

**SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT**  
300 Lakeside Drive, P. O. Box 12688, Oakland, CA 94604-2688

**NOTICE OF MEETING AND AGENDA**  
**BOND OVERSIGHT COMMITTEE**

Wednesday, April 18, 2018  
9:30 a.m. – 11:00 a.m.

COMMITTEE MEMBERS: Marian Breitbart, Michael Day, Daren Gee, Christine D. Johnson, Michael McGill, Anu Natarajan, John Post

A Meeting of the Bond Oversight Committee will be held on Wednesday, April 18, 2018, at 9:30 a.m. The Meeting will be held in Conference Room 2100, 300 Lakeside Drive, 21<sup>st</sup> Floor, Oakland, California.

AGENDA

1. Call to Order.
  - A. Roll Call.
2. Introduction of Committee Members.
3. Introduction of BART Staff.
4. Communication Protocol. (For discussion.)
5. Draft Annual Report. (For discussion.)
6. Overview of the Communications/Outreach Plan (For discussion.)
7. Public comment.

Please refrain from wearing scented products (perfume, cologne, after-shave, etc.) to this meeting, as there may be people in attendance susceptible to environmental illnesses.

BART provides services/accommodations upon request to persons with disabilities and individuals who are limited English proficient who wish to address BART Board matters. A request must be made within one and five days in advance of a Board or committee meeting, depending on the service requested. Please contact the District Secretary's Office at (510) 464-6083 for information.



# Measure RR Bond Oversight Committee

Committee Protocols Governing Communications with BART Staff

## **PURPOSE:**

The purpose of these protocols is to establish clear lines of communication between Committee Members so all Committee Members are in the loop on the information Staff provides Committee Members; and to ensure the public has full transparency of Committee activities thru the California Public Records Act.

## **PROCEDURE:**

### **SECTION 1: INFORMATION REQUESTS**

- A. Any Committee Member requesting information from BART Staff shall initiate the request in writing and email it to the Staff designee in the Office of the Controller/Treasurer.
- B. Any Committee Member making a verbal request of Staff should put the request in writing and email it to the Staff designee in the Office of the Controller/Treasurer.
- C. The Office of the Controller/Treasurer shall respond to all Committee Member requests via email and shall cross copy the entire Committee. The email correspondence must include the initial Committee Member's request and all related correspondence and attachments.
- D. Staff will summarize any verbal correspondence with Committee Members in writing and email it to the Committee Member and the Staff designee in the Office of the Controller/Treasurer.
- E. The Office of the Controller/Treasurer shall immediately forward the correspondence to all Members of the Committee.
- F. Through the Office of the Controller/Treasurer, Staff shall confer with the Committee Chair (Chair) Committee any request Staff believes is outside the scope of the Committee's mandate.

### **SECTION 2: MEETING REQUESTS**

- A. Any Committee Member wishing to meet with Staff shall direct the request to the Chair. The Chair shall facilitate the request.
- B. The Chair shall decide how to handle the request after discussing the request with the Committee Member and Staff.
- C. Should the Committee Member disagree with the Chair's decision, the Committee Member shall have the right to bring the request to the full Committee for a vote.

- D. The Chair shall email all approved requests to the Staff designee in the Office of the Controller/Treasurer and invite all Committee Members to attend the meeting.
- E. The Office of the Controller/Treasurer shall coordinate approved requests and alert the Committee of any applicable Brown Act rules.



MEASURE RR BOND  
OVERSIGHT COMMITTEE  
**ANNUAL REPORT**

JUNE 2018



**DRAFT**

A close-up photograph of a train's mechanical components, showing a large metal wheel on the left and various metal parts, bolts, and a textured metal cylinder on the right. The lighting is dramatic, with strong highlights and deep shadows.

## TABLE OF CONTENTS

Letter from the Chairwoman	1
The Story of Measure RR	2
About Us: Your Bond Oversight Committee	4
Off and Running	5
Green bonds	6
Small business outreach	8
Investment Summary	10
The Lifetime of Measure RR	11
Major Projects Funded by Measure RR	
Renew Track	12
Renew Power Infrastructure	14
Repair Tunnels and Structures	16
Renew Mechanical Infrastructure	18
Renew Stations	19
Renovate & Replace Escalators	19
Train Control and Other Major System Infrastructure	20
Design and Engineer Projects to Relieve Crowding, Increase Redundancy and Reduce Traffic Congestion	22
Access Improvements	24
The Path Forward	26
Committee Activities and Expenditures	28



Dear Bay Area residents:

Thank you for supporting Measure RR and the effort to build a Better BART. As chairperson of the Bond Oversight Committee, I encourage you to read this report and keep up-to-date on the progress of this long-term project that is so crucial to the future of the Bay Area.

This Bond Oversight Committee is made up of individuals with extensive experience in different disciplines, from finance to engineering to project management. We are committed to executing our responsibilities and ensuring that Measure RR funds are spent appropriately.

Our meetings are open to the public and will be noticed on our website at [bart.gov/board](http://bart.gov/board). We will also be publishing an annual report each year to inform you of our progress and activities.

Sincerely,

Anu Natarajan

Measure RR Bond Oversight Committee Chairwoman Anu Natarajan is currently the Executive Manager of School2Home, Northern California. She oversees a team of consultants working on closing the digital divide and the achievement gap. Between 2004 and 2014, Ms. Natarajan served as both a council member and vice mayor for the City of Fremont. Ms. Natarajan has a Master of Urban Planning and Urban Design degree from the University of Washington in Seattle as well as a Bachelor of Architecture from Bangalore University in India.

#### **OTHER COMMITTEE MEMBERS**

Full biographies and photographs at [www.bart.gov](http://www.bart.gov)

**MICHAEL R. MCGILL**, American Institute of Electrical Engineers Seat  
(Vice Chairman)

**MARIAN BREITBART**, Association of Budgeting & Financial Management Seat

**MICHAEL DAY**, American Institute of Certified Public Accountants Seat

**DAREN GEE**, Civil Engineering Management and Oversight Seat

**CHRISTINE D. JOHNSON**, League of Women Voters Seat

**JOHN POST**, Project Management Institute Seat

# THE STORY OF MEASURE RR:

The elected Board of Directors voted unanimously to put forward a \$3.5 billion general obligation measure on the November 2016 ballot. Why? It's estimated that within 10 years nearly half of BART's assets (such as train control systems, tracks, and power cables) would be at the end of their useful life if nothing were done to rebuild:



BART faces a huge financial shortfall over the coming decades to rebuild its aging system. Existing funds were not nearly enough. The Board decided the most responsible thing was to let voters decide whether to reinvest in BART. Measure RR is a key funding component of that plan. In the year before the Board's vote, BART held more than 230 community meetings with local stakeholders and civic groups to ensure widespread understanding of BART's needs, and to hear the public's thoughts.

The public responded to the call for action, with nearly 70% of voters casting ballots to approve Measure RR in November 2016.

The bond is devoted solely to fixing what we have first - without earmarks, pet projects or frills. In addition, checks and balances are in place to ensure the public's money is protected and spent wisely. This Bond Oversight Committee will examine spending and report to the public.

Complete details of what is in the bond and how it relates to safety, reliability, and relief of traffic congestion can be found at the Measure RR website, [bart.gov/betterbart](http://bart.gov/betterbart).

