



## 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 Employee 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



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### 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 &amp; Development</i>	EO: BPD	FY24	Q1
● Continue planning for ECDN police substation replacement facility <i>Supported by: Planning &amp; 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

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### 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: OID	Annual	
● CBTC Phase 0 Hayward Test Track	EO: OID	FY24	Q2
● HMC2 civil/grading complete	EO: OID	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

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

#### 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: OID	FY23	Q4
● Complete installation of KTE Substation	EO: OID	FY24	Q1
● Complete installation of Civic Center Substation	EO: OID	FY24	Q2
● Complete C15 interlocking replacement	EO: OID	FY24	Q3
● Complete installation of Montgomery Substation	EO: OID	FY24	Q3
● Complete Wheel Truing at Richmond Yard	EO: OID	FY24	Q4
● Complete A85 interlocking replacement	EO: OID	FY24	Q4
● Complete A-line 34.5kV cable replacement	EO: OID	FY25	Q4

#### Staff Facilities\*

● Complete temporary Operations Control Center (OCC)	EO: OID	FY23	Q3
● Award contract for OCC modernization	EO: OID	FY23	Q4
● Begin scoping of new BPD headquarters and tenant improvements	EO: OID	FY24	Q3
● Complete OCC modernization	EO: OID	FY25	Q4

#### Station Modernization\*

● 19th St bike parking	EO: OID	FY23	Q3
● Progress Market St canopies & escalators	EO: OID	FY23	Q3
● Re-open restrooms at Embarcadero and Downtown Berkeley	EO: OID	FY23	Q4
● Substantially complete canopies at Powell St. Station	EO: OID	FY24	Q2
● Substantially complete canopies at Montgomery Station	EO: OID	FY25	Q2
● Substantially complete canopies at Embarcadero Station	EO: OID	FY25	Q4
● Substantially complete canopies at Civic Center Station	EO: OID	FY25	Q4

#### Systems Integration Framework

● Initiate technology roadmap	EO: OID	FY23	Q3
● Draft technology roadmap	EO: OID	FY24	Q3

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## 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
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#### Internal Cultural Change

● Begin OCR "Cadence" workshops	EO: OCR	FY23	Q1
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#### 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
● 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
● Seek Board authorization of lease option for 2 projects	EO: P&D	FY25	Q4

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### 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: OID	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
● 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
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### System Safety

BSP Goal: Safety

#### Fire Life Safety\*

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|---|---------|------|----|
| ● 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)

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|--|--------|------|----|
| ● 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 |
| ● Engage with required stakeholders to revise and approve the BART Public Transit Agency Safety Plan per the Final Rule – 49 CFR 673                           | EO: SS | FY25 | Q3 |
| ● Complete delivery of conflict management and de-escalation training for all employees  | EO: SS | FY25 | Q4 |

#### Internal Coordination and Emergency Response Training

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|---|---------|--------|----|
| ● Ongoing: Internal coordination and emergency response training<br><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

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|--|--------|------|----|
| ● 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 |
|--|--------|------|----|

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