ROW		BSP Goal: System Performance		
Facilities & Right-of-Way (ROW)*				
●	Board recommendation for BART Police Department Administrative Headquarters <i>Supported by: BPD</i>	EO: P&D	FY24	Q1
●	Complete permit system modernization under current contract	EO: P&D	FY24	Q2
●	Purchase ROW for Hayward Maintenance Complex phase 2	EO: P&D	FY24	Q4
●	Finalize Warm Springs extension ROW activities	EO: P&D	FY25	Q2
●	Finalize Colma extension ROW activities	EO: P&D	FY25	Q3
●	Prepare MET building relocation strategy with BPD and M&E	EO: P&D	FY25	Q4
Sustainability & Resiliency		BSP Goal: Environment		
Sustainability & Energy*				
●	Complete garage LED lighting	EO: ID	FY23	Q3
●	Complete non-revenue electrification strategic plan	EO: P&D	FY23	Q4
●	Complete station LED lighting study	EO: P&D	FY24	Q1
●	Define scope for next Action Plan	EO: P&D	FY24	Q1
●	Document alternative pathways to achieve BART's clean energy commitments	EO: P&D	FY24	Q3
●	Initiate recycling & compost at all staff locations	EO: P&D	FY24	Q3
●	Select electric vehicle (EV) customer charging partner	EO: P&D	FY24	Q3
●	Support non-revenue electrification pilot funding plan	EO: P&D	FY24	Q4
●	Launch Green Team	EO: P&D	FY24	Q4
●	Support eBART electrification planning	EO: P&D	FY25	Q2
●	Initiate station recycling & compost pilot	EO: P&D	FY25	Q3
System Safety		BSP Goal: Safety		
Construction Safety Oversight				
●	Recruit construction safety engineer	EO: SS	FY23	Q4
●	Develop construction safety oversight plan	EO: SS	FY24	Q1
●	Launch construction safety oversight program	EO: SS	FY24	Q3

*Indicates milestones may be partially funded or are dependent on funding

● Milestone is Complete ● Milestone is Delayed ● Future Milestone



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

System Safety		BSP Goal: Safety		
Construction Safety Oversight				
● Evaluate construction safety oversight program and adjust as needed	EO: SS	FY25	Q3	
Fire Life Safety*				
● Design and plan for new command posts at C10 and C20, based on M10 experience	EO: OPS	FY24	Q1	
● Partnership meeting to explore funding and scope of planned training facility	EO: OPS	FY24	Q3	
● Complete command post construction	EO: OPS	FY25	Q2	
Implement Safety Management System (SMS)				
● Visit all shops, yards, TMZs, and non-revenue facilities to discuss SMS, employee safety reporting platform (ELERTS), & provide training/resources as needed	EO: SS	FY23	Q4	
● Full District roll-out of ELERTS app/system (frontline employees to management)	EO: SS	FY24	Q1	
● Triannual refresher training: Create a Pathlore class on ELERTS	EO: SS	FY24	Q4	
● Complete development of conflict management and de-escalation training for all employees	EO: SS	FY25	Q1	
● Develop & initiate implementation of a field observation program and framework	EO: SS	FY25	Q1	
● Complete delivery of conflict management and de-escalation training for all employees	EO: SS	FY25	Q4	
Internal Coordination and Emergency Response Training				
● Ongoing: Internal coordination and emergency response training <i>Supported by: System Safety and Operations</i>	EO: BPD	Annual		
● Update Emergency Operations Plan	EO: BPD	FY24	Q1	
● District emergency response drills – internal/external	EO: BPD	FY24	Q3	
● District emergency response drills – internal/external	EO: BPD	FY25	Q3	
Track New CPUC Regulations				
● Track General Order 143 rulemaking process (related to sleep apnea/fitness for safety sensitive employees); upon announcement notify all stakeholders and engage with CPUC on impact to BART and compliance due date	EO: SS	FY24	Q3	

*Indicates milestones may be partially funded or are dependent on funding

● Milestone is Complete ● Milestone is Delayed ● Future Milestone