**“WITHOUT BART, THE BAY AREA  
DOESN'T MOVE. IT IS THE BACKBONE  
OF THE BAY AREA ECONOMY.”**

- Emily Loper, Bay Area Council





## ABOUT US – YOUR BOND OVERSIGHT COMMITTEE

Measure RR required BART to establish an independent Bond Oversight Committee (BOC) to verify BART spends the bond revenues as promised. The BOC is comprised of seven members who represent a diversity of expertise, geography and demographic characteristics. Members serve two-year terms and are eligible to serve up to six years total. They are appointed by the BART Board of Directors as follows:

- One member nominated by the American Society of Civil Engineers, or its successor organization, who has expertise in civil engineering management and oversight
- One member nominated by the American Institute of Electrical Engineers, or its successor organization, who has expertise in electrical engineering management and oversight
- One member nominated by the American Institute of Certified Public Accountants, or its successor organization, who has expertise in audit or financial oversight
- One member nominated by the Association for Budgeting & Financial Management section of the American Society for Public Administration, or its successor section or organization, who has expertise in municipal finance
- One member nominated by the Project Management Institute, or its successor organization, who has expertise in construction project management
- Two members nominated by the League of Women Voters, Bay Area, or its successor organization or chapter



The duties and responsibilities of the BOC are to:

- Provide diligent, independent and public oversight over the expenditure of funds from the sale of District general obligation bonds
- Assess how bond proceeds are spent to ensure that all spending is authorized by the ballot measure
- Assess whether projects funded by bond proceeds are completed in a timely, cost-effective and quality manner consistent with the best interest of BART riders and District residents
- Publish an annual report that includes a detailed account of the Committee's activities including its expenditures

The full text of the duties and responsibilities of the BOC are found in Section 11 of the resolution that established the BOC, available in full at [www.bart.gov](http://www.bart.gov)

The current term of the Bond Oversight Committee is from July 1, 2017, until June 30, 2019.

# “ IN THE BAY AREA, WE ARE DOING OUR PART TO ADDRESS CRITICAL DEFICIENCIES IN THE LOCAL INFRASTRUCTURE AND THE BACKLOG OF STATE-OF-GOOD-REPAIR NEEDS AFTER DECADES OF UNDERFUNDING.”

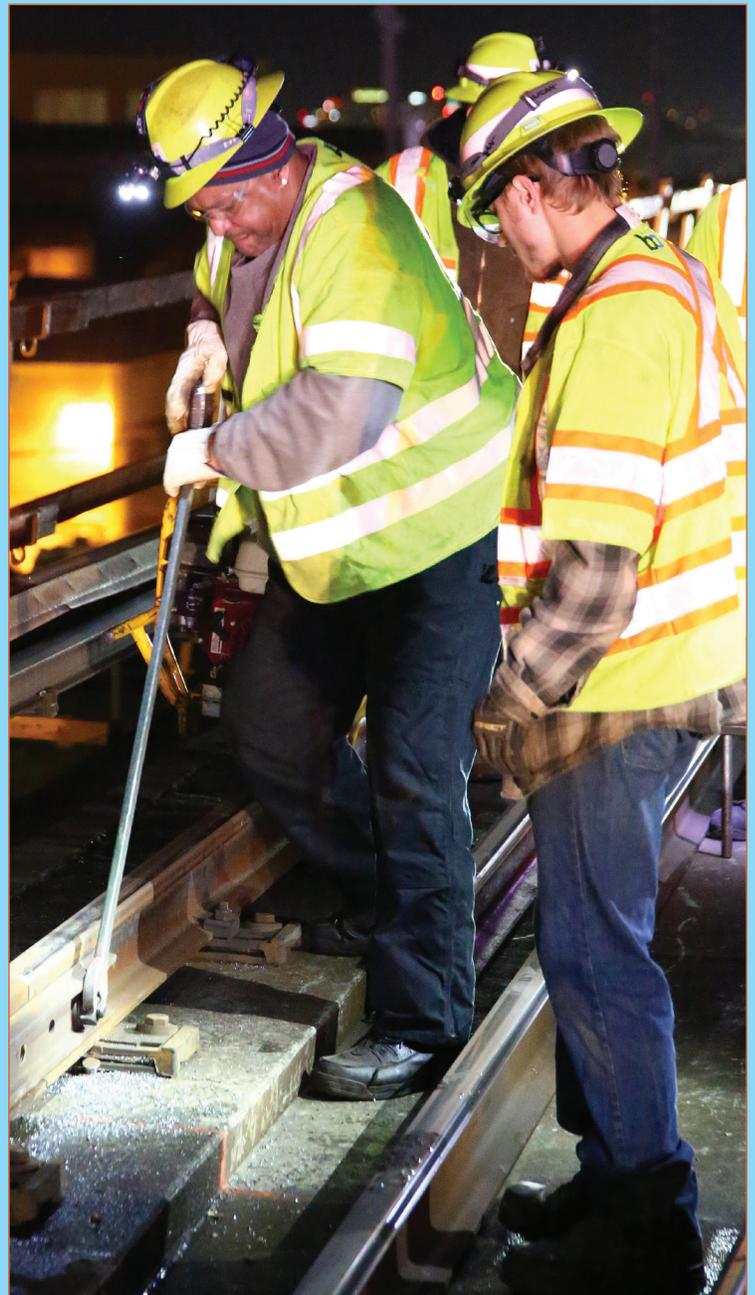
- Grace Crunican, BART General Manager

## OFF AND RUNNING

BART is rolling up its sleeves to tackle major reinvestment projects to make the system safer and more reliable thanks to the \$3.5 billion Measure RR bond passed by voters. Already in the past year, BART has:

- Completed a major section of track repair and upgrades in downtown Oakland.
- Established a Bond Oversight Committee charged with verifying that BART spends bond revenues as promised.
- Issued \$300 million in bonds certified as climate friendly green bonds.
- Awarded six General Engineering Service contracts totaling \$150 million.
- Conducted extensive outreach with the small business community about upcoming RR opportunities.

Much more work lies ahead. This report will give you a look into each of the major Measure RR-funded projects planned through FY19. BART is rebuilding and reinvesting, with projects spanning every part of the region. Before discussing each project in detail, read about two topics that are important to Bay Area communities: having green bonds that promote environmental sustainability, and making sure small, local businesses get a chance to take part in the rebuilding effort.



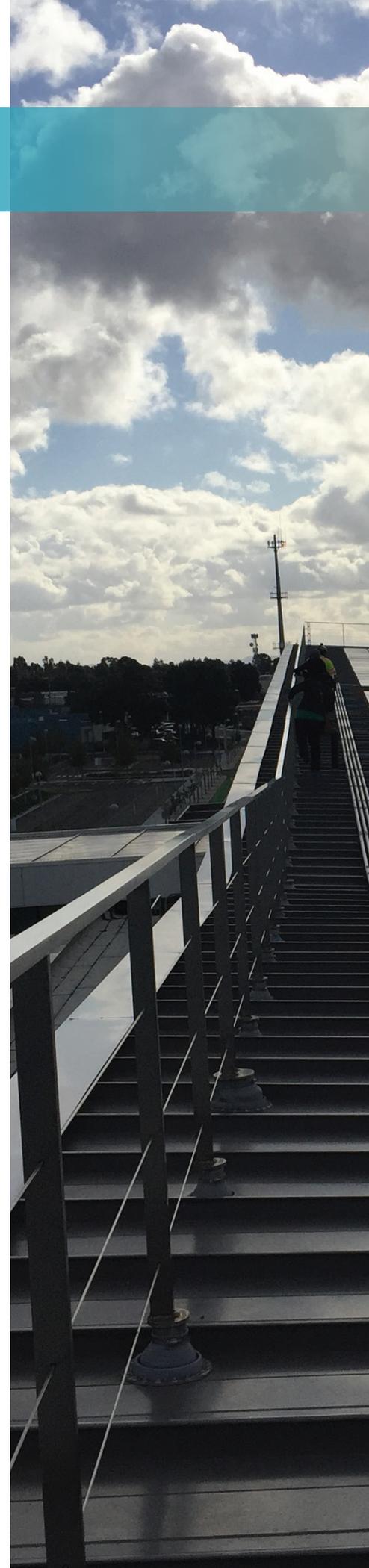
# GREEN BONDS

BART raised \$300 million with its first green bond issue as part of Measure RR. Anyone can call their bonds green, but BART went a step further, obtaining green bond certification through the Climate Bonds Initiative's Low Carbon Transport Standard. BART was the second transit issuer to obtain the CBI certification (after NYC MTA) and the first on the West Coast.

