



## 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

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|--|----------|---------|
| ● 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: OCFO | Annual  |
| ● Deliver first 2 factsheets for “Role in the Region”                            | EO: P&D  | FY24 Q1 |
| ● Lead BOD Budget Workshop   | EO: OCFO | FY24 Q2 |
| ● Complete “Role in the Region” study  | EO: P&D  | FY24 Q3 |

*Supported by: Performance & Budget*

#### Pursue Regional, State, & Federal Funding

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|--|---------|---------|
| ● Ongoing: Implement strategy to secure funding for fiscal cliff and other system improvements       | EO: OEA | Annual  |
| ● Ongoing: Participate in regional discussions regarding new revenue measure                         | EO: OEA | Annual  |
| ● Ongoing: Funding and legislative advocacy  | EO: OEA | Annual  |
| ● Complete advocacy for FY24 state budget  | EO: OEA | FY24 Q1 |
| ● Begin efforts to support and pass enabling legislation for regional measure (continues to FY25 Q2) | EO: OEA | FY24 Q2 |
| ● Approval of 2024 state and federal legislative advocacy program                                    | 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\*

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|---|----------|---------|
| ● Ongoing: Submit grant applications and allocation requests for Core Capacity Program and other major capital projects | EO: OCFO | Annual  |
| ● Ongoing: Create and implement funding strategies and assess financial risks   | EO: OCFO | Annual  |
| ● Ongoing: Present to boards of funding partners (1 partner/yr.)  | EO: OCFO | Annual  |
| ● Ongoing: Facility and project tours (1/ or 2/yr.)   | EO: OCFO | Annual  |
| ● Review technology options to better track and report on grant opportunities, applications and awards                  | EO: OCFO | FY24 Q1 |

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



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### Funding Strategy & Legislative Advocacy

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#### Secure Funding to Fulfill Existing Capital Commitments\*

|  |          |      |    |
|--|----------|------|----|
| ● Determine next steps for grant tracking and reporting technology solution                        | EO: OCFO | FY24 | Q2 |
| ● Implement 2024 federal/state funding advocacy plan   | EO: OCFO | FY24 | Q3 |
| ● Contribute to Contra Costa Transportation Authority (CCTA) Countywide Transportation Plan update | EO: OCFO | FY24 | Q4 |
| ● Engage in CCTA sales tax expenditure plan development  | EO: OCFO | FY25 | Q3 |
| ● Implement 2025 federal/state funding advocacy plan   | EO: OCFO | 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: OCFO | FY24 | Q1 |
| ● Evaluate feasibility/benefits of Transportation Infrastructure Finance and Innovation Act loan for capital program | EO: OCFO | FY24 | Q2 |
| ● Explore Public-private partnership (P3) and other private financing options  | EO: OCFO | FY24 | Q2 |
| ● Develop scenarios and determine next steps   | EO: OCFO | FY24 | Q3 |
| ● Implement selected alternative (if any)  | EO: OCFO | FY25 | Q1 |

### Revenue Generation

*BSP Goal: Financial Stability*

#### Digital Railway

|  |          |      |    |
|--|----------|------|----|
| ● Complete DAS for SFMTA Phase 4 Church – West Portal/Sunset | EO: OCIO | FY24 | Q1 |
|--|----------|------|----|

#### 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\*

|  |           |      |    |
|--|-----------|------|----|
| ● 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 |
| ● Seek Board adoption of System Development Policy | EO: P&D | FY24 | Q2 |
| ● Complete historic resources study                | EO: P&D | FY24 | Q2 |
| ● If directed, initiate BART strategic plan update | EO: P&D | FY24 | Q3 |

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

### Business Process Improvements & Efficiencies

*BSP Goal: Financial Stability*

#### Advance Districtwide Planning and Policy Initiatives

- Initiate 2-year Action Plan update (FY26/27) EO: P&D FY25 Q2

#### Conflict-of-Interest (COI) Compliance\*

- Prioritize and implement near-term COI actions and initiatives, including associated change management EO: OCFO FY24 Q1
- Define and commence implementation of remaining COI actions and initiatives, including associated change management EO: OCFO FY25 Q1

#### Digitization Phase 2

- 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

#### 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

- 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

- Reorganize construction management practices EO: OID FY24 Q1
- Begin BART PM certification procedure development 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\*

- Review options for restructuring EO: OCFO FY24 Q1
- Make restructuring recommendation to full board EO: OCFO FY24 Q2
- Acquire legislative approval for changes to the BART Act, if applicable EO: OCFO FY24 Q2
- Begin implementation of new financial structure in time for FY25 budget cycle EO: OCFO FY24 Q4
- Assess effectiveness of new financial structure EO: OCFO FY25 Q4

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

### Business Process Improvements & Efficiencies

*BSP Goal: Financial Stability*

#### Modernize Cash Collection Infrastructure

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|--|----------|------|----|
| ● Replace one of two existing cash counting machines, which are approaching obsolescence, with new model | EO: OCFO | FY24 | Q3 |
| ● Replace second and final obsolete cash counting machine with new model                                 | EO: OCFO | FY25 | Q2 |

#### 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 |
|--|---------|------|----|

#### OCIO Business Process Improvements

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|---|----------|------|----|
| ● Complete data domain hardware/software upgrade                          | EO: OCIO | FY24 | Q1 |
| ● Initiate HASTUS Enterprise Bidding and Re-Certification Bid Update      | EO: OCIO | FY24 | Q1 |
| ● Implement automated permit tracking                                     | EO: OCIO | FY24 | Q1 |
| ● Implement Applicant Tracking System (ATS)                               | EO: OCIO | FY24 | Q2 |
| ● Implement Canon self-service submission of invoices and direct vouchers | EO: OCIO | FY24 | Q2 |
| ● Virtual assistant integration to channels                               | EO: OCIO | FY24 | Q2 |
| ● AI Virtual Assistant roll out for Office of Administration              | EO: OCIO | FY24 | Q2 |
| ● Implement MDD Phase 2.1   | EO: OCIO | FY24 | Q3 |
| ● Complete PeopleSoft HCM and Financials applications upgrade             | EO: OCIO | FY24 | Q3 |
| ● Complete HASTUS upgrade   | EO: OCIO | FY24 | Q4 |
| ● Implement integrated portfolio center                                   | 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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|--|-----------|------|----|
| ● 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 |

#### 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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