



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*



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Funding Strategy & Legislative Advocacy

BSP Goal: Financial Stability

Secure Funding to Fulfill Existing Capital Commitments*

● Implement 2023 federal/state funding advocacy plan	EO: P&B	FY23	Q3
● Hayward Maintenance Complex tour for key funding partners	EO: P&B	FY23	Q3
● Review technology options to better track and report on grant opportunities, applications and awards	EO: P&B	FY24	Q1
● Determine next steps for grant tracking and reporting technology solution	EO: P&B	FY24	Q2
● Implement 2024 federal/state funding advocacy plan	EO: P&B	FY24	Q3
● Contribute to Contra Costa Transportation Authority (CCTA) Countywide Transportation Plan update	EO: P&B	FY24	Q4
● Engage in CCTA sales tax expenditure plan development	EO: P&B	FY25	Q3
● 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*

● Survey other operators for experience and leading practices	EO: P&B	FY24	Q1
● Explore Public-private partnership (P3) and other private financing options	EO: P&B	FY24	Q2
● Evaluate feasibility/benefits of Transportation Infrastructure Finance and Innovation Act loan for capital program	EO: P&B	FY24	Q2
● Develop scenarios and determine next steps	EO: P&B	FY24	Q3
● Implement selected alternative (if any)	EO: P&B	FY25	Q1

Revenue Generation

BSP Goal: Financial Stability

Digital Railway

● Complete wayside pole design package	EO: OCIO	FY23	Q3
● Complete DAS for SFMTA Phase 1 Central Subway	EO: OCIO	FY23	Q3
● Complete M-Line fiber installation	EO: OCIO	FY23	Q3
● Complete W-Line fiber installation	EO: OCIO	FY23	Q4
● Complete Wayside Pole Installations Phase 1	EO: OCIO	FY23	Q4
● Complete DAS for SFMTA Phase 2 & 3 Civic-Church Fairy Portal-Civic	EO: OCIO	FY23	Q4
● Complete station wi-fi design package	EO: OCIO	FY23	Q4
● Complete DAS for SFMTA Phase 4 Church – West Portal/Sunset	EO: OCIO	FY24	Q1

External Affairs Revenue Generation

● Issue new Railgoods merchandise	EO: OEA	FY23	Q3
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Revenue Generation

BSP Goal: Financial Stability

External Affairs Revenue Generation

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| ● 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*

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| ● 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

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| ● 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*

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| ● 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

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| ● 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 |

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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: OID FY23 Q3
- Implement consultant management EO: OID FY23 Q3
- Begin quality training EO: OID FY23 Q4
- Roll out Design Quality Manual EO: OID FY23 Q4
- Begin BART PM certification procedure development EO: OID FY24 Q1
- Reorganize construction management practices EO: OID FY24 Q1
- Begin ISO 9001 certification process EO: OID FY24 Q3
- Submit revision to division 1 specs EO: OID 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

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Business Process Improvements & Efficiencies

BSP Goal: Financial Stability

Modernize External Affairs' Business Practices*

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| ● Expand media center resources to support the District's internal and external event audio-visual needs | EO: OEA | FY24 | Q2 |
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OCIO Business Process Improvements

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| ● Deployment of accounts payable work center for District | EO: OCIO | FY23 | Q3 |
| ● MDD Phase 2 operational | EO: OCIO | FY23 | Q3 |
| ● SSWP Phase 1 (Targeted) | EO: OCIO | FY23 | Q4 |
| ● Implement Indeavor - Schedule Bidding for SEIU | EO: OCIO | FY23 | Q4 |
| ● Implement eSupplier | EO: OCIO | FY23 | Q4 |
| ● Complete KPIs for inventory | EO: OCIO | FY23 | Q4 |
| ● Implement automated permit tracking | EO: OCIO | FY24 | Q1 |
| ● Initiate HASTUS Enterprise Bidding and Re-Certification Bid Update | EO: OCIO | FY24 | Q1 |
| ● Complete data domain hardware/software upgrade | EO: OCIO | FY24 | Q1 |
| ● AI Virtual Assistant roll out for Office of Administration | EO: OCIO | FY24 | Q2 |
| ● Implement Applicant Tracking System (ATS) | EO: OCIO | FY24 | Q2 |
| ● Virtual assistant integration to channels | EO: OCIO | FY24 | Q2 |
| ● Implement Canon self-service submission of invoices and direct vouchers | EO: OCIO | FY24 | Q2 |
| ● Implement MDD Phase 2.1 | EO: OCIO | FY24 | Q3 |
| ● Complete PeopleSoft HCM and Financials applications upgrade | EO: OCIO | FY24 | Q3 |
| ● Implement integrated portfolio center | EO: OCIO | FY24 | Q4 |
| ● Complete HASTUS upgrade | EO: OCIO | FY24 | Q4 |
| ● Integrate BFS app and DMS | EO: OCIO | FY25 | Q1 |
| ● Contract Plan Phase 2 | EO: OCIO | FY25 | Q2 |

Procurement Metrics*

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| ● Deliver logistic inventory/RS&S metrics | EO: ADMIN | FY23 | Q3 |
| ● Procurement metrics reports (phase 1: RS&S purchasing) | EO: ADMIN | FY24 | Q1 |
| ● Procurement metrics reports (phase 2: logistics) | EO: ADMIN | FY24 | Q3 |
| ● Procurement metrics reports (phase 3: TBD) | EO: ADMIN | FY25 | Q4 |

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Business Process Improvements & Efficiencies

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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

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