In June 2017, BART became one of, if not the first, municipal bond issuer in the nation to provide priority order status to ESG investors wishing to purchase their green bonds. During a negotiated bond sale, investors are invited to place orders for their desired amount of the bonds that are being offered. Often, issuers like BART will set different levels of priority for different types of investors based on particular goals. Most commonly, an issuer may give priority in certain maturities to retail investors to ensure the bonds are not entirely purchased by large institutional investors.

As a part of BART's June 2017 bond sale, BART offered certain maturities during a retail order period with preference for retail investors who resided in the three counties of the BART District (who provided 64% of the over 450 orders totaling \$378 million during the retail order period). The following day, BART sold the remaining maturities to institutional and retail investors with an ultimate priority for institutional investors with an Environmental, Social and Governance focus. This innovation in the municipal bond market enhanced the visibility of BART's deal with the few ESG funds as well as the related non-ESG funds. Ultimately, bonds placed with one ESG investor received preference among the \$1.3 billion in institutional orders and the resulting true interest cost was 140 basis points below BART's projections, saving taxpayers millions.

"Given the overwhelming response of both retail and institutional investors, we've succeeded in broadening our investor base," said Rose Poblete, BART's Controller-Treasurer. Investors include a wide array from individuals (the starting threshold was \$5,000) up to large institutions. "Now that we know how to do it, and with our longterm sustainability goals, we will definitely do it in the future"





**“GIVEN THE OVERWHELMING RESPONSE OF BOTH RETAIL AND INSTITUTIONAL INVESTORS, WE’VE SUCCEEDED IN BROADENING OUR INVESTOR BASE.”**

Rose Poblete, BART’s Controller-Treasurer

# SMALL BUSINESS OUTREACH

BART has held dozens of outreach meetings to help small, local businesses better compete for work on Measure RR projects. Typically, small businesses are subcontractors to larger prime contractors.

North American Fence & Railing Inc. of Oakland has installed fencing for different BART projects, including Measure RR-funded work. Its fencing will be part of the upcoming work planned for Memorial Day weekend of 2018 when BART replaces track leading to underground downtown Oakland.

“We appreciate that BART is trying to support businesses in local communities,” said Kira Comini, President and owner of North American Fence & Railing. “It matters; it really does.”

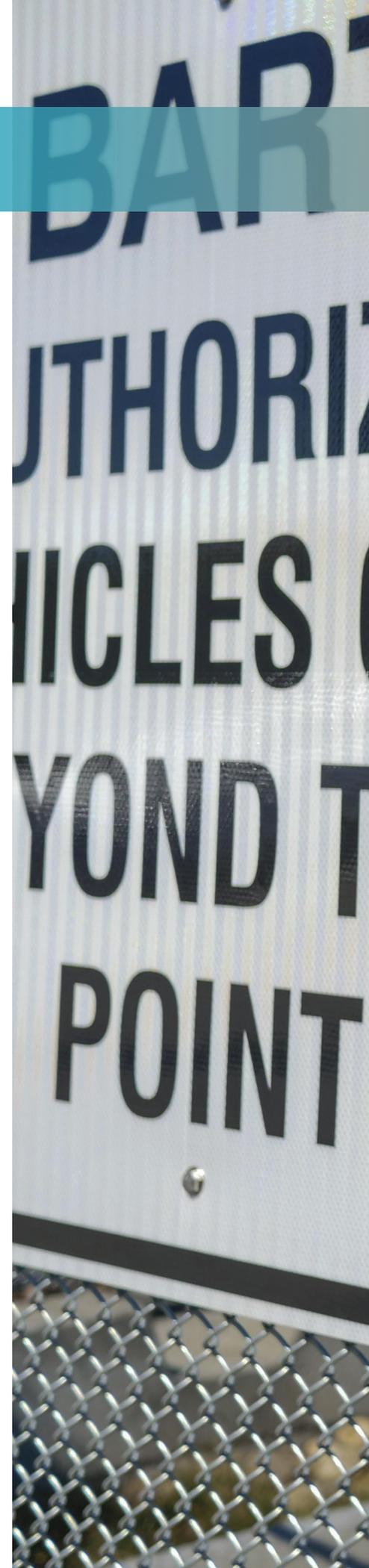
Comini, who has been in the fencing business for three decades, said pulling together the insurance, contract documentation and all the other details involved in bidding on infrastructure projects can be daunting to new and small businesses.

“BART does a lot to help small businesses,” she said. “This work is very close to us, and it’s a win-win when we can do a job right here in Oakland.”

“BART does a lot to help small businesses.”

Kira Comini, President  
North American Fence & Railing

Kira Comini, President  
of North American Fence & Railing,  
standing beside one of the fences her  
company installed for BART.





AUTHORIZED  
PERSONNEL  
ONLY



# INVESTMENT SUMMARY

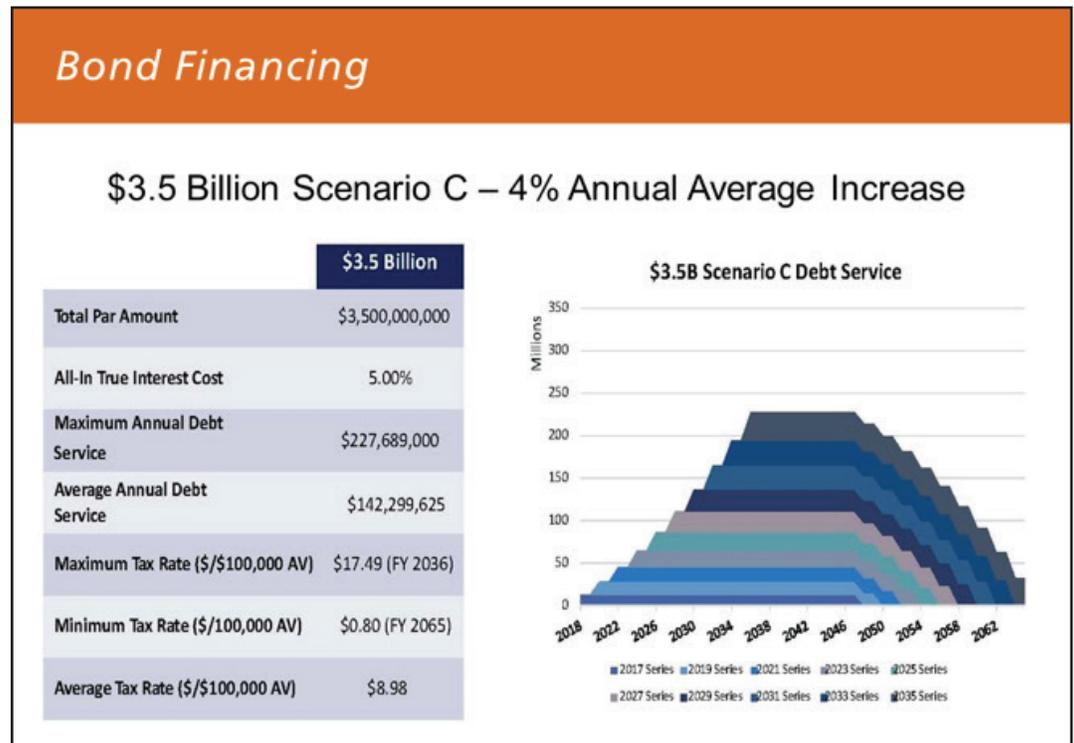
There's a tremendous amount of work underway with much more to come. It's important to understand that these first stages represent a heavy investment in engineering. Once engineering has been completed, projects will start to roll out quickly and will become much more visible to the public. This chart gives you a quick glance at where the investments are going.

