



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, 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	
● 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

Ongoing Implementation of Labor Relations Best Practices

● Assess proper metrics for districtwide reporting	EO: ADMIN	FY24	Q1
● Engage with internal communications to socialize client facing program	EO: ADMIN	FY24	Q1

*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

- Establish baseline for service levels and response times EO: ADMIN FY25 Q1

Partner on New Facility Needs*

- BPD Admin HQ: BART Board recommendation EO: BPD FY24 Q1
Supported by: Planning & Development
- Continue planning for ECDN police substation replacement facility EO: BPD FY24 Q4
Supported by: Planning & Development/Real Estate
- Initiate ECDN police substation replacement EO: BPD FY25 Q1
- Leverage technology to reduce costs EO: BPD FY25 Q4

Recruitment and Hiring Improvements*

- 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 center upgrade EO: OPS FY25 Q4
- Training for Antioch shop and Diesel Multiple Unit overhaul 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
- FOTF overhaul training EO: OPS FY25 Q4

Workforce Development: Engaging, Retaining*

- 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
- Assess learning metrics EO: ADMIN FY24 Q4
- Analysis of learning metric EO: ADMIN FY25 Q1
- Assess/metrics (engagement/retaining) EO: ADMIN FY25 Q3

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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*

● Secure additional grant funding to advance phase 2	EO: P&D	FY24	Q3
● Complete preliminary business case	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

● Begin overhauls: Power pack/diesel engine, motor wiper, truck, car body, & propulsion	EO: OPS	FY24	Q1
● Begin brake overhauls	EO: OPS	FY24	Q2
● Complete overhauls: Power pack/diesel engine, motor wipers	EO: OPS	FY24	Q2
● Complete brake overhauls	EO: OPS	FY24	Q4

Component Repair Shop (HMC)

● Ongoing: (FY24/25) Bench Test Equipment (BTE)	EO: OPS	Annual	
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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

● 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 A85 interlocking replacement	EO: OID	FY24	Q4
● Complete Wheel Truing at Richmond Yard	EO: OID	FY24	Q4
● Complete A-line 34.5kV cable replacement	EO: OID	FY25	Q4

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

Staff Facilities*

● Begin scoping of new BPD headquarters and tenant improvements	EO: OID	FY24	Q3
● Complete OCC modernization	EO: OID	FY25	Q4

Station Modernization*

● 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 Civic Center Station	EO: OID	FY25	Q4
● Substantially complete canopies at Embarcadero Station	EO: OID	FY25	Q4

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 TOD Program

BSP Goal: Economy

Transit Oriented Development (TOD)

● 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

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

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Sustainability & Resiliency

BSP Goal: Environment

Sustainability & Energy*

● Define scope for next Action Plan	EO: P&D	FY24	Q1
● Complete station LED lighting study	EO: P&D	FY24	Q1
● Document alternative pathways to achieve BART's clean energy commitments	EO: P&D	FY24	Q3
● Select electric vehicle (EV) customer charging partner	EO: P&D	FY24	Q3
● Initiate recycling & compost at all staff locations	EO: P&D	FY24	Q3
● Launch Green Team	EO: P&D	FY24	Q4
● Support non-revenue electrification pilot funding plan	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

● 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
● 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)

● 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

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System Safety

BSP Goal: Safety

Internal Coordination and Emergency Response Training

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| ● 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

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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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