Revised Draft Summary of Investments	\$ Millions	% of Total Bond	Benefits		
			 Safety	 Reliability	 Crowding + Traffic Relief
<b>REPAIR AND REPLACE CRITICAL SAFETY INFRASTRUCTURE</b>	<b>\$3,165</b>	<b>90%</b>	✓	✓	✓
Renew track	\$625	18%	✓	✓	
Renew power infrastructure	\$1,225	35%	✓	✓	
Repair tunnels and structures	\$570	16%	✓	✓	
Renew mechanical infrastructure	\$135	4%	✓	✓	✓
Renew stations	\$210	6%	✓	✓	
Replace train control and other major system infrastructure to increase peak period capacity	\$400	12%	✓	✓	✓
<b>RELIEVE CROWDING, REDUCE TRAFFIC CONGESTION, AND EXPAND OPPORTUNITIES TO SAFELY ACCESS STATIONS</b>	<b>\$335</b>	<b>10%</b>	✓	✓	✓
Design and engineer future projects to relieve crowding, increase system redundancy, and reduce traffic congestion	\$200	6%		✓	✓
Expand opportunities to safely access stations	\$135	4%	✓	✓	✓
<b>TOTAL</b>	<b>\$3,500</b>	<b>100%</b>			

# THE LIFETIME OF MEASURE RR

In the graphic below, you'll see what bonds will be issued over the life of Measure RR. A bond works like a type of loan - investors loan money to BART so it can invest in rebuilding the BART system and then BART must repay the investors back with interest on the amount borrowed. BART will raise the money to pay back the bonds through property taxes.

BART anticipates that each bond will be paid off within 30 years after it is issued, but BART won't issue all of the bonds at the same time. Why borrow money before you need it? Instead, BART projects it will issue the \$3.5 billion in bonds in equal installments every two years for eighteen years as the funds are needed to rebuild the aging system. This means that, from start to finish, BART estimates property owners could be helping BART pay off the bonds for 48 years.



RR Program Cashflow by Program Category (\$ Millions)	Expended (Through Feb. 2018)	% Expended out of 1st Tranche	1st Tranche Spending Objective (Through June 2020)
Renew track	\$29.1	31%	\$93.2
Renew power infrastructure	\$13.7	11%	\$120.6
Repair tunnels and structures	\$2.4	11%	\$22.5
Renew mechanical	\$2.0	27%	\$7.5
Replace train control/Increase capacity	\$0.4	2%	\$19.8
Renew stations	\$1.3	14%	\$9.1
Expand safe access to stations	\$0.3	2%	\$14.8
Design/Engineer to relieve crowding	\$0.4	3%	\$12.5
<b>TOTAL</b>	<b>\$49.6</b>	<b>17%</b>	<b>\$300</b>

# MAJOR PROJECTS FUNDED BY MEASURE RR

## Renew Track

Through FY19, riders will see the replacement of 10 miles of worn rail and trackway components in Oakland, Pleasant Hill and Concord to make the ride quieter, safer and more reliable. (\$93.2 million 1st tranche spending objective)

Track work is progressing ahead of schedule, with \$29.1 million spent and another \$19.2 million committed. This work is essential for safety and reliability, reducing delays. In addition, BART has begun the work of reshaping wheel profiles and railheads, an important improvement that will bring customers a quieter ride.



Cross-section of track that is worn, in background; and cross-section of new track.

**\$625 Million**

**18% of Bond**

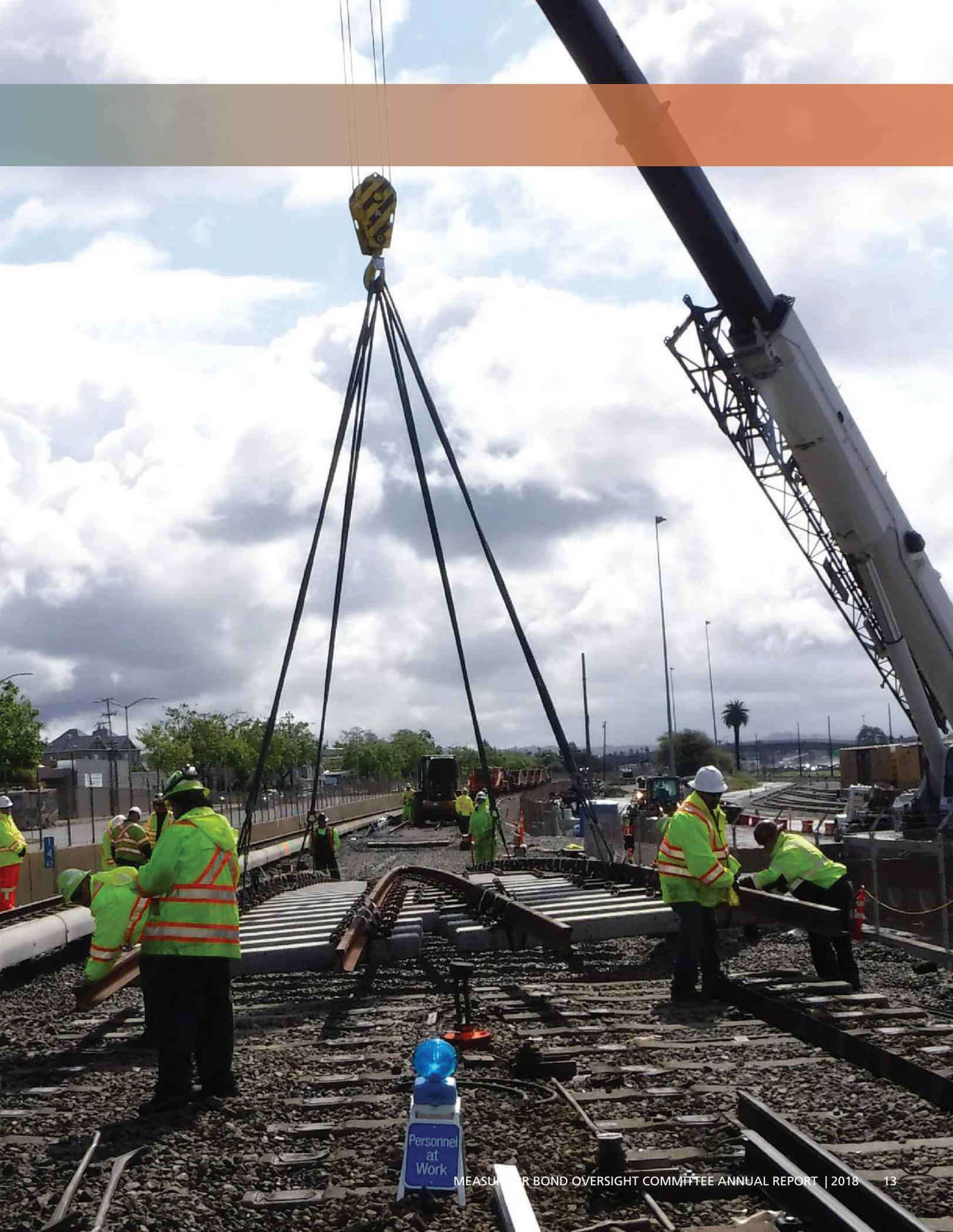
**Safety**

**Reliability**



From: @MrCoffeeBrains

BART is doing good here. Track replacement is inconvenient but slowdowns and possible derailment due to worn tracks is even worse.



# MAJOR PROJECTS FUNDED BY MEASURE RR

## Renew Power Infrastructure

There'll be work on new traction power substations in downtown SF. Traction power is critical to powering train cars (\$7.6 million 1st tranche spending objective).

Much of the cabling technology and substations channeling the energy that runs BART trains is outdated and in a state of age-related disrepair. The 34.5 kV cables themselves don't even really resemble what the average person would imagine a cable to be: they're quite large, and encased within nitrogen-filled pipes about the circumference of a grapefruit. The 34.5 kV cables run through these pipes—original hardware dating back to when the system was built.

BART needs to replace these pipes, cables (34.5kv), and substations with modern shielded cabling and new distribution hardware so the power can be properly stepped down and fed into the 1000-volt, electrified third rail. The third rail is what brings power to the train cars, via conductive metal collector shoes skimming along the third rail's surface.

There are 28 active cabling projects, with 92% in design; 4% are in planning; and 4% in construction, including the recently completed section between Valencia and 24th St./Mission in San Francisco. Final design review is underway for a \$45 million project from the Transbay Tube to 24th St., with a contract expected to be awarded this fall. (\$59.1 million 1st tranche spending objective)

Another element of the traction power program is the replacement of 28 substations. Currently, 100% of these are in the design phase. It's anticipated that three contracts will be advertised starting in 2019 with a plan to spend \$35 million for the engineering effort. In addition to replacing existing substations, two new substations will be added in downtown San Francisco to support capacity expansion that will come with new train cars and implementation of a new train control system. (\$21.1 million 1st tranche spending objective)

There will be additional work in this category of \$32.8 million to reach the total first tranche spending objective of \$120.6 million.

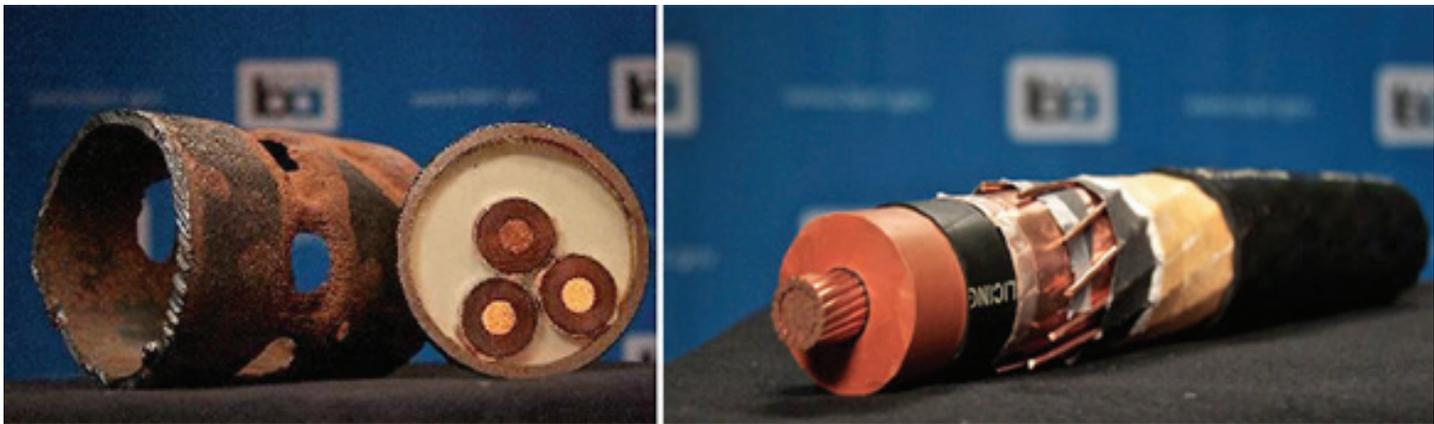


**\$1225  
Million**



**35%  
of Bond**





Decayed old cable, left, and modern insulated cable, right

# MAJOR PROJECTS FUNDED BY MEASURE RR

## Repair Tunnels and Structures

- **Earthquake Safety:** Begin retrofitting the Transbay Tube (\$4.3 million 1st tranche spending objective), preliminary engineering to strengthen the track between the Lake Merritt and Coliseum stations (\$2.4 million 1st tranche spending objective), and replacing cross-passage doors in the Tube, which are critical in the event of an emergency evacuation (\$5.4 million 1st tranche spending objective)
- **Caldecott Tunnel Repair:** Begin realignment of the Caldecott BART Tunnel, which has moved over several decades because of Hayward Fault creep (\$4 million 1st tranche spending objective)
- **Waterproofing:** Upgrade waterproofing in tunnels and structures – water seepage has been damaging vital systems and caused major delays (\$2.7 million 1st tranche spending objective)

There will be additional work in this category of \$3.7 million to reach the total first tranche spending objective of \$22.5 million.

Tunnel and structure work is extremely important for safety. These are items such as replacing the door in the Transbay Tube that would be used for passengers to exit in an emergency, and the catwalks on aerial structures, which passengers would walk to safety on if an evacuation from an aerial structure were necessary.

### Status of work is as follows:

- A \$6 million contract for Transbay Tube cross-passage door replacement is currently being advertised.
- Tunnel waterproofing for the line underground downtown San Francisco is 90% design complete
- Richmond line tunnel waterproofing is in preliminary design
- Substation and train control hut roof waterproofing is progressing on schedule
- Fall protection design is 25% complete
- Platform edge replacement is scheduled at MacArthur for 2018
- In addition, there will be a full retrofit of seven additional sections of the Transbay Tube at an estimated cost of \$53.75 million

**\$570  
Million**

**16%  
of Bond**

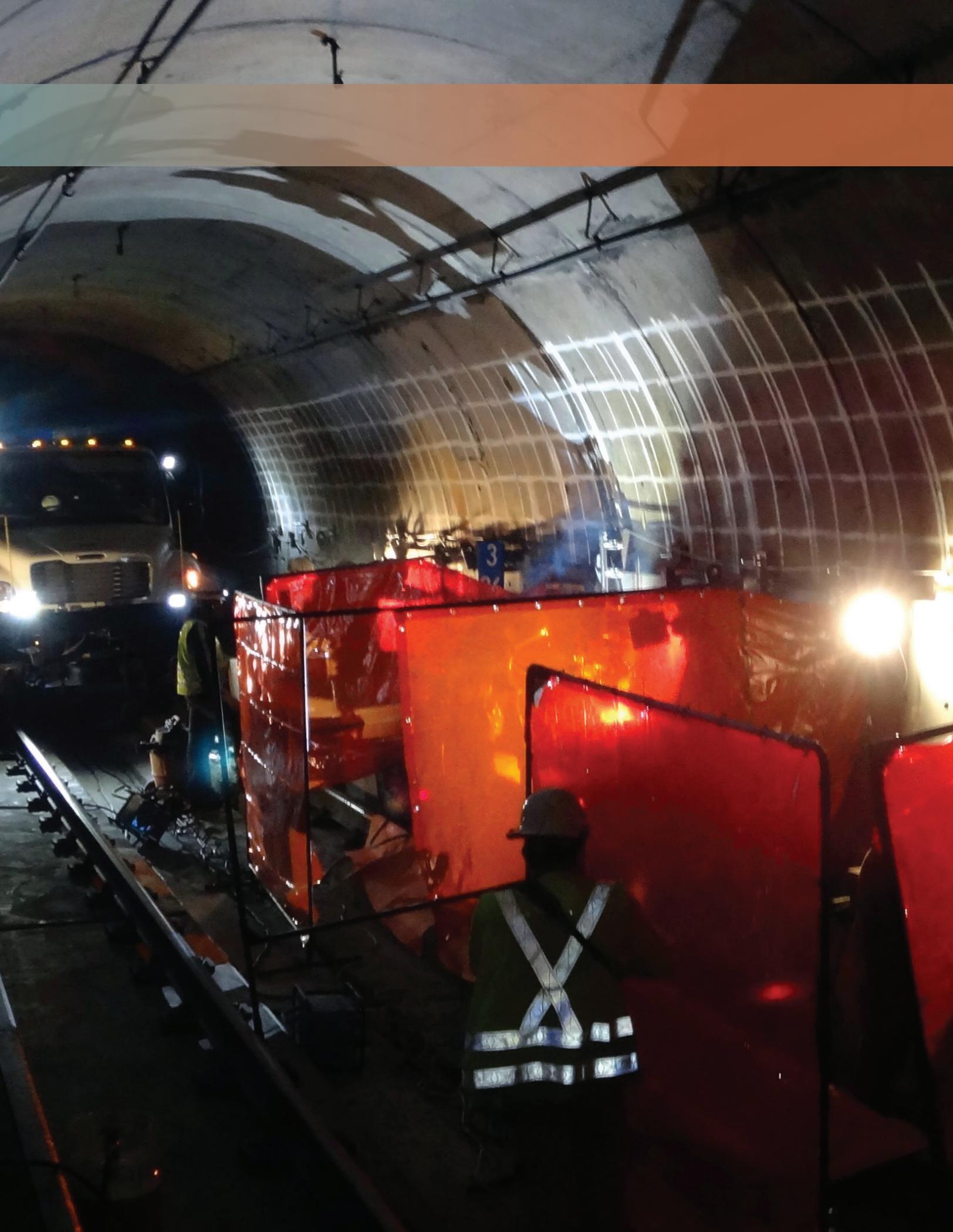


**Reliability**



**From: @SF\_Transit\_News**

In other news, @SFBART bond passes! Improving transit is essential to the health of the Bay Area economy.



# MAJOR PROJECTS FUNDED BY MEASURE RR

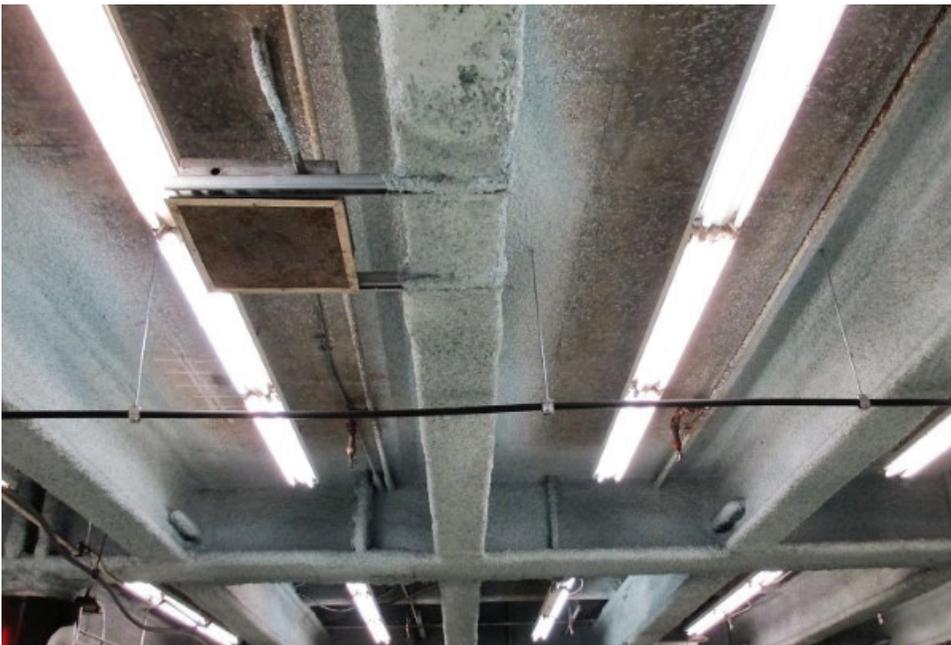
## Renew Mechanical Infrastructure

Measure RR will fund \$135 million of Mechanical Systems Program improvements, and 100% of these projects are currently in the engineering stage.

These include storm water treatment facilities; fire services in the train maintenance yards; replacement of HVAC systems; fire suppression work at the Lake Merritt Administration Building; and replacement of computer room cooling units.

Most parts of these systems are not immediately visible to riders; however, they're essential for safety and preventing delays.

Many mechanical systems are outdated, and thanks to Measure RR, BART will be able to replace them with new, more efficient and more reliable systems.



**\$135  
Million**

**4%  
of Bond**



From: @sfcta

@SFBART has broken ground on its first of 22 escalator canopies. Hat tip to Measure RR - a \$3.5B voter-approved bond measure - for helping make this happen.

# Renew Stations

Another \$210 million of Measure RR funds will go toward very visible improvements to many of our aging stations. Three stations will undergo major modernizations, including El Cerrito del Norte, Powell Street and 19th Street/Oakland. Conceptual planning will be done for modernizations at seven other stations: Concord, Downtown Berkeley, Coliseum, Embarcadero, Montgomery, Civic Center and Balboa Park.



Rendering of Balboa Park modernization.

# Renovate & Replace Escalators

Renovation or replacement of platform and street escalators in downtown San Francisco stations, along with canopies on street escalators to prevent damage from the elements, is another part of station renewal that is of high importance to riders. The Measure RR Escalator Replacement Program will replace or truss up 41 escalators between Embarcadero and Civic Center stations, including 23 street escalators and 19 platform escalators. It's anticipated BART can complete work on six to nine escalators per year. Also, 22 canopies are planned in these same areas.



# MAJOR PROJECTS FUNDED BY MEASURE RR

## Train Control & Other Major System Infrastructure

One of the big-ticket items from Measure RR is the Train Control Modernization Program, which will allow BART to increase capacity, running all 10-car trains, and more of them, Transbay during peak hours. (\$17.3 million 1st tranche spending objective)

In order to maintain the new and expanded Fleet of the Future, Measure RR provides funds to begin expansion of BART's Hayward Maintenance Complex, where the trains will be serviced. (\$2.2 million 1st tranche spending objective)

There will be additional work in this category of \$0.3 million to reach the total first tranche spending objective of \$19.8 million.

### Up to 40% Increase in Train Capacity

**Fixed-Block Signaling System:** Existing Train Control Technology

24

Trans-Bay trains per hour per direction during peak hour



**Communications-Based Train Control:** Needed to Increase Capacity and Assure Reliability

30

Trans-Bay trains per hour per direction during peak hour



... along with an expanded 1,081-car Fleet of the Future and Enhanced Traction Power



"I want to say thank you very much for the track work from Fruitvale to Lake Merritt. The ride is already smoother. I appreciate your work."  
- Evelyn M.

\$400 Million

12% of Bond



Safety



Reliability



Crowding Traffic



# MAJOR PROJECTS FUNDED BY MEASURE RR

## Design and Engineer Projects to Relieve Crowding, Increase Redundancy & Reduce Traffic Congestion

While still in the very early stages, Measure RR has set aside \$200 million to study ways in which BART can relieve crowding and create greater system redundancy, to help mitigate the impact of delays. One of these is the possibility of a second Transbay crossing; another, a pilot program for platform screen doors at 12th Street/Oakland Station, which would allow more riders to stand safely on the platforms.

Easing congestion is important for the health and vitality of all our Bay Area communities, and BART is committed to working toward that goal.

A second underwater crossing for train cars would accommodate far more growth than a bridge; consider the graphic below that shows how many riders BART carries through the current Transbay Tube, compared with what the Bay Bridge can accommodate.



From: @alsaldich

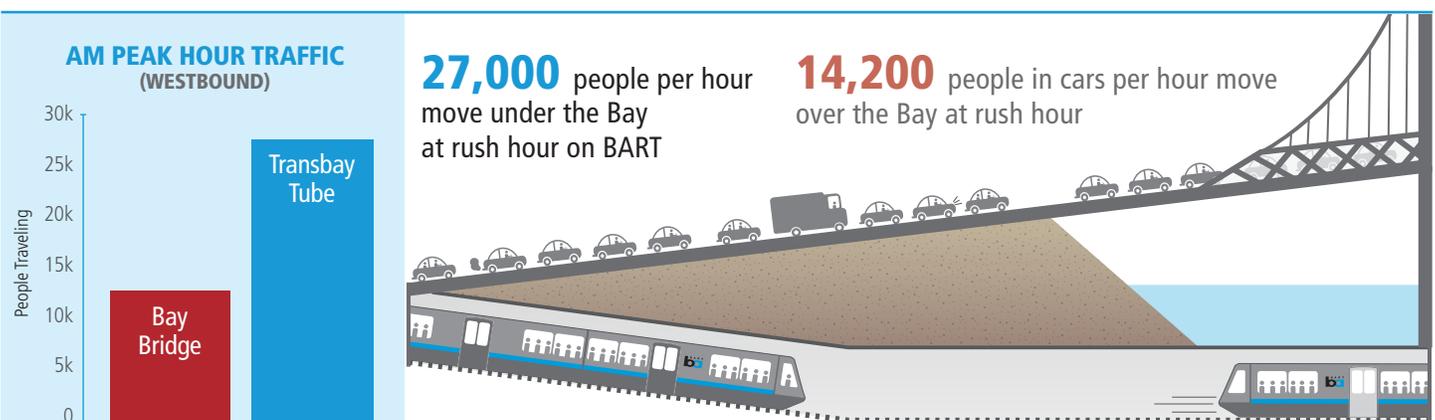
Took @SFBART to SF this morning and for the first time in years there was no deafening screaming sound coming from the wheels, just like a real train! Amazing!

**\$200**  
Million

**6%**  
of Bond

  
**Reliability**

  
**Crowding Traffic**



\*Assumes average of 1.7 persons per vehicle (Caltrans)



# MAJOR PROJECTS FUNDED BY MEASURE RR

## Access Improvements

Another \$135 million will be spent to expand opportunities to safely access stations, such as for improvements to bicycle and pedestrian access.

PROJECT
<b>EXPAND SAFE ACCESS TO STATIONS</b>
Pittsburg/Bay Point Shared Mobility - Drop-off & Bike Lanes
El Cerrito del Norte - Ohlone Greenway & Bus Shelter
Fremont Station Active Access - Bike Station
Fremont Station Active Access - Pedestrian Connection
Dublin/Pleasanton Station Active Access - Bike Station, Iron Horse Trail
San Leandro Station Active Access - Bike Station
North Berkeley Station Active Access - Bike Station, Ohlone
Downtown SF Active Access - Embarcadero Bike Station
19th Street Station Active Access - Bike Station
Bicycle Stair Channels
Lake Merritt Station Active Access - Plaza (including Bike Station)
McArthur Station Active Access - 40th Street Pedestrian Lighting
Accessible Fare Gates





This rendering depicts the type of secure bike parking facilities that will be constructed to encourage bicycle access to BART stations; the type depicted here are planned for Fremont, Dublin/Pleasanton, San Leandro and 19th St./Oakland.

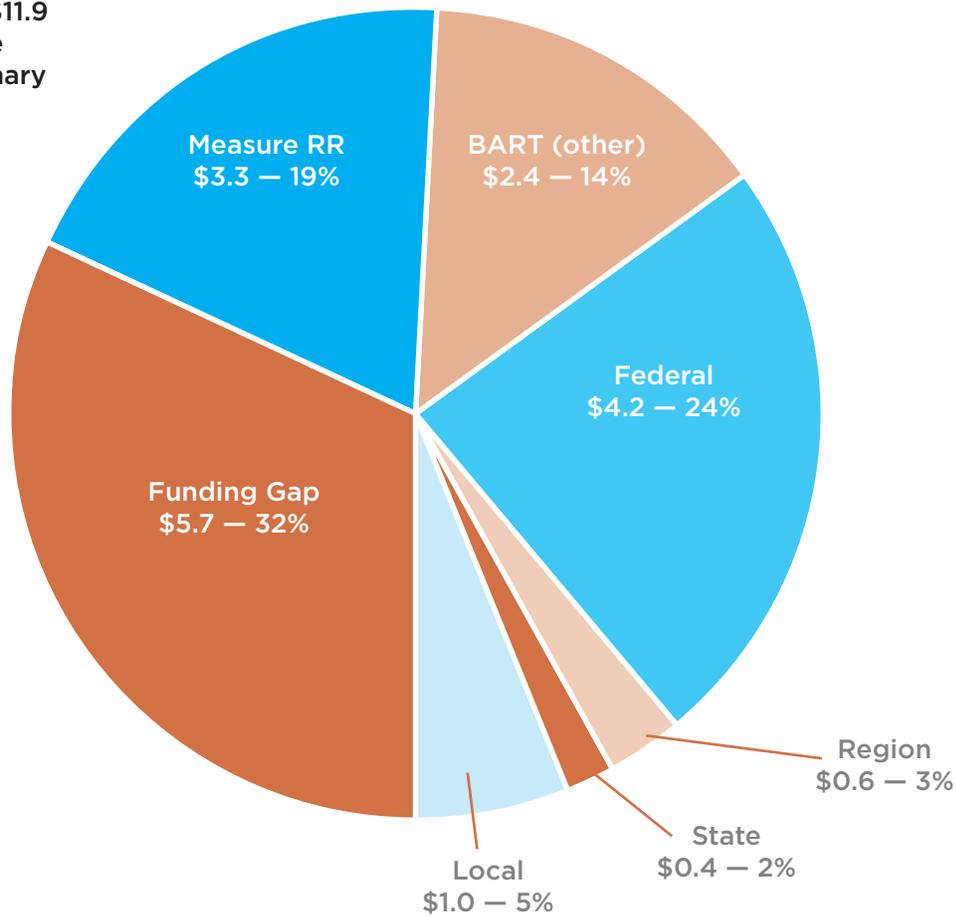
# THE PATH FORWARD

The projects funded by Measure RR will allow BART to more quickly address the most critical safety sensitive projects, improve system performance, and allow more frequent and reliable service. However, BART's overall capital reinvestment needs now exceed \$17.6 billion over the next 15 years. BART has identified approximately two-thirds of the funding to meet its needs, and about one-third of the funding issue remains unsolved. Coupled with BART's operating funds, Measure RR will contribute \$3.5 billion toward meeting total reinvestment needs (\$200 million of that projected after the FY17-31 time frame). The remaining funding will come from federal state, regional and local sources.

The chart below shows the breakdown of capital investment needs and funding sources through FY31, for a look at the big picture:

## BART FY17-31 Capital Investment Need and Funding Sources (Billions)

**Total Need: \$17.6 B**  
**Total Funding: \$11.9 B**  
    **\$8.08 secure**  
    **\$3.98 discretionary**







# Committee Activities and Expenditures

As part of this report, the Bond Oversight Committee also presents a summary of its activities and expenditures.

- **July 26, 2017 — Orientation Meeting**

BART General Manager Grace Crunican welcomed the Committee members and thanked them for their willingness to serve. Ms. Crunican also gave members an overview of the complex nature of BART's infrastructure and funding needs. She concluded by explaining the critical role of the Committee in providing independent oversight of the Measure RR program and inviting members to contact her with their questions or concerns. Staff then walked members through a binder of background information about BART. No members of the public attended.

- **Jan. 31, 2018 — Regular Meeting**

The Committee elected Anu Natarajan as its chair and Michael McGill as its vice chair. Following the election, the Committee approved the minutes of the July 26, 2017, inaugural meeting. BART Board President Robert Raburn, who attended the meeting as a member of the public, thanked the members for their service. Staff gave an asset management presentation that explained the process BART used to develop the list of Measure RR funded projects. Staff also presented the status of Measure RR funded projects including expenditures to-date. No other members of the public attended.

**The public can view meeting minutes at [www.bart.gov/bondoversight](http://www.bart.gov/bondoversight).**

- **April 18, 2018 — Meeting scheduled**

**Expenditures: As of this report, the Committee has spent \$45.**

You are welcome to give public input on this Board's activities. Our meetings are open to the public and will be noticed on the BART website at [www.bart.gov/board](http://www.bart.gov/board). We will also be publishing an annual report each year to inform you of our progress and activities. You can sign up for email notices of BART News, which will include major milestones in Measure RR work at [www.bart.gov/alerts](http://www.bart.gov/alerts).







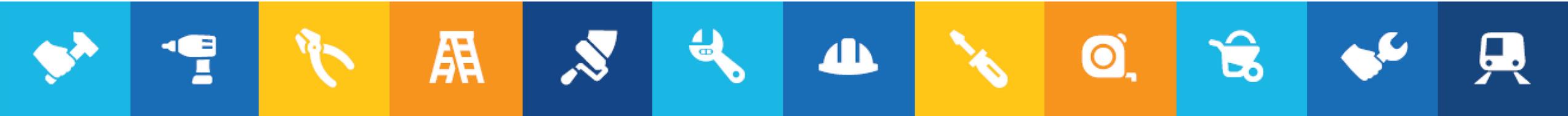
# WE'RE REBUILDING





# AGENDA

- Outreach Strategy
- Communication Channels
- Staying Connected





# Communications Outreach Strategy





# COMMUNICATIONS OUTREACH STRATEGY

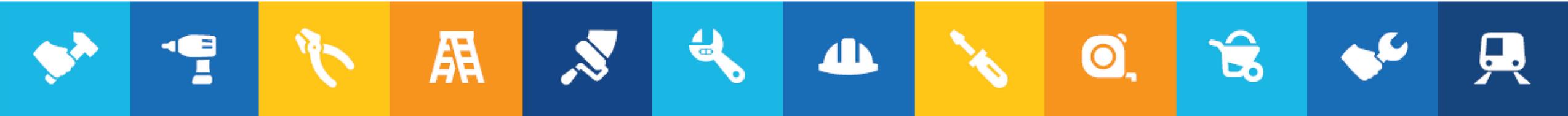
## Better BART Program

"We're Building a Better BART"

Measure RR  
Projects

Earthquake  
Safety  
Projects

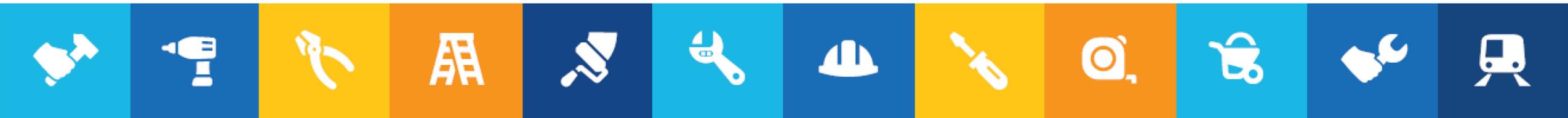
Other Capital  
Improvement  
Projects





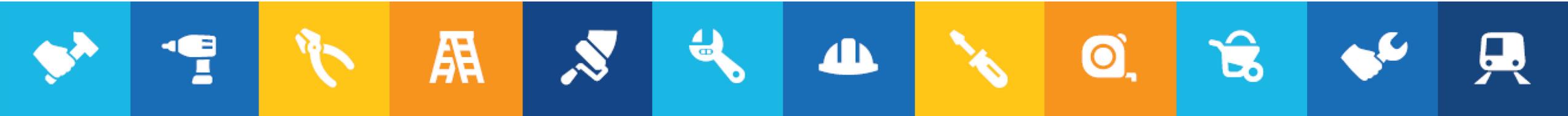
# COMMUNICATIONS OUTREACH STRATEGY

- Established messaging standards for verbal and written communication (i.e., talking points, website language, printed material, etc.)
- Developing design standards for construction signage graphics (i.e., directional signs, banners, etc.)
- Consistency and clarity of messaging builds trust





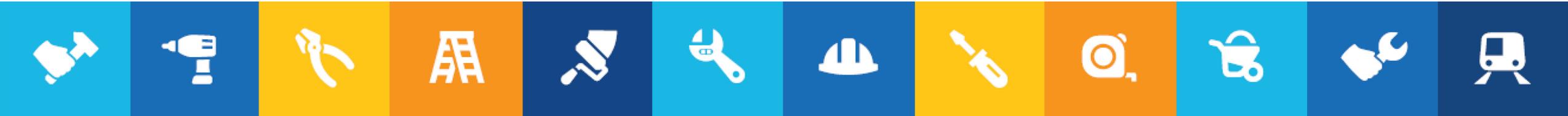
# COMMUNICATIONS OUTREACH STRATEGY





# COMMUNICATIONS OUTREACH STRATEGY

## Key Message Hierarchy





# Communication Channels

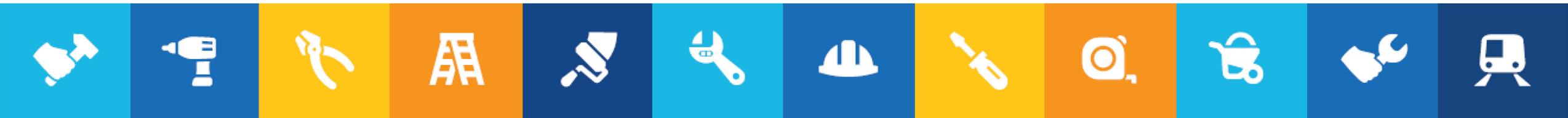




# COMMUNICATION CHANNELS

## Six primary channels

- bart.gov
- Community meetings
- Digital media (i.e., social, text, email)
- News media
- Signage/Verbal announcements
- Printed materials





# COMMUNICATION CHANNELS

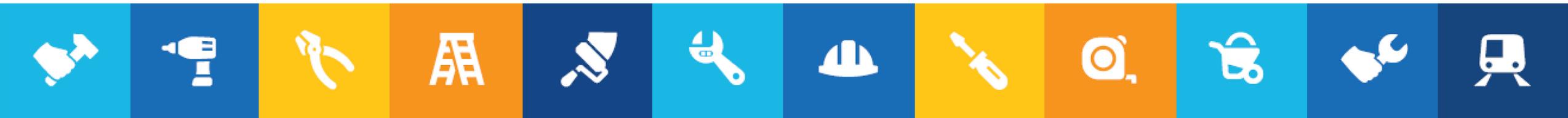
## BART website

- Annual report to be posted on committee's page
- Redesign of bart.gov will emphasize “We’re Rebuilding”
- Project updates located at bart.gov/betterbart
- 65 Measure RR stories since 2016



### THE NEXT ERA ARRIVES

Thank you voters! Because nearly 70% of you voted 'yes' on Measure RR



# COMMUNICATION CHANNELS

## Community Outreach

- Hold meetings, attend fairs & festivals
- Government & Community Relations has held 50 meetings since the bond passed
- Office of Civil Rights held 34 Measure RR outreach events since 2017
- Twitter town halls
- Live webinars
- 29 Clipper outreach events between December and March



Director Raburn gives a Better BART Presentation in Oakland; Oct 2017



# COMMUNICATION CHANNELS

## Digital Media

- Post, monitor and respond to Twitter, Facebook & Instagram
- @SFBART & #SFBART





# COMMUNICATION CHANNELS

## News Media

- Issue news releases on major projects regularly
- Hold news conferences
- Posted 13 Measure RR videos on BARTable YouTube channel since 2016
- Posted 7 Measure RR podcasts since 2016



Photo: KRON4



# COMMUNICATION CHANNELS

## In-Station Signage/Announcements

- Place A-frames and banners in stations during track closures
- Use overhead digital platform signs
- Make overhead announcements in required multiple languages
- Use Caltrans freeway signs



Directional Sign



# COMMUNICATION CHANNELS

## Printed Materials

- Passenger Bulletins
- Handouts and brochures
- Printed in required multiple languages
- Distributed to community groups, elected officials, stakeholders



**BART**  
**ba**

### BART BAY FAIR EARTHQUAKE SAFETY IMPROVEMENTS

**What is this project?**  
BART is making Earthquake Safety Program improvements to platforms, stairs, and parking lots.

**How is this making BART better?**  
These improvements will insure safety and the ability to return to operation more quickly after a major earthquake.

**When will the project be finished?**  
This work is expected to be completed in mid-2017.

**How can I learn more?**  
Visit [www.bart.gov/eqs](http://www.bart.gov/eqs), call (510) 476-3876, or email [earthquakesafety@bart.gov](mailto:earthquakesafety@bart.gov).

**BART Measure RR**  
FUNDS AT WORK

Project brought to you by  
voter-approved Measure RR funds





# Staying Connected



# STAYING CONNECTED

## 3 Easy Steps to Connect

- Sign up at [bart.gov/alerts](http://bart.gov/alerts)
- Select BART News alerts
- Follow us at @SFBART, & like us on Facebook





# CONCLUSION

# QUESTIONS?

